

Understanding the Employees' Level of Job Satisfaction Among the Executive – A Study of an Oil Company, Assam

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ABSTRACT

Job satisfaction is one of the major challenges that managers faced regarding managing employees within the organisation. Preceding studies have shown the remarkably large impact on organisational performance by the level of job satisfaction, especially on the worker's motivation. Since the level of job satisfaction has an impact on productivity, it affects the performance of business organizations. Therefore, the objective of this study is to understand the level of job satisfaction among the executive employees of an Oil Company and the respondents were limited to 125 No's of employees working in an executive level of a selected Oil Company only and the data was collected through a survey method in random sampling technique.

To understand the level of Job satisfaction descriptive analysis has been used by using the percentage method based on the 5-point Likert scale and the results were obtained accordingly which shows that the level of Job satisfaction is high among the executive employees. This article aims to provide an intermediary between employers and employees to find common ground for the level of satisfaction to ensure a harmonious work environment.

Keywords: Job Satisfaction, employees, workers, business, organisation, satisfaction.

INTRODUCTION:

Job Satisfaction among the employees within the organisation has been always a widely focused and concern area and it has been found by researchers from various literature. Satisfaction among the employees from their job is always a motivational factor for them which enhance the quality of job performed by the employees; in turn, it will affect the company's turnover and productivity. Many definitions have been provided by the researchers with a different viewpoint by stating that job satisfaction as perceptive, affecting and evaluative responses or approach. Many researchers have stated the term Job Satisfaction as a pleasure and optimistic emotive state ensuing from the job appraisal or experience.

Job satisfaction becomes major research in recent days for all organization and business. Job satisfaction has linked to employee performance, absenteeism and turnover. A satisfied employee tends to work harder than the employee who does not satisfied. Furthermore, job satisfaction gives an image to the company about how their employee perceives about their work. It is a very crucial issue when the level of employee job satisfaction in the low level because it could make high absenteeism since the employee who does not satisfied naturally will seek reasons to do not work or even worse they will seek for the other work opportunity.

In this study, the level of job satisfaction has been analysed to understand the satisfaction standard of the executive employees within the work environment towards their job.

REVIEW OF LITERATURE:

The reviewed literature for this study is as follows:

Singh, J.K., and Jain, M. (2013) have stated that employee satisfaction is very much important to meet the

energetic, growing and challenging task of upholding the efficiency of the organization by maintaining and encouraging its workforce. In addition, environmental stresses causing the rise of health costs and different staffing also needs a challenge for the management. They also said that this can be overwhelmed by forming a positive working environment which sustains employee satisfaction and encourages individuals to achieve outstanding performance in the workplace to balance work and life. This document also describes that the several variables are accountable for employee satisfaction and the different means in which staff satisfaction can be increased.

Chatterjee, S. and Priya, S. (2016), have chosen a multispecialty hospital to conduct their research and an attempt has been taken to understand the level of job satisfaction among the employee of the selected hospital, through which they found that a positive relationship does exist among the employees in participation in decision making and with Job Satisfaction and on the other side employees productivity with employees commitment. The results of the study have indicated that this positive relationship with employees' participation with job satisfaction and employee productivity, commitment and turnover created a positive impact on the overall growth of the organisation.

Bakotić, D. and Babić, T. (2013) have stated that the concept of job satisfaction is very complex in nature which is influenced by many factors, the aim of their paper is "to analyse the impact of the working condition to job satisfaction". Researchers have conducted empirical research in the selected industry 'Croatian Shipbuilding Company', where its results show that there is no statistically significant difference between in the overall job satisfaction and the working condition where the employees work for it. Employees are more satisfied with the working conditions than employees who work under difficult working conditions. In their study, it is highlighted that working condition is one of the major factors that influence the overall job satisfaction.

Swarnalatha, C. and Sureshkrishna, G., (2012), has examined the various management practices by which they introduced teamwork, management leadership, teamwork, employee compensation, employee empowerment by which it formed a research model for studying employees job satisfaction at automotive industries in India. 234 No's of employees were selected from the automotive industries in India and the results of the study were highlighted accordingly "the job satisfaction level of employees are medium and the top management leadership need to take attention to enhancing the employee job satisfaction level".

Sinha, E. (2013), has undergone the study to measure the satisfaction level of the employees by which they have selected 150 employees based on systematic sampling. Data was collected by distributing the structured questionnaire based on 5 points Likert scale, from major 23 variables it was reduced to major 5 factors as "Empowerment & Work Environment, Working Relation, Salary & Future prospects" and it was considered for the further study. As a result, the researcher has found that "the employees to be satisfied on the basis of the above said five factors".

Msuya, O.W. (2016), has undertaken a study on the role of extrinsic factors and socio-demographic factors in determining job satisfaction among the teachers in public school in Tanzania. For this study, the researcher has done the mixed method of data collection and after the analysis results were found that "job satisfaction among teachers in public secondary schools was not homogeneous; socio-economic and demographic factors had a great contribution on varying job satisfaction levels".

