

AN INVESTIGATION ON THE FACTORS INFLUENCING ON EMPLOYEE JOB SATISFACTION- A SPECIAL REFERENCE TO SUPERMARKET INDUSTRY, BATTICALOA DISTRICT

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ABSTRACT: Job satisfaction is very important because the employees are the decision makers in the organization and direct the organization in to a success. However retaining good employees continues to be a challenge. Presently, the modern supermarket industry records a high employee turnover. Notwithstanding the ever rising attrition rate, it has become critical for the companies to satisfy their employees in order to retain them. The purpose of this paper is to determine what and how organization related are associated with job satisfaction of the super market employees. A total of 97 questionnaires were administered to the super market outlets in Batticaloa district. The study made use of both descriptive and inferential statistics. Results revealed that all organization related factors concerned for the study such as pay, working conditions, organizational policy and administration, promotion opportunities and the work itself have significant positive relationship with employee satisfaction. Regression revealed the significant determinants of employee satisfaction which were promotion and working conditions. Not only that, the findings also revealed that there is no difference in the perception of employees towards the job satisfaction on the basis of gender. The present study illuminates the existing theoretical foundations regarding employee satisfaction by exploring the detailed and ample responses provided by super market employees in Batticaloa District. This will enable organizations to correctly gauge employee satisfaction based on the organization-related factors; this can help practitioners to make robust managerial decisions.

Keywords: Super market industry, job satisfaction, employees, organizational factors, gender

1. INTRODUCTION

The importance of employee satisfaction is growing all the time in the companies. Many researches have been made to find out the effect the job satisfaction and motivation have in the productivity of the company. Over years, employee satisfaction has been a key area of research among industrial and organizational psychologists (Elamparuthi and Jambulingam, 2014). Employee job satisfaction is defined as “an attitude that people have about their jobs and the organizations in which they perform these jobs. It is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements” (Rad and Yarmohammadian, 2006, p. 12). Satisfied employees are a prerequisite for increasing output, awareness, quality, and customer service. Managers in lots of organizations share the concerns of researches for the job satisfaction of employees. This is further emphasized by Rast and Taurani (2012) like this:

Organizations strongly desire job satisfaction from their employees. They try to keep employees satisfied, due to important role of human resource on organization performance. Satisfied employees would produce superior performance in optimal time which leads to increase profits. When employees are satisfied with their work, would be more creative and innovative and offer advances that allow company to evolve positively over time with changes in market conditions. On the other hand, a lack of job satisfaction results in a low level of employee commitment that, in turn, affect performance and the achievement of organizational goals (Rast and Taurani, 2012, p.91).

In competitive and unpredictable phenomena, organizations try to keep and enhance their place. In today's global economy the environment is changing rapidly, both private sector and public sector organizations are faced with increasing social and economic changes and competition that make continuous renewal and adaptation crucial.

Today, the supermarket industry is at the growing stage of its industry life cycle. The introduction of such super markets was a novel experience for the Sri Lankan market and was beginning of a paradigm shift in the local retail industry. According to the BRS report, the spread of supermarket trade in the country as of now stands at just 15%. However Sriranga (2012) states that owing to the high competition in this industry, various promotions and loyalty schemes to be carried out on a regular basis to retain the employees in the supermarkets. Furthermore there are numerous challenges to be faced in the market to retain employees. Some of the problems exist in current supermarket outlets are: long working hours, work pressure, low level of treatment, bad working environment, less promotion opportunities, work unfairness, low salary level, etc. According to the observation of the researcher, some employees seem better adjusted and satisfied at work and are able to cope well with the demands of the working environment while others are not. As job satisfaction is an important attribute which organizations desire of their employees, and to determine the manner that individual industries develop and achieve organizational commitment through job satisfaction and motivation, the study investigates in-depth the factors which influence on employee job satisfaction at super market chains in Batticaloa District.

Objectives of the present study

On the basis of the problem stated, the following objectives have been chalked out. With respect to super market industry in Batticaloa District,

1. To find out the relationship that exists between organizational factors (pay, working conditions, organizational policy and administration, promotional opportunities and the work itself) and employee job satisfaction.
2. To determine whether there is a difference in the perception of employee responses towards job satisfaction on the basis of gender.

