

# An Empirical Study on the Key Determinants of Employee Job Satisfaction

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## ABSTRACT

For modern managers looking to manage human resources effectively, employee loyalty and happiness have become major obstacles. Any organization's most significant asset is its workforce, and their long-term affiliation increases the organization's worth and stability. Employee loyalty and job happiness have a significant relationship, according to several studies conducted in a variety of industries. The degree to which workers are happy and dedicated to their company is known as job satisfaction, and they frequently consider staying with their current employer to be their greatest career choice. This study's main goal is to investigate how employee behaviour and loyalty are affected by work satisfaction. The study also seeks to pinpoint the main elements that influence worker satisfaction. A structured questionnaire survey was used to achieve the study's goals. The findings show that a number of organizational characteristics have a direct and substantial impact on employee satisfaction. Furthermore, a number of socioeconomic and individual factors, such as age, gender, incentives, work environment, educational background, and length of employment, are found to be strongly associated with job satisfaction. The present paper will highlight different factors affecting job satisfaction in Heinz India Private Limited factory in Aligarh, Uttar Pradesh

**Keywords:** Employee job satisfaction, workplace happiness, employee engagement, social security

## 1.0 INTRODUCTION

### 1.1: Job Satisfaction: A Multidimensional Concept

A complicated and universal attitude, job satisfaction represents an employee's entire emotional reaction to their workplace. It is not attributable to a single element but rather results from the interaction of numerous internal and external elements. Instead, it is the result of several interrelated attitudes and views that are influenced by three main areas: (i) personal traits, (ii) relationships outside of the workplace, and (iii) particular aspects of the job. These factors are intricately linked and need to be considered as a whole in order to fully comprehend what influences job satisfaction.

#### 1. Individual Characteristics:

An employee's sense of fulfilment is mostly shaped by their personal characteristics. These include emotional stability, personality attributes, health, age, gender, and educational attainment. People with strong self-esteem and a pleasant disposition, for example, are more likely to have a positive opinion of their workplace. Furthermore, the degree of desire, goal, and personal values have a big impact on how people view employment. A person is more probable to be delighted with their job if it fits with their long-

term objectives and intrinsic ambitions. On the other hand, discontent frequently results from a misalignment between personal aspirations and job roles.

## **2. Group Relationships Outside the Workplace:**

An employee's job happiness is also greatly influenced by their interactions and relationships outside of the workplace. These consist of social interactions, friendships, and family dynamics. A nurturing home environment can boost emotional resilience and serve as a protective barrier against work-related stress. However, poor relationships or unresolved personal difficulties can have a severe impact on performance and morale at work. Furthermore, one's social status and involvement in the community offer a sense of fulfilment and identity that have an indirect impact on job satisfaction. Outside of work, social support systems and recreational pursuits provide essential stress relievers and encourage a healthy lifestyle, which raises satisfaction levels even further.

## **3. Particular Job Factors:**

The nature of the work, working conditions, pay, and prospects for growth, job security, and recognition are all important aspects of the job that affect employee satisfaction. A profession that properly challenges workers, makes use of their abilities, and offers growth chances cultivates a sense of accomplishment and purpose. On the contrary hand, tedious work, a lack of recognition, bad management techniques, and little opportunity for professional development can all contribute to dissatisfaction. Job duties must be in line with employees' interests and competencies; when workers believe their contributions are appreciated and relevant, their levels of satisfaction automatically increase.

Fundamentally, job satisfaction involves more than just the work one does; it also involves how well that employment fits into the larger framework of a person's life. When the job requirements align with the employee's needs, wants, and expectations, a positive job perception arises. To fully comprehend job satisfaction, however, a comprehensive approach is necessary, taking into account not just the work itself but also the social, psychological, and personal factors that influence how people see their jobs. Employers, legislators, and human resources specialists can more effectively create policies that promote employee motivation, well-being, and productivity by acknowledging the multifaceted nature of job satisfaction.

