



Comparison of Job Satisfaction Between Fresher and Experienced Employees of Private Manufacturing Company

KEYWORDS

Job Satisfaction, Fresher, Experienced, Employees

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ABSTRACT *Job satisfaction of employees is one of the most researched topic as the employees are treated as an asset today and their satisfaction or dissatisfaction echoes outside making or marring the image of organization. There are many factors such as working condition like basic facilities and hygiene etc, financial benefits offered by company, working environment of work place, work itself, growth opportunity and management commitments responsible for the satisfaction or dissatisfaction of the employees. The present study compares the satisfaction of fresher and experienced employees on abovementioned factors. The result indicates that fresher are more satisfied on every factor except on financial benefits offered by company including salary.*

Introduction:

Employees are treated as assets in any organization and their satisfaction is given importance in present scenario as it affects not only the productivity, absenteeism, turn over but also helps the organization to come up with various stressed situation. A number of reasons have been underlined by researchers for studying the job satisfaction. Spector¹ (1997) sought three reasons for carrying out research in this field (i) a high level of job satisfaction may be a sign of emotional wellbeing and mentally fit (ii) organization can adopt a utilitarian perspectives in which employees behaviour can be expected to influence organizational operations according to the level of employee's job satisfaction/dissatisfaction (iii) It can be an indicator of effective organizational operation. Lawler² (1992) and Vroom³ (1964) revealed that job satisfaction as an antecedent correlates with two variables-absenteeism and turnover which may have negative impact on the organization. According to Lawler (1973) "what happens to people during the work day has profound effects both on the individual employee's life and on the society as a whole, and thus these events cannot be ignored if the quality of the life in society is to be high." Therefore studies on job satisfaction have outnumbered other issues of human resources management. Job satisfaction can be defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997). Schermerhorn⁴ (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. On the other hand, Lawler (1972) defines job satisfaction as the sum of job facet satisfaction across all facets of a job. Job satisfaction has been suggested as the pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke⁵, 1976). According to Rothmann and Agathagelou⁶ (2000) "job satisfaction is a complex variable and is influenced by situational factors of the job environment, as well as dispositional characteristics of an individual. Arnold and Feldman⁷ (1986) defined job satisfaction as the amount of overall positive affect of feelings that individuals have towards their jobs.

Factors affecting Job satisfaction:

There is no agreement on some common determinants what make people satisfied with their job. Many predictors such as working condition, work itself, salary, incentive, communication, promotion job security and growth affect job satisfaction. It is also possible that job satisfaction may vary for different age employees or with experience or in other words with demographic variables like age, marital status, experience etc and a number of researches have been carried out in this direction also..

Objectives of the study:

Following research objectives were formulated to conduct the study:

1. To compare the job satisfaction of fresher and experienced employees with regard to working conditions and basic facilities at workplace.
2. To compare the job satisfaction of fresher and experienced employees with regard to salary and other financial benefits.
3. To compare the job satisfaction of fresher and experienced employees with regard to work itself.
4. To compare the job satisfaction of fresher and experienced employees with regard to interpersonal relationship and work place environment
5. To compare the job satisfaction of fresher and experienced employees with regard to their growth opportunities and recognition.
6. To compare the job satisfaction of fresher and experienced employees with regard to management policy and commitments.

Literature Review:

Numerous studies has been preformed focusing on job satisfaction, a short literature review is as follow:

According to Arnold and Feldman⁷ (1996), there are a variety of factors that make people feel positive or negative about their job. Moreover, some employees may be satisfied with few aspects of their work but dissatisfied with all other aspects, (Mullins⁸, 2002).

Working Condition:

Working condition is important dimension of job satisfaction. It has been found that clean work place and friendly environment makes people easier to work while the opposite may make the task accomplishment difficult. (Luthans⁹ (1998))

Salary and other financial benefits: Salary also play important role in job satisfaction. Boone and Kurtz¹⁰ (1992) suggest that employees should be offered a fair and reasonable compensation in return of inputs they offers to the organization. Compensation category includes medical aid scheme, pension, bonuses, paid leave and travel allowance

Interpersonal Relationship and Work Place Environment:

Research indicates the good relationship with supervisors and subordinates are important for job satisfaction The conducive environment also encourages employees to perform well at work place, while tension, unhealthy relationship with co-workers may deteriorate the working condition.