Gap of the Study:

The above reviews have examined the Job Satisfaction in the significant background in contrast with employee commitment, job stress, employee productivity, the work environment of a relationship with job satisfaction and employee satisfaction at the workplace, and so on. Therefore, there is a great need to investigate in this area to understand the level of Job Satisfaction among the employees working at the executive level of the selected Oil Company of Assam. This will help the organization to adjust its policies and procedures to address the growing interest of the workforce in this phenomenon. This can have a positive effect on the overall work culture among the employees within their working environment.

In particular, this research focuses on the following research questions:

- What is the level of job satisfaction among the executive employees of the selected Oil Company of Assam?

OBJECTIVE:

The objective of the study is as given below:

- To understand the level of Job Satisfaction among the employees working at the executive level of the selected Oil Company of Assam.

METHODOLOGY:

The methodology for the study is as follows:

- **Research Design:** In this study, sample respondents of 125 No’s of employees working at an executive level of a selected Oil Company of Assam has been considered during the pilot survey.
- **Method of Data Selection:** The Primary data was collected in a survey method by the help if the structured questionnaire and random sampling method have been used for selecting the sample respondents. Secondary Data has been collected by referring to various journal, books, magazines etc.
- **Instruments/ Technique Used:** The data is collected by the distribution of questionnaires. The closed-ended questions were used when the selected employees have specifically limited answers to response and ask them to choose the answer closest to their points of view. A self-administered questionnaire has been used for the survey; the questionnaire has been adopted as an instrument to gather information by collecting feedback from the selected respondents within the organisation in a standardized manner.
- **Questionnaire Design:** Job satisfaction was measured using the Minnesota Satisfaction Survey Scale (MSQ), which was developed by Weiss et al. (1967). The MSQ measure was the measure of employee satisfaction with 20 subjects taken for this study. The scale was designed on the 5 point Likert scale from 1 (very satisfied) to 5 (not very satisfied).
- **Statistical Analysis:** To understand the level of Job Satisfaction among the employees working at the executive level of the selected Oil Company of Assam. descriptive analysis with a percentage (%) has been used for measuring the level of job satisfaction and to measure the reliability of the measurement scale, the Cronbach’s alpha test (Cronbach, & Meehl, 1955) has been used by running the test in SPSS 20.

Table 1: Demographic Representation

	Description	Participants	Percentage (%)
Age (Year Wise)	25-35	26	20.8
	36-45	43	34.4
	46 – 55	41	32.8
	56 & above	15	12.0
Gender	Male	114	91.2
	Female	11	8.8
	Others	-	-
Marital Status	Married	106	84.8
	Unmarried	19	15.2
Educational Level	H.S.L.C.	-	-
	H.S.S.L.C.	-	-
	Graduate	58	46.4
	Post Graduate	37	29.6
	Technical	26	20.8
	Professional	4	3.2
	Others	-	-
Job Nature	Administrative	72	57.6
	Technical	53	42.4
Employment Status	Permanent	104	83.2
	Temporary	13	10.4
	Contractual	8	6.4
Service Length	Less than 5 years	31	24.8
	Less than 10 years but more than 5 years.	28	22.4
	Less than 15 years but more than 10 years.	41	32.8
	Less than 30 years but more than 15 years.	16	12.8
	More than 30 years	9	7.2

Source: Survey,
N= 125 respondents

DATA ANALYSIS AND FINDING:

Job Satisfaction was measured by using the Minnesota Satisfaction Survey Scale (MSQ), which was developed by Weiss et al. (1967) which assesses job satisfaction among the employees within the organisation. The job satisfaction scale was designed with 20 items which were scored through 5 point Likert scale ranging from 1 (very satisfied) to 5 (not very satisfied). The internal consistency for the scale of 20 items estimated through reliability test (Cronbach’s Alpha) was **0.925**, showing that it is highly reliable. (Table: 2)

Table 2: Reliability Statistics of Workplace Spirituality(WS) Measurement

Job Satisfaction	Cronbach’s Alpha
	0.925

N = 125 respondents.

Source: Field Survey.

The alpha coefficient for the twenty (20) items is .925, therefore, it suggests that the measurement scale items are having relatively high internal consistency, so it is considered to be scale for measuring Workplace Spirituality is reliable and the questionnaire is accepted for the study.

(Note: According to Cronbach’s Alpha reliability coefficient thumbs rule of 0.9 or higher is considered as “Excellent” in research.)

Table 3: Represents the measurement of the scale for constructive validation for each twenty (20) items by the scale used during the pilot test is mentioned below:

Table 3: Scale Measurement Statistics for Item Validation

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	32.7760	93.530	.059	.933
JS2	32.9840	90.629	.327	.927
JS3	33.1200	87.268	.566	.922
JS4	33.0720	85.245	.711	.919
JS5	33.0000	84.871	.674	.920
JS6	32.8880	84.487	.684	.920
JS7	32.9840	87.274	.526	.923
JS8	32.9280	85.551	.642	.921
JS9	32.7680	87.228	.481	.924
JS10	33.0240	85.943	.630	.921
JS11	33.1680	86.109	.684	.920
JS12	32.9840	83.403	.680	.920
JS13	32.7600	85.103	.617	.921
JS14	32.8080	83.737	.666	.920
JS15	32.8320	84.125	.702	.919
JS16	32.9200	84.784	.652	.920
JS17	32.9840	85.661	.672	.920
JS18	32.9840	86.226	.628	.921
JS19	32.9520	86.256	.646	.921
JS20	32.8320	84.576	.679	.920

N = 125 respondents.