## **2.0: REVIEW OF LITERATURE**

**Mira Singh and Pestonjee (1990)** conducted a research to investigate the variables affecting bank workers' job satisfaction. They postulated that three important factors—occupational level, employment involvement, as well as engagement in organizational processes—have an enormous effect on satisfaction with employment. 500 workers from a nationalized bank in the western region of India made up the research sample, 250 of whom were officers and 250 of whom were secretaries. The results validated the original hypothesis, showing that employees' job satisfaction was positively correlated with their occupational standing, level of involvement in their job duties, and level of participation in organizational decision-making.

**Mathew (1991)** used a non-recursive model to investigate the relationship between organizational commitment and job satisfaction. This paradigm made it possible to look at how commitment affects satisfaction and how satisfaction affects commitment at the same time. The findings showed a reciprocal relationship between the two variables, but that work satisfaction had a greater impact on organizational commitment than the other way around. This implies that contented workers are more likely to form

stronger emotional bonds and be more devoted to their companies, highlighting the significance of raising satisfaction as a tactic to increase sustained dedication.

**Dhar and Jain (1992)** that looked into the relationships between age, length of service, job involvement, and job satisfaction. Understanding how these factors interact and affect one another in an academic work environment was the study's goal. The discovery of a positive relationship between job satisfaction and job involvement was one of the study's main conclusions. This suggests that people's job satisfaction tends to rise as they become more active and engaged in their work. On the other hand, increased involvement in professional duties is also a result of higher job satisfaction. The study emphasizes the mutually beneficial nature of the relationship and suggests that encouraging job involvement can be a useful tactic for raising academics' general levels of satisfaction.

**Syeed (1992)** used a sample of 44 supervisors from a public sector company to investigate the connection between organizational success and work satisfaction. The study sought to determine the relationship between organizational success and a number of personal characteristics, including age, education, tenure, and compensation, as well as work satisfaction. The results showed that organizational success was more strongly predicted by job satisfaction than by personal traits. The study came to the conclusion that a nice work environment and supporting HRD policies greatly increase employee happiness, which in turn leads to increased organizational success and efficiency.

**Rama Devi (1997)** conducted research on the job satisfaction of university faculty members in Andhra Pradesh, focusing on their perceptions of management practices in two universities. Two hundred teaching faculty members were chosen at random from both universities to make up the sample. According to the study, autonomy in their positions, chances for professional growth, pay, and job stability all contributed to faculty members' work satisfaction. Dissatisfaction, on the other side, was caused by tedious work duties, strict bureaucratic regulations, and a lack of acknowledgment. The study made clear how crucial both extrinsic and intrinsic elements are in determining faculty satisfaction.

**Purani and Sahadev (2008)** conducted an empirical study focusing on salespersons in the Indian pharmaceutical sector. The study looked at how industrial experience affects the connection between job satisfaction and intention to quit. The results showed that this link is moderated by industrial experience, especially when it comes to satisfaction with corporate HR policies, career development prospects, compensation structures, and supervisory assistance. This implies that compared to their less experienced counterparts, seasoned professionals may view and respond to job satisfaction aspects differently.

**Paul S. McCarthy et al. (2015)** conducted a study on job satisfaction, work engagement, and stress among Australian teachers. According to this study, Australian teachers' high levels of work-related stress had a detrimental effect on their job satisfaction. (a) A supportive school climate, reasonable workloads, and supportive leadership greatly increased student satisfaction. (b) Compared to older teachers, younger teachers expressed less satisfaction. (c) Underlined the necessity of policy-level measures to lessen teacher burnout. Future worldwide research on teacher job happiness will be influenced by the strong statistical evidence this study presented connecting job satisfaction with productivity, burnout, and mental health.

**Researchers Jelena Ćulibrk, Milan Delić, (2018)** conducted a study in Serbia, exploring job satisfaction among 566 employees across eight company. Through the use of a questionnaire, they discovered that organizational commitment is greatly impacted by job satisfaction, which is influenced by work features and organizational policies. Job participation functions as a mediator in this relationship. This study emphasizes the necessity of customized motivation models for economies undergoing transformation, such as Serbia.

