Impacts of Job Satisfaction and Team Work on Industrial Performance - A Case Study

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ABSTRACT *The purpose of this case study is to assess the importance of employees' Job satisfaction, workplace and team work on performance of employee's leading to higher industrial productivity, ultimately help improve standard of living of human being. Structured questionnaires were distributed among the employees of industrial estate under study at Vitthal Udyognagar in Anand district of Gujarat, India to know their perceptions. The various statistical tests were carried to uncover the factors affecting industrial productivity. The results of the analysis suggest that the aspects considered for better employees performance have predominant impact on improving employee's performance and hence employee's productivity heading to higher overall organizational performance. The limitations of this study may be little or more bias elements added due to different levels of employees from top, middle to lower levels have responded with reservation.*

INTRODUCTION

One of the vital needs of the developing countries in this global era is to increase productivity to raise living standard of its people. This study is based on empirical analysis. Primarily, researcher contacted 250 organizations for their views about various aspects that influence the industrial performance. The aspects were job satisfaction and team work. The statistical tools have been used to carry out statistical analysis. This study aims to link some of the criteria that help improving individual as well as organizations' performance. The researcher finds out that that there are positive impacts of these criteria: Job satisfaction, Workplace and Teamwork etc. considered on industrial performance.

OBJECTIVES OF THE STUDY

The objective is to know the impacts of various aspects of Job satisfaction; Workplace and Team work etc on industrial performance.

THE CASE

A case study was conducted at Vitthal Udyognagar, GIDC district, Anand. This research study through the industrial estate is expected to open up new vistas of opportunities in the wide areas of productivity improvement in industries of the estate, where 220 industries have been recorded at the start in 1980 and it has reached to 1000 odd industries in 2010. Out of these, majority units are in small scale sector. Many of these industries were sick and closed or about to close. Since 1965, this industrial area has developed by leaps and bounds and now it is one of the largest engineering estates in Gujarat state, providing employment to nearly 25000 persons in the various industries.

RESEARCH METHODOLOGY

The units were selected randomly. 250 Questionnaires were distributed among respondents of the representative industries. The data were cleaned by identifying out-of-range and logically inconsistent. Finally, out of 250 questionnaires distributed, 156 found usable for analysis and have resulted in final sample size. The response rate was 62.40% which was considered acceptable for the research study and analysis. The data was collected using five point Likert scale: highly dissatisfactory (1), dissatisfactory (2), Neutral (3), satisfactory (4) and highly satisfactory (5).The various statistical analyses carried out to draw an appropriate conclusion [3, 4].

STATISTICAL ANALYSES

SPSS 17.0 software was used to carry out statistical analyses to evaluate the various aspects which are influencing industrial performance and hence productivity. Frequency distribution was carried out to know the demographic details. In research survey, there may be a large number of variables, most of which are correlated and which must be reduced to a manageable level. Relationships among sets of many interrelated variables are examined and represented in terms of a few underlying factors. Factor analysis allows us to look at groups of variables that tend to be correlated to each other and identify underlying dimension that explain the correlations. For these features, factor analysis was performed in this study. One of the most widely used interdependency techniques for data reduction is factor analysis [3, 4].

DEMOGRAPHIC CHARACTERISTICS
The respondents:
The number of male respondents in the survey were 150(96.20%) and 6(3.80%) were female respondents.

Education Qualification:
Most of the respondents those participated in the survey were graduates and above it. 5.10 percent of the respondents were Ph.D., 22.40 percent of the respondents were post-graduates, 66 percent of respondents were graduates and the remaining 6.40 percent were undergraduates.

Respondents' work experience: The highest work experience 39.70% between 10-20 years, 23.70% between 21-30 years, 23.10% less than 10 years, 12.20% of respondents were above 30 years of experience and only 1.30% respondents were of age group more than 40 years have participated in this study.

Category of the company: As mentioned earlier majority units are in small scale. The same thing is reflected over here. In this survey 70.51% (110) are in small scale, 19.23% (30) in medium scale and only 10.26% (16) large scale units have participated and provided relevant data for this research study.

Sector of the company: Out of 100% respondents (156 units sample size), 89.20% of units in private sector,

5.10% of public sectors, only 0.60% government units, while 5.10% were others have participated.

Classification of the industry: Estate under study was dominated by 68.30 %(105) engineering units, the other classified units were very few in the dedicated sample: 3.80% electrical/electronics, 5.80% paints, varnishes and 3.20% chemicals industries. Remaining miscellaneous units amount 19.90% of the total, have participated.