Literature Review

Though there are number of researches conducted in the area of job satisfaction in several industries, there are very few job satisfaction studies carried out within the supermarket work environment. Furthermore, none of these studies appeared to have researched the job satisfaction of supermarket employees in Sri Lanka. According to the research conducted by Elamparuthi and Jambulingam (2014), it was reported that the factors like leadership, compensation and benefits, communication, job security, recognition, responsibility, promotion, interesting task affect the job satisfaction level of employees at super market. Orisatoki and Oguntibeju (2010) studied about job satisfaction among 111 supermarket workers in a major supermarket located in Saint Lucia. Their findings showed that the workers are moderately satisfied with their jobs. The salary is the area that the workers show greatest dissatisfaction and this is a signal for change especially with the rising cost of living in the country and globally and other factors such as knowledge about workplace, work stress, relationship with colleagues have no association with job satisfaction. Therefore they recommends that there must be systematic effort on the part of the employer to measure job satisfaction periodically as part of quality assurance programme. Hong et.al (2013) studied about the factors affecting job satisfaction among employees of a factory X in Seremban in Malaysia. This study tried to identify level of job satisfaction non administrative employees. It used questionnaire as the research instrument. The sample of the study included 35 randomly selected employees. The findings revealed that there is a significant relationship between salary, work environment, and promotion and level of job satisfaction.

Saeed et.al (2013) attempted to examine all the possible factors influencing job satisfaction of employees in various telecom companies in Pakistan using questionnaire Study considered a sample of 200 telecom sector employees. It was found that the overall job satisfaction of employees in telecom sector is at the positive level. This study concluded that employee relations, salary, fringe supervision and efficiency are most important factors influencing job satisfaction. Tanjeen (2013) attempted to explore the importance of factors that affect job satisfaction among 82 employees in telecommunication industries in Bangladesh. It was found that the job satisfaction in the telecommunication industries is at the positive level and also most of the employees are satisfied with their working condition, pay and relationship with colleagues and concluded that job satisfaction can affect employee job performance. Parvin and Kabir (2011) studied about job satisfaction of employees in pharmaceutical companies in Bangladesh. Close ended interview was used as the research instrument. Study considered 100 randomly selected employees. The findings of this study was the overall job satisfaction in pharmaceutical sector is at the positive level. Conclusion revealed that working conditions, fairness, promotion and pay are key factors affecting job satisfaction. Sengupta (2011) studied about job and demographic attributes affecting employee satisfaction in Indian business process outsourcing (BPO) industry with the aim of determining what and how job-related and demographic variables are associated with employee satisfaction. His findings revealed that salary, company policies and working conditions have significant positive relationship with employee satisfaction and there is difference of perception towards the job-related variables on the basis of gender.

2. METHODOLOGY

Research Design: This study was designed employing quantitative methodology with population confined to supermarket employees in Batticaloa district. The total population was 97. For this research no sampling techniques was used; all staffs working at the super markets in Batticaloa district were included. A self- developed close ended, pre tested questionnaire was used as the research instrument. However one of the most popular measures of job satisfaction, Minnesota Satisfaction Questionnaire (MSQ) was referred to develop the research instruments.