### **3.0 NEED OF THE STUDY**

The effectiveness, dedication, and general performance of employees within a company are all significantly influenced by their level of job satisfaction. A contented workforce makes a big difference in how smoothly operations run, how productive they are, and how well they can handle market competition. Employees are more likely to have a favourable outlook on their duties, co-workers, and the company overall when they are happy in their positions.

In light of this, the current study attempts to assess workers' job satisfaction by taking into account a number of important factors, including working circumstances, monetary advantages, interpersonal relationships, and organizational policies. Management must possess an extensive awareness of these elements in order to make wise decisions that will boost staff morale, lower attrition, and ultimately achieve organizational goals more effectively.

### **4.0: OBJECTIVE OF THE STUDY**

The study has been undertaken with the following specific objectives:

- a) To assess how satisfied workers are with the organization's welfare programs and working conditions.
- b) To gauge how satisfied workers are with monetary perks, chances for advancement, and training initiatives.
- c) To analyse employees' opinions on interpersonal relationships, recognition and appreciation of work, and their involvement in decision-making processes.
- d) To evaluate satisfaction levels concerning organizational rules and regulations, the grievance redressal mechanism, disciplinary actions, and the factors of interest and boredom in the workplace.
- e) To ascertain the general degree of job satisfaction among the organization's executives.
- f) To offer relevant suggestions and recommendations for improving job satisfaction, where necessary, based on the findings of the study.

### **5.0: SCOPE OF THE STUDY**

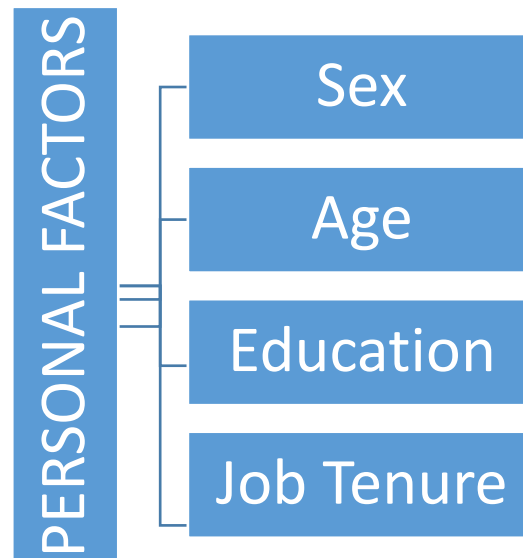
The scope of the study is limited to Employees of the Heinz India Private Limited factory in Aligarh, Uttar Pradesh

### **6.0: JOB SATISFACTION-RELATED FACTORS INCLUDE**

Numerous interrelated factors, each with its own relevance and impact, contribute to job satisfaction. Since they all affect a person's entire experience at work, none of these elements should be disregarded. Studying these variables is crucial for comprehending and enhancing job satisfaction because they are dynamic and subject to change throughout time. Among the crucial elements are:

## 1. Personal Factors:

A number of personal traits have a big impact on job satisfaction. These consist of:



**Fig.1: Personal Factors related to Job Satisfaction**

**Gender:** Studies on job satisfaction frequently show that women are more likely than males to report feeling satisfied with their jobs. This could be explained by the various responsibilities women frequently juggle between their personal and professional lives. Even if it means receiving less money, women are typically reported to desire a welcoming workplace and social recognition.

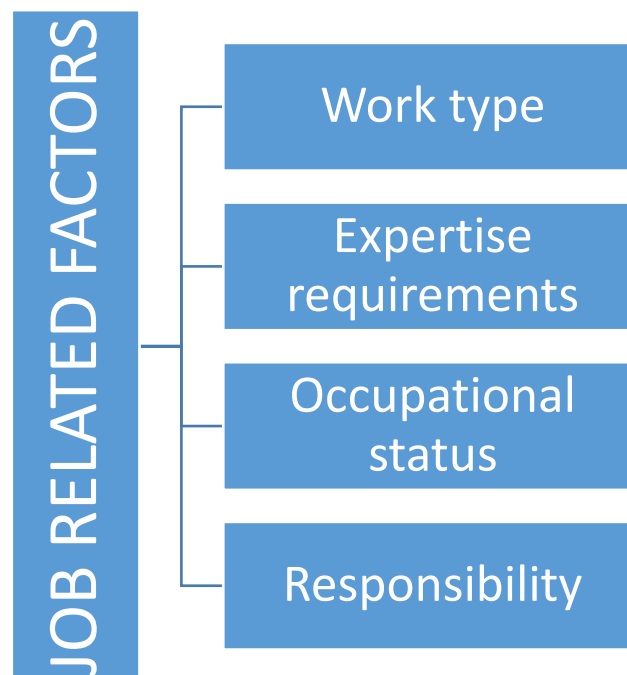
**Age:** Research and job categories have different findings about the association between maturity & satisfaction with employment. Depending on the type of employment and the workplace, job happiness may either rise or fall with age, according to some study, while other studies contend that age has little bearing on job satisfaction.

