Employee Job Satisfaction

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ABSTRACT:

An employee's job satisfaction significantly affects his or her performance. The impression of work-related security among employees is influenced by both factors. A contented worker dedicates himself to his task, follows instructions more effectively, shows concern for others, and himself. In the company, he feels secure. The purpose of the study was to use a straightforward poll to evaluate employees' job happiness and productivity. A survey asking workers at a selected metallurgical company to rate their degree of job satisfaction was carried out in order to accomplish this goal. By analyzing three parameters that were used to calculate the satisfaction index and consulting 20 statements that described their level of job satisfaction, the employees defined their level of job satisfaction. The survey allowed for indication the general level of employee satisfaction.

Keywords: job satisfaction, work performance, work safety

1. LITERATURE REVIEW

Particularly in the production sector, the employee is a crucial component in the process of carrying out the enterprise's goal and vision. Workers must fulfill the organization's performance standards in order to guarantee the volume and caliber of their

labor. Employees must be able to operate freely without encountering obstacles that could prevent them from realizing their full potential in order to satisfy organizational standards (Raziq and Maulabakhsh, 2015). They also want a suitable supervisor who will give them this setting, but more importantly, he must inspire them to work morally and make them feel good about the task they do.Everybody measures their own happiness according to different standards. Everybody measures their own level of job satisfaction according to different standards. The management style is one of the factors that affects it, along with compensation, working hours, schedule, perks, stress level, and flexibility. Productivity, motivation, work performance, and life satisfaction are all correlated with job satisfaction (Abuhashesh et al., 2019). that this also holds true for workers' personal lives.

Keep in mind that an employee's sense of security in the company is influenced by their level of job satisfaction. A contented worker performs better and feels more valued by the organization. Safety management makes him feel secure about his future and his job in the company, both personally and professionally. Because of this, job satisfaction is a crucial component of workplace safety.

The paper's objective was to use a straightforward poll to evaluate workers' job happiness and productivity. A survey asking workers at a selected metallurgical company to rate their degree of job satisfaction was carried out in order to accomplish this goal. The poll made it possible to determine the overall degree of worker satisfaction. The research was carried out as a case study.

2. REVIEW OF LITERATURE

One definition of job satisfaction is the feeling of accomplishment and success experienced by employees. It is well accepted that it has a direct correlation with both personal well-being and work performance and productivity. Doing what one enjoys, doing it well, and receiving recognition for one's efforts are all components of job satisfaction (Kaliski, 2007; Aziri,2011).

Individuals may also view other aspects of their jobs differently, including their pay, coworkers, superiors or subordinates, and the kind of work they are doing (George and Jones, 2008). Every employee responds differently to different leadership and motivational philosophies, which can boost output and job happiness. Thus, a key component of employee motivation is job happiness. and motivating individuals to get improved outcomes (Raziq and Maulabakhsh, 2015). According to Ostroff (1992), employee happiness is crucial for the organization as a whole as well as for the workers themselves. On the one hand, dissatisfied employees will not be encouraged and will be disturbed by their work routine; they will flee from responsibility and even avoid work (sick leave, days off, etc.). This is because happy employees are typically happy and motivated to work, which means the organization can get amazing results from their work. (Judge, et al., 2001)

Job satisfaction is a key component in determining organizational success and efficiency. The new managerial paradigm prioritizes treating employees as individuals with personal needs and desires, highlighting the relevance of job satisfaction in modern organizations. Research suggests that satisfied employees are happier and more effective (Aziri). 2011)

Supervision involves being available when needed, connecting with colleagues, encouraging creativity and knowledge, fostering openness, and communicating effectively. Research indicates that successful supervisors lead to high employee satisfaction, while poor communication skills lead to lower levels. Employee unhappiness was significant (Schroffel, 1999; Raziq and Maulabakhsh, 2015).