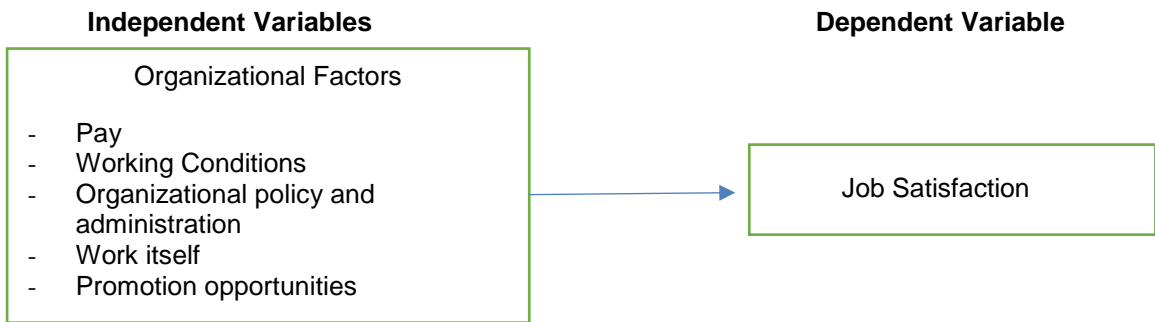
Operational definition of variables

Pay; It refers to the amount of financial remuneration that is received and the degree to which this is viewed as equitable in relation that of others in the organization (Luthans, 2006). *Working conditions;* The conditions in which an individual or staff works, including but not limited to such things as amenities, physical environment, stress and noise levels, degree of safety or danger, and the like. According to Arnold and Feldman (1996) factors such as working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions. *Organizational policy and administration;* Organizational policy is the guide that clearly spells out responsibilities and prescribes action to be taken under a given set of circumstances (DiVincenti, 1986 as cited in Adeniji, 2011). Policies can be implied or expressed. *Promotion opportunities;* It refers to, as “the advancement opportunities that exist within a profession” (Spector, 2007). The level of promotion has a stronger impact on job satisfaction as compared to recognition and achievement. *Work itself;* It is defined by Spector as “the related job tasks and to which degree of enthusiasm the employee enjoys performing these tasks” (Spector, 2007). Also, it is defined as “the extent to which the job provides the individual with stimulating tasks, opportunity for learning and personal growth, and the chance to be responsible and accountable for results” (Robbins, Odendaal, & Roodt, 2003).

Conceptual model of the study:

Based on the literature review on dependent and independent variables taken, a conceptual framework of the research was drawn as shown in Figure 1.

Figure 1 Conceptual model of the study



Research Hypotheses

Following were the statements of hypotheses the researcher wanted to test with the help of empirical findings. With respect to super markets in Batticaloa District,

H1: There would be positive significant relationship between selected organizational factors (pay, working conditions, organizational policy and procedures, promotion and work itself)and employee job satisfaction.

H2: There would be significant differences in the perception of employee towards job satisfaction due to gender.

Data Analysis and presentation:For data analysis Statistical Package for Social Science (SPSS) version 20 software was used. Descriptively the data was analysed. In order to measure the relationship between variables, correlation and multiple regression were applied to the findings. Mean comparisons were used to determine whether there are significant differences in the perception of employees towards job satisfaction on the basis of gender. Also to investigate the difference in the responses between two groups, independent- sample T-test was performed.

3. RESULTS AND DISCUSSION

Background of respondents

From the questionnaire issued to 97 employees, only 83 were returned back to the researcher. Table 1 shows the demographic characteristics of the respondents who responded to the questionnaire. Majority of the population were females and were belongs to the service period of one to three years. Most of them are unmarried and within the age group of 18 to 29 years. That means the population consists of energetic young aged staffs. Majority of the population were belongs to non-managerial level category and A/Level qualified. Therefore the individuals have less deviation in demographic characteristics.

Table 1. Demographic profile of the respondents

		Frequency	Percentage
Gender	Male	34	41.0
	Female	49	59.0
Civil Status	Single	44	53.0
	Married	32	38.6
	Separated	7	8.4

Age	18-29	64	77.1
	30-39	13	15.7
	40-49	4	4.8
	above 50	2	2.4
Job level	Managerial	13	15.7
	Non-Managerial	70	84.3
Education	Below O/Level	16	19.3
	O/Level	37	44.6
	A/Level	26	31.3
	Degree	2	2.4
	Other	2	2.4

(Source: Survey Data)

Descriptive Statistics

Table 2. Descriptive Statistics for Dependent and Independent Variables

Variables	N	Mean	Std. Deviation
Organizational factors	83	3.5116	.42888
Job satisfaction	83	3.7853	.54368

(Source: Survey Data)

The table above shows the descriptive statistics for organizational factors and job satisfaction, concerned for the study as a whole.

Table 3. Correlation between JS and different independent variables of organizational factors

Variables	Pearson correlation	Sig. (2-tailed)	Beta
Organizational Factors	.673		
Pay	.476**	.000	-.319
Working conditions	.664**	.000	6.917
Organization policy & administration	.580**	.000	2.700
Promotion	.807**	.000	7.319
Work itself	.355**	.001	-2.969
**. Correlation is significant at the 0.01 level (2-tailed).			

(Source: Survey Data)

The table indicates the respondents in average agreed to all the facts pertaining to organizational factors at a mean value of 3.5116 and standard deviation of 0.42888, to all the

facts pertaining to demographic factors at a mean value of 3.5748 and standard deviation of 0.64577 to all the facts pertaining to dependent factors at a mean value of 3.7853 and standard deviation of 0.54368.