**Education:** There is conflicting evidence about the relationship between job satisfaction and educational attainment. According to certain research, workers with more education may be less satisfied with their jobs, either as a result of unfulfilled expectations or little opportunity for professional progression. Conversely, employees with lower levels of education could express greater levels of happiness. These patterns are not ubiquitous, though, and other elements like corporate rules about skill development and advancement also come into play.

Research has shown that job satisfaction tends to steadily decrease over time, with the highest levels occurring during the first few months of employment. This might be the result of unfulfilled expectations over time or the role's diminishing novelty.

## 2. Job-Related Factors:

A number of factors that are directly related to the nature of the job itself have a significant impact on job satisfaction. These consist of:



**Fig.2: Job Related Factors related to Job Satisfaction**

**Work Type:** A major factor in determining job satisfaction is the type of the work. According to research, employment that involve interesting, important, or intellectually challenging tasks typically provide higher levels of job satisfaction than repetitive or tedious work. The significance of job type is demonstrated by the fact that, although a large number of manufacturing workers feel dissatisfaction, a lower percentage of professionals share this sentiment.

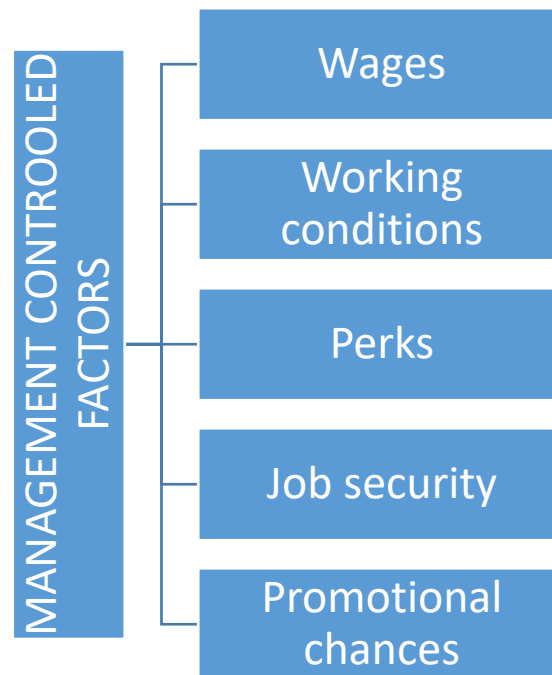
**Expertise Requirements:** Because they enable workers to use and improve their skills, jobs requiring a high degree of expertise frequently result in higher levels of job satisfaction. A high level of skill-based satisfaction makes other considerations, like pay or working circumstances, less important. However, contentment in other areas becomes more important if there is less opportunity to put one's skills to use.

**Occupational Status:** Intelligence, income, and educational attainment are all closely related to occupational status. Dissatisfaction is more common among workers in positions with less social status or respect. The status of a job affects how people see themselves and how they are perceived by others, which in turn affects how satisfied they are with their jobs overall.

**Responsibility:** Another important factor influencing job satisfaction is the degree of responsibility involved in a job. Research has indicated that workers, particularly those in managerial or supervisory positions, frequently have a sense of purpose and significance in their work. A stronger sense of purpose and greater participation inside the organization might result from increased accountability.

