

Research Article

Employees' Job Satisfaction in Nrl- Some Empirical Evidences

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Abstract: Job satisfaction is an individual's feeling regarding his or her work which is influenced by myriads of factors. It is triggered by psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. It is an imperative fact that, satisfied and committed employees contribute to organizational competitive advantages, innovation, peace, understanding, prosperity and progress. Infact, satisfied employees act as drivers of financial and market success. In the present study, eight major determinants of job satisfaction have been selected to assess their impact on job satisfaction of the employees at NRL- Numaligarah. The present study revealed that, 'Attitude towards the Company' has been the strongest determinants of job satisfaction among employees at NRL- Numaligarah. Further, 'Work Relationship' stood at the second place. Moreover, 'Attitude towards the Company' and 'Work Relationship' has been the 'High Impact' determinants of job satisfaction. Likewise, 'Work Environment', 'Compensation and Benefits' and 'Participation and Recognition' have been identified as 'Moderate Impact' determinants of job satisfaction. In the order, 'Human Resource Function & Policies', 'Work Life Balance', and 'Career Development' have been identified as 'Low Impact' determinants of job satisfaction.

Keywords: Assam; Job Satisfaction; NRL and; Numaligarah.

INTRODUCTION

Human Capital is the primary source of 'Knowledge Asset' of an organization. It contributes and drives competitive advantage and innovations to an organization along with other elements of organizational success like- finance, products and other services. Infact, attracting, motivating and retaining them have been the constant endeavor of management. Now, it becomes an overriding task for every organization to create a holistic environment which ensures not only a mere fulfillment of career aspiration but a sense of job satisfaction and commitment. Also, a meaningful job and supportive environment have to be provided to them, as it creates a sense of job satisfaction and engagement too. As a matter of fact, only satisfied employees create satisfied customers. Further, satisfied and committed employees contribute to competitive advantages, innovation, peace, understanding, prosperity and progress. Of course, a conducive environment is required to promote the 'state of job satisfaction'. They act as drivers of financial and market success. They give outstanding performances by trying

to stretch themselves and continuously striving to outperform and set new standards of excellence. Across the globe, enhancing job satisfaction has been gaining momentum in every business organizations.

Every individual join organizations with certain motives like- security of income and job, better prospects in future and, satisfaction of social and psychological needs etc. Every person has different sets of needs at different times. So, it is the responsibility of management to recognize this basic fact and provide appropriate opportunities and environments to people at workplaces to satisfy their needs (Suri & Chhabra, 2000). The earlier approach of human resource development emphasized mostly in training and proper supervision. However, it is now realized that, training plays a limited role. The need for improving the quality of work life by making the job more satisfying and productive has been greatly felt. It is performances of the employee which ultimately decides the future of any organization. However, the employee performance is to

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a large extent, influenced by motivation and job satisfaction (Rao, 2000).

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but, the satisfaction on the job (Rao, *ibid*). Job satisfaction is an individual's feeling regarding his or her work. It can be influenced by a variety of factors (Barbara, 2004). Job satisfaction is described as, "any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job" (Hoppock, 1935). It is well known that a person with a high level of job satisfaction holds positive attitudes, while a person dissatisfied with job holds negative attitudes about the job. Job satisfaction is a set of favorable feelings with which employees view their jobs, more specifically the nature of jobs they do, the quality of supervision they receive and promotional avenues etc.

Therefore, job satisfaction constitutes an attitudinal variable that measures how a person feels about his or her job (Spector, 1997).

OBJECTIVES OF THE STUDY

The Paper Endeavoured To:-

- Identify important determinants of job satisfaction.
- Assess the impact of various factors of job satisfaction on the workers of NRL- Assam.

RESEARCH METHODOLOGY

- **Research Method and Tools:** The present study has been purely based on Field Survey. It is an Analytical Research in nature. During the study, Personal Interview, Telephonic Contacts and Observation Methods have been used to collect pertinent field data. Moreover, structured schedules, mobile phone and other stationeries have been widely used as research tools for the study.
- **Sources of Data:** During field survey, the data have been collected from both primary and secondary sources. Primary data has been collected with the help of structured questionnaire containing 60 close-ended questions. During the study, questionnaire has been administered while conducting interviews. Further, closed and objective observation has been made to collect additional primary data. For secondary data, relevant information from various sources has been collected through books, journals, thesis, dissertations, published and unpublished sources. Beside, internet has been extensively used while collecting secondary information for the present study.