The findings show a significant positive relationship between these two variables-organizational factors and the employees' job satisfaction outcomes and the Pearson Correlation using 2-tail test at $r = 0.673$, and $p < 0.01$ and 83 degree of freedom. Therefore the null hypothesis was rejected and therefore the alternate hypothesis which stated that there would be positive significant relationship between organizational factors and job satisfaction was accepted. That is there is a positive relationship between these two variables at around 67%.The table also indicates that there is a positive linear correlation between job satisfaction and all the organizational factors.Specifically it indicates that among the organizational factors, promotional opportunities have a significant high correlation while the working conditions have moderately high correlation with the JS. As well as organizational policy and administration, and pay shows moderate correlation with the employee JS and also the work itself shows a low correlation with the job satisfaction. Also the beta value indicates that the most significant positively related organizational factor was the working conditions and promotional opportunities with job satisfaction

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.913 ^a	.834	.829	3.81559	.834	200.459	2	80	.000

a. Predictors: (Constant), org. factors

(Source: Survey Data)

The R value represents the simple correlation and is 0.913, which indicates a high degree of correlation. The R^2 value is 0.834. That is 83.4% of the variation in JS is explained by organizational factors which is very large. The remaining 16.6% of variability is due to other unexplained factors

Table 5. Group Statistics for Gender

	Gender	N	Mean	Std. Deviation	Std. Error Mean
JS	Male	34	3.9204	.47101	.08078
	Female	49	3.6915	.57491	.08213

(Source: Survey Data)

The table 5 shows the mean for each of the two groups; male and female. This tells that that the average score for the employee JS items for male is 3.92 and 3.69 for female.The Levene's results had an F -statistic of 3.112 with a significance value of 0.81. Because $0.81 > 0.05$, the two variables had no statistically different variance distributions. Therefore, equal variances assumed and used the 1st row of t -test information to determine if the two means are statistically different from each other. The t-statistic value was 1.917. The 2 -tailed significance value was 0.059. It indicates that there were no statistically significant differences in the overall perception among the respondents grouped according to gender.

4 Conclusion

With respect to each sub factor concerned for the study under the organizational factor variable, the following specific conclusions were drawn from this findings:

Pay :Pay has a significant positive relationship with the employee JS in the super market industry in Batticaloa district. The findings is consistent with the findings of previous studies. (Hong et.al, 2013; Saeed et.al, 2013 & Tanjeen 2013) further this finding is strongly supported by the findings of Parvin and Kabir (2011), Rad and Yarmohammadian (2006), Oshagbemi (1999) and Sengupta (2011). They all reported in their studies that pay is one of the significant determinants of employee satisfaction.

Working Conditions: The findings showed that working condition has a significant correlation with job satisfaction outcomes; the factor of work conditions is also proven to have significant influence over the super market industry. This finding is supported by the findings of Saeed et al., (2013), Hong et.al, (2013), Parvin and Kabir (2011) and Sengupta (2011). They concluded in their studies that the working condition is the key factor which determines the employee job satisfaction. Robbins (2002) also supported this finding by advocating that working conditions influence job satisfaction

Promotion Opportunities: The results showed that promotion has a significant correlation with job satisfaction outcomes in the super market outlets in Batticaloa district. At first glance; it shows that promotional opportunity is the most important factor in determining the outcome level of the employees. Also the finding which stated that the promotional opportunity is one of the key factors in determining employee JS, is consistent with previous research findings. Hong et.al (2013) ,Qasim et.al (2012) and Parvin&Kabir (2011).

Organizational Policy and Administration: Organizational policy and administration has a significant positive relationship with the employees' job satisfaction outcome at the super markets in Batticaloa District. Marriner-Tomey (2000) and Greenberg & Baron (1993) support this view in their studies. Sengupta (2011) also supported this finding by admitting that company policies have significant positive relationship with employee satisfaction at BPO industry in India.

Work itself: The result showed that the work itself has significant positive relationship with the JS outcomes of employees at the super market outlets. Research studies also found that work itself in an organization have a significant relationship to job satisfaction. Among intrinsic factors the employees were most satisfied with the work itself (Chuang et.al. 2009).

There is no significant differences in the perception of employees towards employee JS on the basis of gender. This finding is same as the finding of Kotsifos et.al (2012) where they found that there is no significant difference between sexes in all measured aspects of satisfaction. However Sengupta (2011), Wickramasinghe (2009) and Bernal, et.al (2005) found significant differences in perception of employee satisfaction between male and female employees

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