



Study on Job Satisfaction at Workplace: A Study on Sixty Blue Collar Workers at NBC Bearings, Vadodara.

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ABSTRACT

This research investigates the level of job satisfaction among sixty blue-collar workers at NBC Bearings, Vadodara, and the various factors influencing it. The study identifies organizational, environmental, and interpersonal variables that impact how satisfied employees feel in their roles. These include working conditions, compensation, communication with supervisors, job security, and availability of growth opportunities. Data was collected through structured interviews and questionnaires using a four-point scale, providing both qualitative and quantitative insights. The findings highlight that employees with supportive supervisors, fair pay, and safe working environments tend to report higher satisfaction levels. Departments such as Production and Maintenance, which are physically demanding and involve strict operational timelines, showed slightly lower satisfaction due to long working hours and limited facilities. The study emphasizes the importance of regular feedback mechanisms, employee recognition, and department-specific interventions. Recommendations are offered to help organizations enhance satisfaction, reduce turnover, and promote overall workforce stability.

Keywords: job satisfaction, blue-collar workers, NBC Bearings, workplace environment, employee well-being, organizational support

Introduction

NBC Bearings, a well-known player in the industrial sector, employs a large number of blue-collar workers who perform physically intensive and time-bound tasks. Understanding the factors that affect their job satisfaction provides valuable insights into how the organization can enhance performance while promoting worker well-being. The study investigates elements such as supervisor-employee relationships, compensation adequacy, workplace safety, working hours, and access to basic facilities. It also explores how these variables differ across departments and demographics. This research aims to offer actionable insights that contribute to the design of better HR policies and employee engagement strategies in industrial settings.

Definition of Key Terms

- **Job Satisfaction:** A psychological state indicating how content an individual feels with their job role, encompassing factors such as work conditions, compensation, recognition, and growth opportunities.
- **Blue-Collar Workers:** Employees who perform manual labor, often in industrial or manufacturing settings, such as production, maintenance, and assembly roles.
- **Workplace Environment:** The physical and social conditions under which employees operate, including safety, cleanliness, and interpersonal dynamics.
- **Employee Well-being:** A holistic concept that includes an employee's physical, mental, and emotional health at the workplace.
- **Organizational Support:** The extent to which an organization provides resources, recognition, and a supportive atmosphere that contributes to employee satisfaction and performance.

Literature Review

Job satisfaction has been widely studied across different industries and demographics, with several models and theories developed to understand its determinants and outcomes. Herzberg's Two-Factor Theory identifies hygiene factors such as pay, company policies, and working conditions, and motivators like recognition and achievement, as key drivers of satisfaction. Maslow's hierarchy of needs also implies that unless basic needs such as safety and belonging are met, employees will not reach their full potential or feel fulfilled at work.

Vuong et al. (2021) emphasized that employees who are satisfied with their roles are more loyal and resilient during difficult periods. Their study showed that job satisfaction strengthens organizational commitment and positively affects retention. Zacher and Rudolph (2021) and Herrera and Las Heras-Rosas (2021) explored the psychological contract between employers and employees, finding that when organizations meet unspoken expectations such as fairness and respect, job satisfaction rises significantly.

Further, Clara Viñas-Bardolet (2018) argued that employees with higher educational backgrounds tend to expect more from their jobs, and their satisfaction levels are heavily influenced by factors such as skill utilization and career growth. Similarly, Waaijer et al. (2017) pointed out that temporary and unstable employment contributes to job dissatisfaction. These findings align with the current study, especially in manufacturing setups where workers are often subject to operational pressures and routine tasks.

Research Methodology

This research follows a descriptive design aimed at exploring the job satisfaction levels of blue-collar workers in an industrial setting. The study was carried out among sixty workers at NBC Bearings, Vadodara, selected through simple random sampling. Respondents were interviewed individually using structured questionnaires comprising close-ended questions rated on a four-point scale. These tools were designed to capture perspectives on job content, supervision quality, compensation, work environment, and access to workplace facilities.

The study focused on floor-level employees in departments such as Production, Quality Assurance, Maintenance, and HR. It intentionally excluded higher-level management staff to maintain relevance to blue-collar experiences. Data collected was both qualitative and quantitative, with thematic patterns extracted from open discussions and numerical data analyzed using frequency and percentage methods. This allowed for a holistic understanding of the factors contributing to satisfaction or dissatisfaction.

Although the study offers valuable insights, it was limited by sample size, time constraints, and scope—findings may not represent all departments or industries. However, it provides a foundation for further research and a basis for organizational decision-making related to HR interventions and employee engagement practices.