The Work itself:

Several researches suggest that the level of job satisfaction depends on the nature of job. (Luthans, Moorhead & Griffen¹¹, 1992).

Management's Commitment and Company's Policies:

The framing of adequate policies are not sufficient unless and until it is properly communicated. The employees should be fully aware about the policies, rules, regulations etc, so that they may feel themselves as the part of the organization.

Experience: Nestor and Leary¹² (2000) have revealed that as one's years of experience increased as an Extension faculty member, his or her intrinsic and overall job satisfaction increased as well. Bowen et al¹³. (1994) also found this to be true for 4-H agents, while Fetsch and Kennington¹⁴ (1997) found it to be true for all Extension agents in their study. In contrast, Griffin¹⁵ (1984) and Andrews¹⁶ (1990) both found no relationship between job satisfactions and years of experience. Grady¹⁷ (1985) found that as the number of years of teaching experience increased, overall job satisfaction increased as well. In a study of agricultural education teachers in Ohio, Cano and Miller¹⁸ (1992) found that the teacher's age, years in current position, total years teaching, and degree status were not significantly related to overall job satisfaction. These findings are similar to a later study of the same nature by Castillo, Conklin, and Cano¹⁹ (1999).

Research Methodology:

Population: Population for the study is the employees of private manufacturing units at Pithampur which is the industrial area of Indore city and many industries are operating there.

Samples: The Convenience sampling techniques has been used for selecting the sample of 50 employees of three manufacturing units.

Methodology: Primary data has been used for carrying out the research, Information was collected through survey method. The questionnaire was design carefully to extract the information from the employees. Several questions were framed on each factor such as working condition, salary and other financial benefits, work place environment, work itself, growth opportunity and recognition and management policy and commitment. Each factors were broken down into many sub factors such as working condition consisted eleven questions with respect to work place peace, hygiene, transport, can teen facility, toilet and wash room facility, flexible working hours, distance, safety etc. Similarly every factors had many questions to elicit the information to ensure the job satisfaction. The employees who are having less than 10 years experience were treated as fresher and above 10 years experience were tagged as experienced. Thus overall thirty two statements were tested for their agreement on Likert scale of five points (5 highly satisfied, 4-satisfied, 0 undecided, 3 dissatisfied and 1 as highly dissatisfied)

Statistical tools: SPSS 15 was used for data analysis. T test has been used to compare the satisfaction of the fresher and experienced employees

Research Hypothesis**Hypothesis I**

H₀- There is no difference in the level of satisfaction between the fresher and the experienced employees with working conditions and basic facilities of workplace.

H₁. There is difference in the level of satisfaction between the fresher and the experienced employees toward working conditions and basic facilities of workplace.

Hypothesis II

H₀- There is no difference in the level of satisfaction between the fresher and the experienced employees toward pay and other monetary benefits.

H₁. There is difference in the level of satisfaction between the fresher and the experienced employees toward pay and other monetary benefits.

Hypothesis III

H₀- There is no difference in the level of satisfaction between the fresher and the experienced employees toward working environment and interpersonal relationship.

H₁. There is difference in the level of satisfaction between the fresher and the experienced employees toward working environment and interpersonal relationship.

Hypothesis IV

H₀- There is no difference in the level of satisfaction between the fresher and the experienced employees toward work itself.

H₁. There is difference in the level of satisfaction between the fresher and the experienced employees toward work itself.

Hypothesis V

H₀- There is no difference in the level of satisfaction between the fresher and the experienced employees toward growth opportunity and recognition.

H₁. There is no difference in the level of satisfaction between the fresher and the experienced employees toward growth opportunity and recognition.

Hypothesis VI

H₀- There is no difference in the level of satisfaction between the fresher and the experienced employees toward management policies and commitment.

H₁. There is no difference in the level of satisfaction between the fresher and the experienced employees toward management policies and commitment.

Data Analysis:

Demography of the Samples: The demographic background of the employees under study has been represented in five parameters – marital status, income, age, tenure in the company, and education. Since the companies under study had no female supervisors, the gender has not been represented. The table no 1 describes the profile of the employees under study. The data shows that majority of the employees are married the percentage of which is 92 and unmarried are only 8 percent.