Source: Field Survey.

To understand the measurement of the scale for the validity of the twenty (20) statements used within the questionnaire regarding Job Satisfaction (JS), path analysis has been performed by observing the Cronbach’s alpha value for proofing the validity of each item. According to alpha thumb rules, 0.9 or higher is considered as “Excellent”. Therefore, it has been observed that all the alpha values of twenty items are higher than 0.9 and there is a high internal consistency among each item.

So, by this observation, it can be considered that twenty (20) statements for the scale of measurement regarding ‘Job Satisfaction’ are valid in nature.

Level of Job Satisfaction:

To understand the level of Job Satisfaction among the employees working at the executive level of the selected Oil Company of Assam, descriptive analysis with a percentage (%) has been used for measuring the level of job satisfaction. The range has been considered for measuring the level of job satisfaction, if the maximum respondents are between extremely satisfied to satisfied the level has been considered as ‘High’ or if it is in neutral then ‘Medium’ or if it lies between dissatisfied to extremely dissatisfied it has been considered as ‘Low’ and the results were obtained accordingly as mentioned below in table 4:

Table 4: Descriptive Analysis to understand the Level of Job Satisfaction

Code	Job Satisfaction	ESA	SA	NE	DSA	EDSA	Level of Satisfaction
JS1	Engagement at work	29.6	57.6	6.4	6.4	-	High
JS2	Happiness in Job Execution	40.8	49.6	9.6	-	-	High
JS3	Seeking new Job Opportunity	56.0	32.8	11.2	-	-	High
JS4	Feeling as a Part of Business Organisation	52.8	34.4	12.8	-	-	High
JS5	Treatment by supervisor and colleague	49.6	35.2	13.6	1.6	-	High
JS6	Job Achievement	42.4	38.4	17.6	1.6	-	High
JS7	Job based on Moral Sense	46.4	39.2	13.6	0.8	-	High
JS8	Regular Employment	42.4	42.4	13.6	1.6	-	High
JS9	Dealing Job Matters with Colleague	32.8	47.2	17.6	1.6	0.8	High
JS10	Communication for performing Job	49.6	36.8	12.8	0.8	-	High
JS11	Using abilities to perform job	59.2	31.2	9.6	-	-	High
JS12	Pay at Job	52.8	29.6	15.2	0.8	1.6	High
JS13	Organizational Policies	31.2	51.2	14.4	1.6	1.6	High
JS14	Growth Opportunity	37.6	44.0	14.4	2.4	1.6	High
JS15	Decision Making	38.4	41.6	17.6	2.4	-	High
JS16	Working Condition	43.2	42.4	10.4	4.0	-	High
JS17	Working Environment	44.8	42.4	12.0	0.8	-	High
JS18	Job Appreciation	45.6	40.0	14.4	-	-	High
JS19	Working Style within the Workplace	41.6	44.8	13.6	-	-	High
JS20	Overall Satisfaction	37.6	42.4	19.2	0.8	-	High

N = 220 Respondents

Source: Field Survey

Note: - * **ESA:** Extremely Satisfied, **SA:** Satisfied, **NE:** Neutral, **DSA:** Dissatisfied, **EDSA:** Extremely Dissatisfied. Level of Job Satisfaction rated as High / Medium / Low

Operational Measurement Level

- Extremely Satisfied – Satisfied = **High**
- Neutral = **Medium**
- Extremely Dissatisfied – Dissatisfied = **Low**

From the above-mentioned table, 4 shows that the majority of the employees are satisfied with the overall aspects of the Job Satisfaction such as Work Engagement, Pay at Job, Work Environment, Job Achievement, Moral Sense within the Workplace and many more. It has also been observed during the survey employees are very much dedicated and eager to state their feels of satisfaction which is reflected in term of their opinion from the selected respondents for the study.

DISCUSSION AND CONCLUSION:

Based on the above analysis and results it can be considered that there is a high level of job satisfaction among the employees working at the executive level of the selected Oil Company of Assam. In this study, it is very clear that if the working environment within the organisation has a proper positive condition then the

satisfaction level is higher among the employees within the workplace. The above results highlight that the fundamental changes that are taking shape within the workplace by creating positive work culture within the organisation, it enables lots of opportunity for the employees and the management as well. Job Satisfaction helps the organisation to create a positive and holistic working environment, where it will help the employees to search the real meaning in their work with a clear vision. It helps them in enhancing their productivity within the organisation and also gaining peace of mind as a result, it provides a sense of happiness among the employees which forms the workplace as a holistic environment.

By this study, it is clear that high-level job satisfaction among the employees, this will help the management and the employees to deliver meaning to their work and the productivity level will also increase by this holistic momentum within the workplace of the selected Oil Company of Assam.

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