Data Analysis

The responses of 60 blue-collar workers were categorized and tabulated. Selected findings are presented below

Table 1: Age Distribution of Respondents

Age Group	Number of Respondents
18-25 years	15
26-35 years	25
36-45 years	13
46 years & above	7

Table 2: Satisfaction with Working Conditions

Response	Percentage (%)
Very Satisfied	35
Satisfied	45
Dissatisfied	15
Very Dissatisfied	5

The analysis revealed that workers aged 26–35 form the majority and that satisfaction levels are higher among those who feel safe, respected, and heard at work. Dissatisfaction was mostly linked to facilities and wages.

Findings and Suggestions Key Findings:

- Employees value safety, respect, and cooperation with supervisors:

The study revealed that one of the most significant contributors to job satisfaction among blue-collar workers was the presence of a respectful and supportive work environment. Employees expressed that feeling safe on the job, both physically and psychologically, played a critical role in their overall well-being. Moreover, a positive relationship with supervisors—marked by open communication, mutual respect, and fair treatment—enhanced their sense of belonging and motivation. Workers who experienced regular engagement and cooperation from their supervisors felt more recognized and supported, which in turn contributed to their productivity and job satisfaction.

- Many respondents were dissatisfied with wages and certain facilities:

Despite several positive aspects, a noticeable portion of respondents indicated dissatisfaction with their wages and the quality of workplace facilities. In particular, employees working in operational departments such as Production and Maintenance reported concerns regarding inadequate compensation relative to their workload and long hours. Additionally, issues such as limited cafeteria services, poor transportation facilities, and lack of rest areas were commonly cited. These shortcomings not only affect physical comfort but also impact morale and long-term job engagement.

- Adequate training and opportunity for skill development were linked to higher satisfaction:

The study found that employees who had access to regular training programs and opportunities for skill enhancement reported significantly higher levels of satisfaction. These workers felt more competent in their roles and appreciated the organization's investment in their growth. Skill development initiatives helped employees feel empowered and optimistic about career advancement, which boosted both their confidence and their commitment to the organization. This highlights the importance of continuous learning and professional development, even among blue-collar roles, in improving satisfaction and reducing turnover.

Suggestions:

- Review compensation and benefit policies:

The study indicates that dissatisfaction with wages is a common concern among blue-collar workers, especially in departments where physical labor and overtime are frequent. To address this, organizations should regularly evaluate their compensation structures to ensure they align with industry standards and reflect the nature of the work performed. Offering fair wages, timely incentives, and comprehensive benefits such as health coverage, bonuses, or attendance rewards can significantly improve job satisfaction and reduce employee turnover.

- Improve cafeteria and transport services:

Basic amenities like food and transportation have a direct impact on employees' daily experience at work. Several respondents expressed dissatisfaction with the quality or availability of cafeteria and transport services. Enhancing these facilities—such as ensuring hygienic, nutritious meals and reliable transport options—can make employees feel more valued and cared for. These improvements also contribute to better time management, reduced stress, and overall workplace morale.

- Conduct regular training and employee engagement activities:

Employees who had access to skill development opportunities reported higher satisfaction levels. Therefore, organizations should invest in regular training sessions to upskill workers and keep them engaged with evolving job requirements. In addition to technical training, employee engagement activities such as team-building exercises, feedback forums, and recognition programs can promote a more inclusive and motivating work culture.

- Foster open communication between workers and management:

One of the key factors influencing satisfaction is the quality of communication between employees and their supervisors or management. Organizations should encourage a culture of transparency where employees feel comfortable expressing concerns or suggestions. Regular one-on-one meetings, anonymous feedback mechanisms, and open-door policies can help bridge communication gaps. When management actively listens and responds to employee input, it builds trust and fosters a sense of belonging, ultimately improving job satisfaction and performance.

Conclusion

This research highlights the importance of understanding and addressing the job satisfaction of blue-collar workers in industrial settings. The study finds that employee well-being is strongly tied to factors like compensation, supervisor support, working hours, and workplace safety. While many workers reported moderate to high levels of satisfaction, significant gaps were noted in areas such as wages and access to amenities. Departments with physically

demanding roles, such as Production and Maintenance, faced greater challenges in sustaining job satisfaction due to operational demands and extended hours.

The presence of supportive supervision, effective communication, and wellness-focused programs were found to enhance satisfaction levels significantly. The study recommends the adoption of tailored HR policies, continuous feedback mechanisms, and recognition programs to address department-specific concerns. Ultimately, job satisfaction should not be viewed as an individual issue but as an organizational priority that directly influences performance, retention, and employee morale. By investing in the satisfaction of their workforce, organizations can drive long-term success and foster a more engaged, loyal, and productive team.

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