- **Universe of the Study:** The Universe of the present study encompasses all the permanent employees who are presently working in NRL Assam. During the study, personal visit was made at the NRL Numaligarh site in which employee list was provided by the NRL Authorities. The list revealed that there are 882 permanent employees working in NRL Assam. So, the 882 permanent employees constitute the Population or Universe of the study.
- **Sampling Technique, Design & Size:** During the present study, Convenience Sampling under non-probability sampling technique has been used. Convenient sampling technique is applied over 882 permanent employees at Numaligarh Refinery Limited (NRL), Numaligarh, Golaghat, Assam. For the present study, out of 882 total employees, 20, 40 and 60 samples has been selected from Top Management, Middle Management and Non-Management respectively. So, it is maintained in the ratio of 1:2:3. The sample design and size of the present study is summarized in Table 1. Thus, size of the sample for the study is 120, which constitute 13.61 percent of the population.

Table 1: Sample Design and Size

| SL No. | Target Respondents | No. of Respondents |
|--------------|--------------------|--------------------|
| 1. | Top Management | 20 |
| 2. | Middle Management | 40 |
| 3. | Non-Management | 60 |
| Total | | 120 |

Source: Field Study, 2019

- **Tool of Data Analysis:** For analysis of data, frequency distributions, pie chart, cross tabulation, chi-square test etc., has been used to draw inferences on the Universe. Moreover, statistical packages like MS Excel and SPSS (21 Version) have been widely used to analyses field data as per the need and requirements of the study. Further, impact of different determinants of job satisfaction has been made during the present study. In addition, Reliability Analysis has been done for 81 items in the questionnaire using the Cronbach's Alpha. The Alpha value calculated is (0.970) which indicates high reliability of the questionnaire as shown in Table 2.

Table 2: Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| 0.970 | 81 |

Source: Field Study, 2019

ANALYSIS AND INTERPRETATION OF DATA

A. Determinants Of Job Satisfaction

According to the Abraham A. Korman there are two types of factors which determine job satisfaction of an employee. These are:

- Organizational Factors
- Personal Factors

For the present research works, both organizational factors and personal factors have been taken into consideration to assess level of job satisfaction among employees of NRL. Further, eight major determinants of job satisfaction have been selected for the present study. These factors are-attitude towards the company; work environment; work life balance; participation and recognition; compensation and benefits; work relationships; career development and; human resource function & policies respectively.

a) Attitude towards the Company: It is observed from Table 3 and Figure 1 that majority of the respondents has agreed that attitude towards the company has tremendous impact on job satisfaction. In this regards, 79 off 120 respondents which constitutes 66 percent of the total sample are found to have strongly agreed upon the fact that their attitude towards the company affect satisfaction over their jobs. Likewise, 40 samples which shares 33 percent of the total sample have simply agreed that attitude towards company play a very significant role to have job satisfaction at NRL. Captivatingly, 119 off 120 samples, which represent 99 percent of the total sample, hold opinion together that, their attitude towards the company has been a major determinant of job satisfaction. On the other hand, it is palpable from the Table 3 and Figure 1 that, only one percent of the total sample has shown neutrality on the same factor.

Table 3: Attitude towards the Company

| Sl. No. | | Frequency | Percent (%) |
|--------------|----------------|------------|--------------|
| 1 | Neutral | 1 | 1 |
| 2 | Agree | 40 | 33 |
| 3 | Strongly Agree | 79 | 66 |
| Total | | 120 | 100.0 |

Source: Field Study, 2019

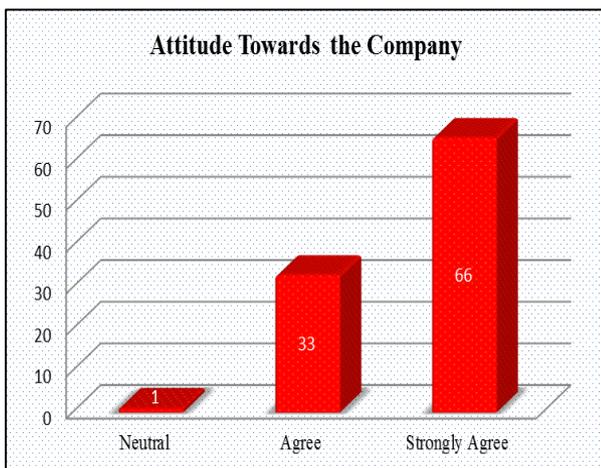


Figure 1: Attitude towards the Company

b) Work Environment: It is revealed from Table 4 and Figure 2 that, 77 off 120 persons which constitute 64 percent has agreed on the fact that,

their work environment affects job satisfaction. In the order, 28 persons that shares 23 percent of the total sample strongly opined that it affect their job satisfaction. On the other side, 13 percent of the total sample holds opinion of neutrality on the same.