#### 4. Management-Controlled Factors:

Aspects that are within management's control also have a big impact on job satisfaction. These elements influence the workplace culture and have a direct impact on how workers view their positions. Important management-controlled elements consist of:



**Fig.3: Management Controlled Factors related to Job Satisfaction**

**Wages:** One of the most important factors influencing job happiness is frequently thought to be wages. In general, more contentment is linked to better wages. This isn't always the case for every employee, though. According to research, highly educated people may place greater value on aspects like job security and career progression prospects than just pay. Wages are therefore simply one component of the larger satisfaction equation, notwithstanding their importance.

**Working Conditions:** Job satisfaction is positively impacted by cozy and encouraging working environments. Employee morale and general satisfaction are raised in a clean, safe, and comfortable workplace because it lessens stress and exhaustion.

**Perks:** For highly educated and well-paid workers in particular, extra perks like healthcare, paid time off, retirement plans, and wellness initiatives are becoming more and more crucial. These perks are thought to be signs of long-term dedication and organizational concern, which raises job satisfaction.

**Job Security:** A key component of job happiness is the guarantee of steady, long-term employment. Positions that provide steady work tend to make employees feel more secure and content. However, research indicates that those with more education tend to be less concerned about job security since they may feel more assured about their employability.

**Promotional chances:** Over time, career promotion chances have a major impact on employee happiness. Employees frequently prioritize upward mobility above pay increases alone as they gain expertise. Employee satisfaction and motivation are typically higher in organizations that offer clear growth and development pathways.

## 7.0: PROFILE OF THE COMPANY



In India's food processing industry, the Heinz India Private Limited plant in Aligarh, Uttar Pradesh, is a key establishment. This plant, which was established in 1994 after Heinz acquired Glaxo's Family Products Division, has played a significant role in the production of popular brands like Complan, Glucon-D, Nycil, and Sampriti Ghee.

**7.1: Location and Facilities:** The address is Manzurgarhi, Aligarh 202001, Uttar Pradesh, P.O. Box No. 1.

**Certifications:** The facility complies with Good Food Manufacturing Practices (GFMP) and holds a HACCP certification, guaranteeing the manufacture of safe and superior food products.

**7.2: Workforce and Operations:** Heinz India used to run two significant manufacturing facilities, one of which is in Aligarh and the other in Sitarganj, Uttarakhand. All together, these establishments had about 2,500 workers. The Aligarh plant has played a key role in manufacturing nutrition and health goods for the Indian market.

## 8.0: DESIGN OF THE STUDY'S RESEARCH METHODS:

The study's descriptive and exploratory design allowed for the determination of the executives' degree of job satisfaction at Heinz India Private Limited plant in Aligarh, U.P.

## 9.0: SAMPLING

A sample of 105 workers, or around 45% of the overall workforce, was selected.

The study's outcome was described based on two factors: a) the total number of respondents; and b) department-wise

## 10.0: PILOT RESEARCH:

A pilot research was carried out prior to sending the questionnaire to the respondents. Five employees were given questionnaires in order to gather their responses. It was made public.

## 11.0: TECHNIQUES FOR GATHERING DATA

Data was gathered using both primary and secondary sources. The term "primary" refers to the data that is directly provided by the respondents via the questionnaire, while "secondary" refers to any source other than the primary source, such as office files, documents, manuals, etc.

## 12.0: ANALYZATION AND INTERPRETATION OF DATA

following tabulation, all of the data were shown, and the tabulated data was examined in light of the study's goals.

The following formula was used to obtain Average Satisfaction for the study:-  
Average Satisfaction = Percentage of workers that are pleased / extremely satisfied *Divided by*  
(÷)percentage of all employees that were taken  
**Features that were taken into account for the research:**

The following are the few characteristics that are taken into account for the study:

1. Hours of Work.
2. Compensation for labour performed.
3. Training is the third.
4. Department's physical layout.
5. Inspiration.
6. Evaluations of performance.
7. Cooperation.
8. Welfare Benefits

### 12.1: Measuring Employee Satisfaction

According to one definition, employee satisfaction is influenced by expectations and perceived performance. When an employee's performance does not meet their expectations, they are unhappy; when it does, they are content. However, the procedure is more intricate than it first seems. Offering great satisfaction is more crucial for any business since it shows strong loyalty and prevents customers from moving to a competitor when a better offer becomes available.