The employees earning below 10000 are 32 percent while the percentage of employees drawing salary of 10001-20000, 20001-30000 and above 30000 are 36, 12 and 20 respectively. As far as age is concerned, 60 percent employees are 41-45 years followed by 28 percent belonging to age group of 31-40 years.

Table No 1 Demographic Profile of Respondents

Parameters		Frequencies	Percentages
Marital Status	Married	46	92
	Unmarried	4	8
Income	Below Rs 10,000	16	32
	Rs 10001-20000	18	36
	Rs 20001-30000	6	12
	Above Rs 30000	10	20
Age	20-30 Years	2	4
	31-40 Years	2	4
	41-45 Years	15	30
	46-50 Years	29	58
	Above 50 Years	2	4

Experience	5-10 Years	25	50
	Above 10 years	25	50
Education	Below Graduate	15	30
	Graduate	14	28
	Post graduate	13	26
	Diploma	8	16

36 percent employees are working in the company since 16-20 years. Tenure of employees between 5-10 years and above 10 years are 50 percent. The Table also shows that 32 % respondents are below graduate, 28 % graduate 24 % post graduate and 16 % are diploma holders

Comparison of job satisfaction of fresher and Experienced Employees:

1. **Working Condition:** The Table No 2 reveals that fresher are more satisfied with working condition of the work place, than experienced and the t value is found to be 6.22 which is significant at 1 percent rejecting Null Hypothesis 1.

2. **Salary and Other Monetary Benefits:** As far as salary and other monetary benefits are concerned, fresher are found to be less satisfied than the experienced and the difference between the two are significant as the t value is 3.00, again rejecting Null Hypothesis 2 and accepting Alternate hypothesis.

Comparison of job satisfaction of fresher and Experienced Employees: Table No 2.

S. No	Categories	Mean Value Out of (max 5 to min 1)		t-value	Level of significance
		Fresher	Experienced		
1.	working conditions and basic amenities at work place	4.39	3.96	6.22	1%
2.	Pay and other monetary benefits	2.96	3.70	3.00	1%
3.	work environment & Interpersonal relation	4.35	3.99	2.89	1%
4.	work itself	4.33	3.76	4.06	1%
5.	growth opportunities and recognition	3.77	3.53	0.487	NS
6.	management policies and their commitment	4.00	3.84	1.00	NS

3. **Working environment:** Many studies has shown the importance of working environment in job satisfaction as the conducive atmosphere which may be created by good interpersonal relationship between peer group, with juniors and

higher authorities can help to cope up with all types of situation but the stressed relationship shut all the doors of communication leading to tension and dissatisfaction. The Table No 2 discloses that fresher are more satisfied than the experienced one and the difference between the two samples are significant as the calculated t value is 2.89 which rejects the Null Hypothesis 3 and accepts Alternate Hypothesis 3.

4. **Work itself:** Work itself, that is the types of work like exciting, technical or challenging is also one of the factor that may satisfy or dissatisfy the employees and the study reveals that fresher are again more satisfied than their seniors that is experienced ones as the means for the two are 4.33 and 3.67 respectively and the t- value also states that the difference between the two are significant and therefore Null Hypothesis 4 is rejected.

5. **Growth opportunity and Management Policies:** As far as growth opportunities and management policies regarding the appraisal or promotion are concerned, the fresher are more satisfied than the experienced but the difference between the two is not significant and their value is 0.487 and 1.00 respectively. It leads to acceptance of null hypothesis of hypothesis 5 and 6.



Fig 1

Result and Discussion: The study indicates that fresher are more satisfied with all the factors of the company such as working condition, work itself, working environment and growth opportunity and management policy and commitments than experienced employees. But monetary benefits such as salary structures, medical benefits, incentives, bonus etc are the front where the fresher are found to be less satisfied. Study also reveals that the difference in satisfaction level of the fresher and experienced are significant on the factors like working condition, salary and other monetary benefits, work environment and work itself but in case of growth opportunity and the management policy and commitments, the satisfaction level of the two are same as the t value is not significant.

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