Table 4: Work Environment

| Sl. No. | | Frequency | Percent (%) |
|--------------|----------------|------------|--------------|
| 1 | Neutral | 15 | 13 |
| 2 | Agree | 77 | 64 |
| 3 | Strongly Agree | 28 | 23 |
| Total | | 120 | 100.0 |

Source: Field Study, 2019

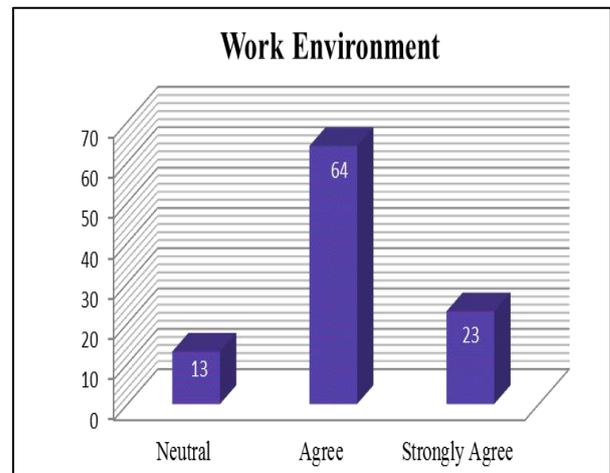


Figure 2: Work Environment

c) Work Life Balance: It is unveiled from Table 5 and Figure 3 that, majority of the respondents i.e., 57 off 120 persons which represents 47 percent of the total sample have agreed that work life balance affect their job satisfaction. Likewise, 15 percent of the respondents have strongly agreed upon over the matter. Further, 28 percent of the total sample has shown neutrality. Moreover, nine percent and one percent of the total sample have disagreed and strongly disagreed on the matter that, work life balance shapes their job satisfaction.

Table 5: Work Life Balance

| Sl. No. | | Frequency | Percent (%) |
|--------------|-------------------|------------|--------------|
| 1 | Strongly Disagree | 1 | 1 |
| 2 | Disagree | 11 | 9 |
| 3 | Neutral | 33 | 28 |
| 4 | Agree | 57 | 47 |
| 5 | Strongly Agree | 18 | 15 |
| Total | | 120 | 100.0 |

Source: Field Study, 2019

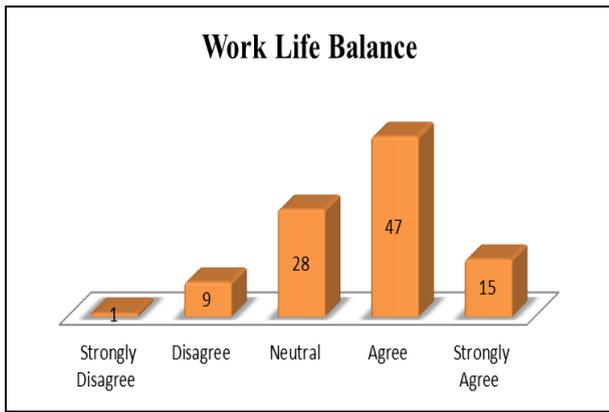


Figure 3: Work Life Balance

d) **Participation and Recognition:** It is observed from Table 6 and Figure 4 that, 75 off 120 samples which constitute 62 percent of the total sample has agreed that, participation and recognition affect job satisfaction. Moreover, 16 percent of the selected samples have shown strong agreement on it. Further, 22 percent of the total sample has exhibited neutrality.