### 12.2: Instruments for monitoring and assessing worker satisfaction

1. Complaint and Suggestion System: Using tools like suggestion boxes and in-person meetings with superiors, employees are free to voice grievances and recommendations.
2. Analysis of Lost Employees: The employee loss rate is calculated or exit interviews are performed.
3. Employee Satisfaction Survey: To determine employee satisfaction, a random sample of recent buyers is contacted via telephone or questionnaire on a regular basis.

### 12.3: Scale Construction:

**For Questionnaire:** A questionnaire was created based on the various characteristics that were taken into account. Each has four potential responses, one of which must be checked. Regarding satisfaction, the respondent must indicate whether they are extremely satisfied, satisfied, dissatisfied, or very dissatisfied.

**For Interpretation:** Following data collection, the findings were plotted as a graph, and the following scale was taken into account while making the interpretation:

- 0 to 0.5 -----Very Dissatisfied.  
0.5 to 1.0----- Dissatisfied.  
to 1.5 ----- Satisfied  
1.5 to 2-----Highly Satisfied

### 12.4: Interpretation:

According to the data gathered, the majority of respondents are unhappy with the following characteristics:

- Working hours,
- Training

- Motivation and
- Team work,

*additionally, the workers are quite unhappy with*

1. Performance reviews and
2. Welfare benefits

### 13.0: KEY RESULTS OF THE STUDY

The following conclusions were reached based on the study's methodology:

#### **Employee Satisfaction Level (Department-wise):**

Production, Quality Control and Assurance, Warehouse, Engineering, Finance, and Human Resources are the six departments that make up this organization. Since the degree of satisfaction varies by department, I made an effort to get information from every department.

**Production Department:** Forty-five percent of the department's total workforce is taken into consideration. Employees in the production department are very unhappy with performance feedback (0.2), teamwork (0.2), and welfare benefits (0.3); they are also unhappy with working hours (0.7), training (0.5), and motivation (0.5). On the other hand, they are very satisfied with the physical state of the department (1.9) and the pay structure (1.2).

**Department of Quality Control and Assurance:** One of the most crucial divisions in any business, and the pharmaceutical sector specifically, is this one. Employee satisfaction in this department is therefore quite high, with the exception of welfare benefits (0.8), teamwork (0.4), and performance feedback (0.4).

**Warehouse Department:** Only working hours and training (1.2) satisfy the personnel in this department, who are largely unhappy with all other aspects.

**Engineering department:** Only training (1) and physical layout (1.6) are rated as satisfactory by the department's staff, while performance feedback, payment, and welfare and motivation benefits (0.4), teamwork (0.8), and working hours (0.6) are rated as highly unsatisfactory.

**The finance and human resources departments:** as there are fewer personnel overall (the finance department has four employees and the human resources department has three). Information gathered from each of these seven workers.

The workers in these two areas are extremely unhappy with performance feedback (0.5) but are happy with working hours, training, physical layout, and teamwork (1) and very much dissatisfied with Performance Feedback (0.5), Motivation & Welfare Benefits (0.4), and dissatisfied with payment (0.7).

#### **Reasons for Employee Unhappiness:**

The aforementioned discussions would emphasize the elements that contribute to employee unhappiness based on data collecting.

**Extended Working Hours:** Typically, the office is open from 9:30 a.m to 5:30 p.m. However, usually for reasons such as increase market demand personnel need to work up to 8:00 p.m. which may get prolonged up to 10 pm. In addition to having a negative impact on social behaviour, work pace, and error rate, extended work hours also have a negative impact on employees' health. When combined with sleep disturbance, these factors degrade job performance. Workers may have a variety of health issues, including: a) mental health issues and b) cardiovascular issues. Additionally, it disrupts domestic relationships and has a detrimental effect on work-life balance.

According to the study, the majority of respondents are happy with the payment structure, but a small percentage of workers in Heinz India Private Limited factory in Aligarh, Uttar Pradesh warehouse, engineering, human resources, and finance departments felt that their compensation did not reflect their contributions to the company, which is the biggest source of demotivation.