AN INDEX OF RELIABILITY

An effective tool for measuring reliability is Cronbach's alpha, which is a numerical coefficient of reliability. Alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of factors extracted (Table1). The higher the score, the more reliable the generated scale, alpha value 0.7 to be an acceptable reliability. [4]

CORRELATION AND INTERPRETATION OF CORRELATION COEFFICIENT (r)

The degree of correlation is measured by the coefficients of correlation. It is a measure or index, which speaks the magnitude of relationship between two variables. At the same time correlation coefficient also provides information about the direction of the relationship .It varies between –1 and +1 keeping 0 in the centre [12].

MODEL FITNESS

Correlation matrix, Reproduced correlations and Residuals are known with the help of SPPS and it is observed that There are 28 (62.0%) non-redundant residuals with absolute values greater than 0.05.Lower the percentage of 'the nonrespondent residuals with absolute values greater than 0.05', higher is the acceptability of the model fit. Here (Tables of 'correlation matrix',' reproduced correlations' and 'residuals' are omitted [3].

HYPOTHESIS

H1=There is no correlation between the job satisfaction and industrial Performance.

H2=There is no relation between team work and industrial performance.

TABLE 1: RELIABILTY STATISTIC

Cronbach's Alpha	Cronbach's Standardized Alpha	N of Items
0.787	0.784	10

Table 1 shows the value of cronbatch's alpha =0.784 is good and questionnaire is reliable and can be used for statistical analysis.

TABLE2: ANOVA

Source	DF	Sum of Squares	Mean Squares	F-Ratio	F-Probability
Between Group	155	210.297	1.357		
Within Group	9	237.195	26.355	91.273	0.000
Residual	1395	402.805	0.289		
Total	1559	850.297	0.545		

If the F Probability value in the ANOVA Table 3 is less than 0.05, we reject the null hypothesis (at the 95 per cent confidence level) that the category Job satisfaction has no impact on the performance. From the output table for the one-way ANOVA, we see that the probability value of F if 0.000.Therefore .we reject the null hypothesis and conclude that the category of Job satisfaction ( ) has a significance impact on industrial performance.

TABLE 3: JOB SATISFACTION

Sr. No.	Attributes	(5)	(4)	(3)	(2)	(1)	Significance
1.	The Company clearly communicates its goals and strategies.	33	33	40	38	15	
2.	The company offers a clear path for career advancement	44	43	51	38	71	CV = X^2=54.155
3.	The amount of work I am to do on my job is reasonable	77	75	62	77	57	TV =26.296
4.	Management believes that employees are the important asset to the firm	1	4	3	3	6	Df=16
5.	Employees feel secure about their jobs at this company	1	1	0	0	7	P=0.00000489
Total		156	156	156	156	156	LSF =0.05

Strongly Agree (5), Somewhat Agree (4), Disagree (3), Somewhat Disagree (2), Strongly Disagree (1)

The Job satisfaction of the employees has positive relation with the attributes considered in table 3. Since, $X^2_C > X^2_T$. It has mentioned that the job satisfaction is highly required to make the organization more productive to compete with the others. The productivity will be high.

TABLE4: TEAM WORK

Sr. No.	Attributes	(5)	(4)	(3)	(2)	(1)	Significance
1.	Department encourages team work	0	0	0	0	0	
2.	Team members are held accountable for the decisions they make	0	0	0	0	0	CV= X2 = 261.043
3.	Work assignments are distributed fairly among team	54	104	75	14	18	TV =15.507
4.	Sufficient effort is made to get the opinions and ideas of the employees	92	50	62	61	84	Df =08
5.	Team work helps solve problems	10	2	19	81	54	P = 0.00000
Total		156	156	156	156	156	LSF =0.05

Strongly Agree (5), Somewhat Agree (4), Disagree (3), Somewhat Disagree (2), Strongly Disagree (1)

CV= Calculated Values, TV= Table Values

The Team work among the employees has positive relation with the industrial performance. Since, $X^2_C > X^2_T$. It has mentioned that the team work is highly required to make the organization more productive to compete with the others.

CONCLUSIONS

The study mainly focused on finding out the impacts of Job satisfaction and Team work on industrial Performance. It is interesting to know that almost everybody in the opinion that Job satisfaction and team work play an important and key role in enhancing industrial productivity. The three factors uncover the associations of the 10 attributes. These factors contribute in improving industrial performance& productivity.

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