Table 6: Participation and Recognition

| Sl. No. | | Frequency | Percent (%) |
|--------------|----------------|------------|--------------|
| 1 | Neutral | 26 | 22 |
| 2 | Agree | 75 | 62 |
| 3 | Strongly Agree | 19 | 16 |
| Total | | 120 | 100.0 |

Source: Field Study, 2019

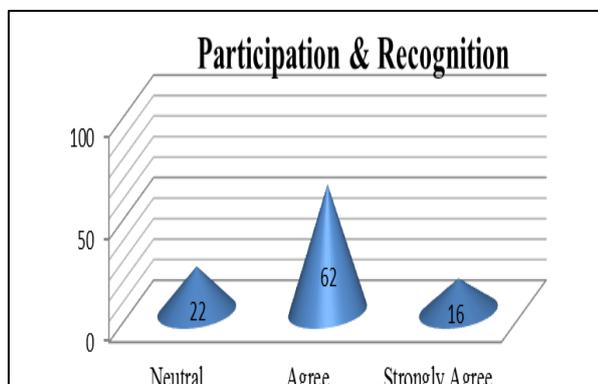


Figure 4: Participation and Recognition

e) **Compensation and Benefits:** It is uncover from Table 7 and Figure 5 that, maximum respondents have agreed upon the fact that, their job satisfaction is triggered by compensation and benefits provisions. In this regards, 76 off 120 samples which represents 63 percent of the total sample have simply made agreement on it. Moreover, 24 percent of the total sample has rather, strongly agreed upon the same. It is also unveiled from the Table 7 and Figure 5 that 13 percent of the total sample has expressed neutrality.

Table 7: Compensation and Benefits

| Sl. No. | | Frequency | Percent (%) |
|--------------|----------------|------------|--------------|
| 1 | Neutral | 15 | 13 |
| 2 | Agree | 76 | 63 |
| 3 | Strongly Agree | 29 | 24 |
| Total | | 120 | 100.0 |

Source: Field Study, 2019

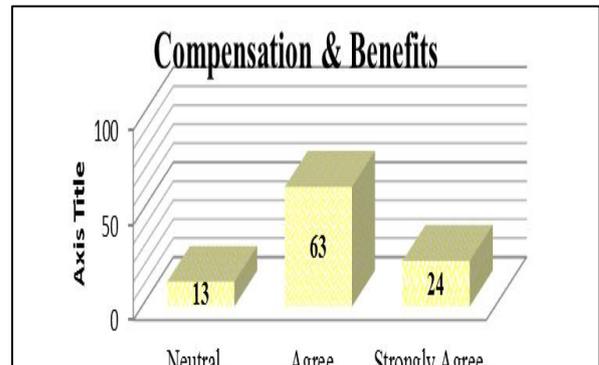


Figure 5: Compensation and Benefits

f) **Work Relationships:** From the Table 8 and Figure 6, it is revealed that majority of the respondents have agreed that their level of job satisfaction is related to work relationships. It is observed that, 73 out of 120 samples which constitute 61 percent of the selected samples for the study have agreed. Also, 37 percent out of the total sample has strongly agreed on it. On the other side, only two percent of the total sample is found to have been neutral over the fact.

Table 8: Work Relationships

| Sl. No. | | Frequency | Percent (%) |
|--------------|----------------|------------|--------------|
| 1 | Neutral | 3 | 2 |
| 2 | Agree | 73 | 61 |
| 3 | Strongly Agree | 44 | 37 |
| Total | | 120 | 100.0 |

Source: Field Study, 2019

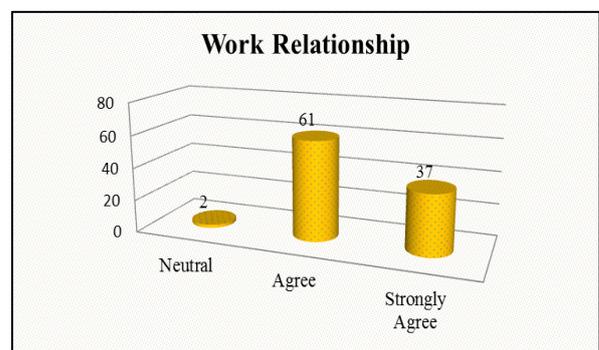


Figure 6: Work Relationships

g) **Career Development:** It is observed from Table 9 and Figure 7 that, majority of the respondents, which constitute 42 percent out of the total sample, has agreed that, career development affect their satisfaction over jobs. Moreover, 7 percent of them

have strongly agreed on it. Interestingly, 40 percent of them have shown neutrality. On the other hand, 11 percent of the total sample is found to have shown disagreement over the matter.