Rötze identifies four factors that impact employee satisfaction: supervisor/leader, job design, working atmosphere, and performance compensation. According to Brenninger's (2015) research, supervisor/leaders have a significant impact on job-design satisfaction and satisfaction with performance pay, but have less of an impact on motivat on.

Managers have a crucial role in team management, especially in manufacturing industries with a male workforce. In workplaces with a mix of genders, where employees spend more time in the office, leadership styles may differ. The men's team, primarily working in the manufacturing hall, exhibits distinct behaviors compared to the mixed company. Research indicates that a participation-motivating leadership style has the most positive influence on employee satisfaction. Participatory management and planning methods have a good impact.

Impact on job satisfaction. Leaders must understand that employee motivation is difficult to measure but may be fostered via active engagement in the organization's activities. Effective leadership requires alignment with employees (Soonhee, 2002). According to Golemann et al. (2004), when employees believe their supervisor's intentions align with their own, they can achieve unexpected results.

Brenninger (Brenninger, 2011) suggests that supervisors should adjust their leadership style to incorporate employees in decision-making processes, leading to increased levels of commitment. Supervisors must involve as many staff as possible. Employee motivation requires support for individual and team efforts, as well as information sharing within the firm. Effective supervisors operate both vertically and horizontally, managing cross-functional procedures, projects, time, and resources.

According to Bakker, Albrecht, and Leiter (2011), there is a continuum of low excitement, high excitement, grief, and pleasure that can be used to describe our emotional experiences. The vast majority of human experiences can be recorded in this two-dimensional grid. Consequently, using this approach, commitment can be defined as a pleasant mental state that is somewhat excited, with a level that falls between enthusiasm and happiness.

Similarly, a pleasant state with negligible excitation might be associated with pleasure. According to the traditional method put forth by Locke (1976), job satisfaction arises from the belief that one's own actions enable the attainment of significant values, which are in line with and contribute to the satisfaction of fundamental human needs.

Additionally, Wexley and Youkl (1984) described job satisfaction as an employee's attitudes and sentiments about their employment. It is necessary to regulate several elements in order to make an employee happy. Herzberg refers to these elements as "motivators" since they contribute to long-term enjoyment.

This contentment can lead to success, acknowledgment, the actual task, and accountability (Herzberg et al., 1959). Employee satisfaction and the outcomes of the organization's operations are strongly correlated, according to the topic literature (Pietroń-Pyszczek, 2010). According to Yalabik et al. (2013), in their model, "Job satisfaction" influences "Commitment to work," which in turn influences "Work performance," the impact of job satisfaction on commitment to work (Sadler, 1997; Shepherd and Mathews, 2000) and, consequently, on efficacy, is one of the extensively studied and validated relationships.

Organization managers have always placed a high priority on worker productivity and performance (Kelidbari et al., 2011). High levels of service or product quality, maintenance, productivity, and profitability are guaranteed by employees who are highly dedicated to their company. In addition to being content with their jobs, employees are also content to serve and advocate for businesses and goods.

According to Bin Shmailan (2016), there is proof that employee involvement improves work performance and overall productivity, fosters a better and more productive work environment, and lowers employee absenteeism and turnover.

3. METHODOLOGY OF THE RESEARCH

A questionnaire was used for the study. 47 workers from the selected metallurgical company completed it. The research company is a part of the metallurgical sector. It is important to keep in mind, that this is a heavy industry, which is highly specialized. Men are typically engaged in these types of businesses, with women primarily working in offices and in organizational capacities. As a result, the outcomes can reflect this. Surveys are approached differently by men and women. Additionally, guys establish distinct relationships and an environment (between employees and between employees and supervisors) than women do, where emotions and disputes are significant. Their needs for working environments are frequently different.

Job satisfaction among employees was the focus of the poll. Workers were supposed to consult 20 statements outlining their level of job satisfaction in the company under study. Table 1 displays the list of these assertions. Workers were asked to rate these claims on a scale of 1 to 10, with 1 denoting "complete disagreement." and 10, like the Parker scale used in the Servqual approach, indicates "I totally agree" (Babakus and Boller, 1992).