**Training:** In order for modern firms to succeed, training has become absolutely essential. Competencies are the fundamental set of skills and knowledge that offer an organization an advantage over rivals. Training is essential for developing and enhancing these competencies, which makes it a crucial component of strategy execution.

Additionally, personnel must constantly improve their knowledge, skills, and capacities to deal with new systems and procedures due to the fast evolving nature of technologies. However, almost all workers require regular training of some kind in order to continue performing effectively or to adapt to new tasks. The current study identified the following reasons why employees were unhappy with the training they received.

1. Since supervisory and management level employees typically receive these trainings, junior level personnel are discouraged from developing their skills and knowledge in order to boost productivity.
2. Workers only receive training relevant to their specific job type.
3. Within the Department of Quality Control and Assurance. Workers are hampered in their work by their inadequate theoretical understanding of the chemicals and methods used and their characteristics.

**Teamwork:** The idea of people cooperating as a group to achieve shared goals or objectives is known as teamwork. When used in the workplace, teamwork is a strategy that unites employees' mindsets toward common goals and a corporate, typically unselfish, purpose. Working effectively in a team setting requires effective collaborative abilities and expertise. Many employers try to improve their workers' collaborative efforts through training, cross-training, and workshops in order to assist individuals work together in a cohesive group as businesses and organizations get larger and more complex.

**Welfare Benefits:** Employee benefits are a type of indirect remuneration meant to enhance workers' quality of life both at work and in their personal lives. Benefits account for 40% of the employer's overall payroll expenses. Employers typically anticipate increased productivity and assistance from their staff in exchange. Given that workers now anticipate more benefits than ever before, the program's design and communication will determine how motivating these benefits are. Three levels of benefits—officer, managerial, and worker—are offered by the corporation, according to the survey, and this was the main cause of employee discontent.

#### 14.0: CONCLUSION AND RECOMMENDATIONS:

Employees of various industrial establishments are not happy with the facilities that the management of the industrial establishment provides them, despite various government policies and programs on industrial development, employee welfare, and statutory norms. Based on the goals, the study's summary reveals the following and advises management to implement corrective actions to boost productivity:

**Working Hours:** To enable workers to perform their jobs more effectively, they should be given downtime in between shifts. The following time slot should be set aside for relaxation:

After working from 10:30 am to 11:00 am ---- Tea Break for 15 to 20 minutes.

After working from 12:30 am to 02:00 pm ---- Lunch Break for 30 minutes.

After working from 3:00 pm to 5:00 pm ---- Tea Break for 15 to 20 minutes.

**When employees are working for extra hours:**

After working from 5:15 pm to 8:00 pm ---- Tea Break for 15 minutes.

- a) **Payment of Work Done:** The Company should have a precise system to determine each worker's productivity, and employees should receive raises, bonuses, and other forms of compensation in accordance with their performance. The management should offer a range of financial and non-financial incentive programs to further strengthen staff loyalty to the company
- b) **Training:**
  - i) In order to improve junior level employees' knowledge and abilities and boost production, the organization should offer training facilities.
  - ii) Cross-functional training should be given to staff members in order to equip them with the multiscale they need to assume greater responsibility.
  - iii) The Quality Control and Assurance Department staff should receive off-the-job training to familiarize them with the different chemicals that will be utilized in their lab.
- c) **Motivation:**
  - i) Every department should have a complaint box where staff members can record issues pertaining to their jobs. Management should then regularly assess these issues and take appropriate corrective action.
  - ii) The management should try to determine the social needs of the staff members, for which the manager should communicate with his team members on a regular basis.
- d) **Teamwork:**
  - i) To improve the organization's teamwork, management should take the initiative to hold seminars and workshops that include group dynamic games.
  - ii) Members of the team should hold meetings, both official and informal, to improve communication amongst themselves and to inform each other of the team's objective.

**Welfare Benefits:** Contractual employees are the ones that are worried about the feeding. The contractual head should perform routine invigilation in order to improve the quality. To improve the quality of the meals, the HR staff should also conduct a monthly inspection.

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