Table 9: Career Development

| Sl. No. | | Frequency | Percent (%) |
|--------------|----------------|------------|--------------|
| 1 | Disagree | 13 | 11 |
| 2 | Neutral | 48 | 40 |
| 3 | Agree | 50 | 42 |
| 4 | Strongly Agree | 9 | 7 |
| Total | | 120 | 100.0 |

Source: Field Study, 2019

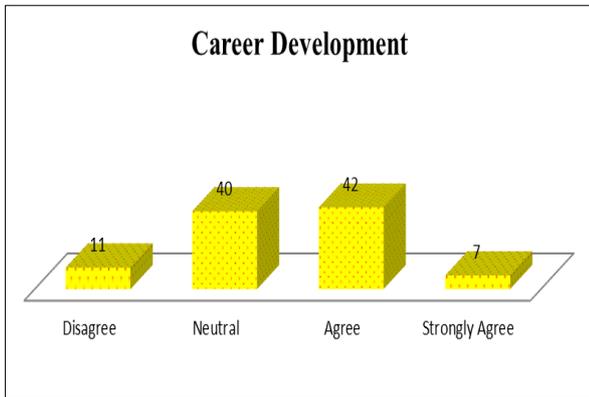


Figure 7: Career Development

and 12 percent of the total sample have simply agreed and strongly agreed that human resource functions and policies of the organization affect the job satisfaction. Further, 27 percent of the respondents are neutral. On the contrary, three percent and one percent of the total sample have disagreed and strongly disagreed.

Table 10: Human Resource Functions and Policies

| Sl. No. | | Frequency | Percent (%) |
|--------------|-------------------|------------|--------------|
| 1 | Strongly Disagree | 1 | 1 |
| 2 | Disagree | 4 | 3 |
| 3 | Neutral | 33 | 27 |
| 4 | Agree | 68 | 57 |
| 5 | Strongly Agree | 14 | 12 |
| Total | | 120 | 100.0 |

Source: Field Study, 2019

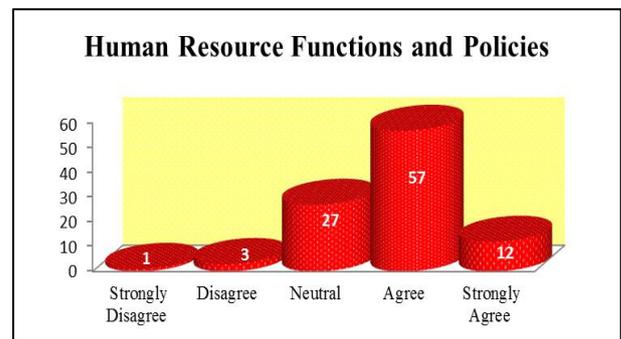


Figure 8: Human Resource Functions and Policies

h) Human Resource Functions and Policies: It is found from the Table 10 and Figure 8 that, 57 percent

Summary Of Employees' Satisfaction Pertaining To Eight Determinants Are Shown In Table 11.

Table 11: Determinants of Job Satisfaction

| Sl. No. | Determinants of Job Satisfaction | Strongly Disagree (%) | Disagree (%) | Neutral (%) | Agree (%) | Strongly Agree (%) |
|---------|--------------------------------------|-----------------------|--------------|-------------|-----------|--------------------|
| 1 | Attitude towards the company | 0 | 0 | 1 | 33 | 66 |
| 2 | Work Environment | 0 | 0 | 13 | 64 | 23 |
| 3 | Work Life Balance | 1 | 9 | 27 | 48 | 15 |
| 4 | Participation and Recognition | 0 | 0 | 22 | 62 | 16 |
| 5 | Compensation and Benefits | 0 | 0 | 13 | 63 | 24 |
| 6 | Work Relationships | 0 | 0 | 3 | 61 | 36 |
| 7 | Career Development | 0 | 11 | 40 | 42 | 7 |
| 8 | Human Resource Function and Policies | 1 | 3 | 27 | 57 | 12 |

Source: Field Study, 2019

B. IMPACT OF DETERMINANTS OF JOB SATISFACTION

Impact of the eight determinants of job satisfaction selected for the present research work has been summarized in Table 12. For the present study

both, agree and strongly agree scales have been clubbed together to assess the 'cumulative effect' of each determinant on job satisfaction. In order to get hold of the effects, ranking method has been administered as observed from Table 12.

Table 12: Ranking of Determinants of Job Satisfaction

| Sl. No. | Determinants of Job Satisfaction | Agree (A) (%) | Strongly Agree (B) (%) | A+B (%) | Rank |
|---------|------------------------------------|---------------|------------------------|---------|----------|
| 1. | Attitude towards the company | 33 | 66 | 99 | 1 |
| 2. | Work relationships | 61 | 36 | 97 | 2 |
| 3. | Work environment | 64 | 23 | 87 | 3 |
| 4. | Compensation & benefits | 63 | 24 | 87 | 3 |
| 5. | Participation & recognition | 62 | 16 | 78 | 4 |
| 6. | Human resource function & policies | 57 | 12 | 69 | 5 |
| 7. | Work life balance | 48 | 15 | 63 | 6 |
| 8. | Career development | 42 | 7 | 49 | 7 |

Source: *Field Study, 2019*

It is unveiled from Table 12 that, 'Attitude towards the Company' has been the strongest determinants of job satisfaction among employees at NRL- Numaligarah. Further, 'Work Relationship' stood at the second place. Also, 'Work Environment' and 'Compensation and Benefits' have shared the third slot. Likewise, 'Participation and Recognition', 'Human Resource Function and Policies', 'Work Life Balance', and 'Career Development' have occupied the fourth, fifth, sixth and seventh positions respectively.

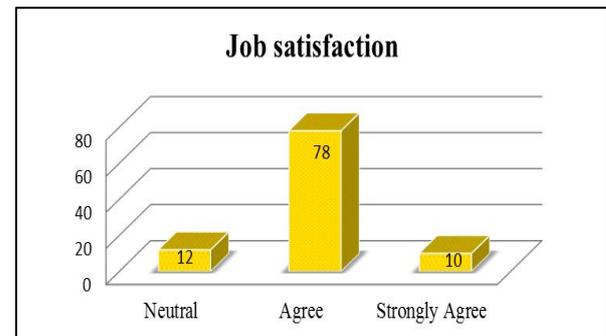
It can also be inferred from Table 12 that, 'Attitude towards the Company' and 'Work Relationship' have been the 'High Impact' determinants of job satisfaction. Further, 'Work Environment', 'Compensation and Benefits' and 'Participation and Recognition' have been identified as 'Moderate Impact' determinants of job satisfaction. In the order, 'Human Resource Function & Policies', 'Work Life Balance', and 'Career Development' have been identified as 'Low Impact' determinants of job satisfaction.

In addition, overall job satisfaction of NRL employees taking into consideration each determinant has been shown in Table 13. It is observed from Table 13 that 93 off 120 sample respondents which constitute 78 percent of the total respondents have agreed that they are satisfied with their jobs at NRL- Numaligarah. Also, 12 off 120 sample respondents which constitute 10 percent of the total respondents have rather, strongly agreed that they have job satisfaction. However, 15 off 120 samples which share 12 percent of the selected samples have been found to be neutral with regards to job satisfaction. Altogether, it may be inferred from Table 13 and Figure 10 that, majority of the employees at NRL- Numaligarah are satisfied with their jobs as 105 off 120 respondents which constitute 88 percent¹ of the total respondents have shown satisfaction over their jobs.

Table 13: Job Satisfaction

| Sl. No. | | Frequency | Percent (%) |
|--------------|----------------|------------|--------------|
| 1 | Neutral | 15 | 12 |
| 2 | Agree | 93 | 78 |
| 3 | Strongly Agree | 12 | 10 |
| Total | | 120 | 100.0 |

Source: *Field Study, 2019*

**Figure 9: Job Satisfaction**

CONCLUSION

In the present study, eight major determinants of job satisfaction have been selected for the present study to assess their impact on job satisfaction of the employees at NRL- Numaligarah. These factors are- attitude towards the company; work environment; work life balance; participation and recognition; compensation and benefits; work relationships; career development and; human resource function & policies respectively. So the study unveiled that, 'Attitude towards the Company' has been the strongest determinants of job satisfaction among employees at NRL- Numaligarah. Further, 'Work Relationship' stood at the second place. Moreover, 'Attitude towards the Company' and 'Work Relationship' has been the 'High Impact' determinants of job satisfaction. Likewise, 'Work Environment', 'Compensation and Benefits' and 'Participation and Recognition' have been identified as 'Moderate Impact' determinants of job satisfaction. In the order, 'Human Resource Function & Policies', 'Work Life Balance', and 'Career Development' have been identified as 'Low Impact' determinants of job satisfaction.

Thus, the study revealed that, majority of the employees at NRL- Numaligarah are satisfied with their jobs as 105 off 120 respondents which constitute 88 percent of the total respondents have shown satisfaction over their jobs.

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