Circulated Questionnaire are as follows :

Statements of the survey on job satisfaction

1. Form of employment is satisfying.

2. Current level of salary is satisfying.

3. Social package offered by the company is satisfying.

4. Physical working conditions in the company are satisfying.

5. Current job description is appropriate.

6. I know who my direct supervisor is.

7. In my work I use my existing qualifications.

8. I think my relationship with my direct supervisor is appropriate.

9. My direct supervisor knows my job well.

10. Atmosphere in the company is friendly.

11. The level of employment stability in the company is satisfying.

12. Way of promotion of employees is appropriate.

13. Way how the company get rid of the employee is appropriate.

14. The trainings offered by the company are well done.

15. The company has a respect and understanding for my family responsibilities.

16. I did not observe or I did not experience discrimination.

17. My effort and commitment are appreciated by my direct supervisor.

18. I have a feeling that I am a part of the company.

19. I am informed about the plans of the company.

20. I would recommend to a friend employment in the research company.

Source: (Dziuba and Ingaldi, 2016)

Bar charts representing the survey's results are displayed, with each bar representing the average evaluation of a single statement.

Additionally, the same staff members were asked to rate three items in the second section of the survey that measure job satisfaction:

General contentment with the working environment. Relationships with superiors. Contentment with the pay. On a scale of 1 to 10, with 1 denoting total discontent and 10 denoting complete contentment, employees were asked to rate the aforementioned components. The survey's findings are displayed as a bar chart, with bars representing an element's average rating in relation to its maximum rating (satisfaction index).

4. RESULTS

Figure 1 shows the mean results of assessment of the statements that define employee satisfaction.
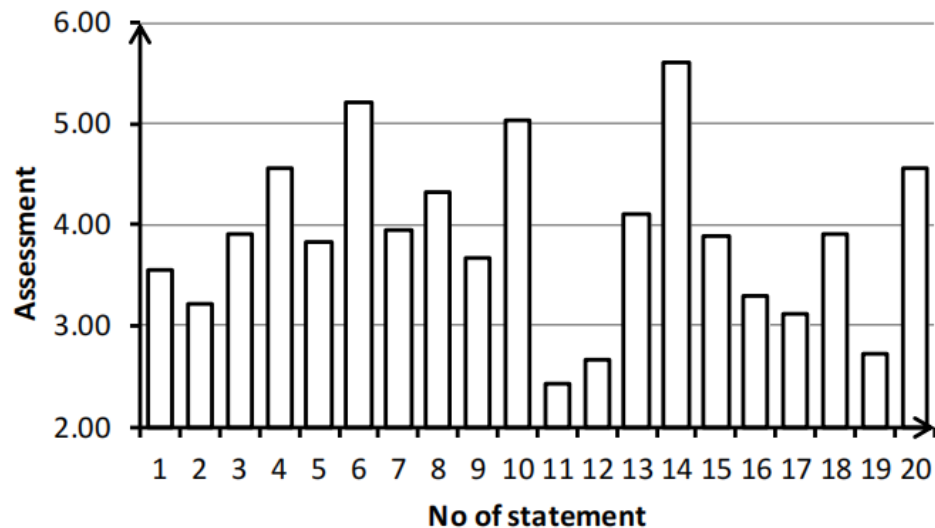
Fig. 1. Comparison of obtained averages of individual statements (own study)

Workers gave the items that affected their job satisfaction an average rating of 3.88. This indicates that they had a moderate level of satisfaction with their task. Figure 1 analysis, however, shows that evaluations of individual statements varied and frequently deviated from the mean. Workers stated that the most crucial elements influencing their level of job satisfaction, such as "the The company's training programs are excellent (statement 14). For someone who begins working for the company, this is crucial. In addition to providing detailed instructions on what to perform, this type of training frequently increases staff awareness of the company's activities. Therefore, it can be said that the managers of the company are aware of the necessity for different kinds of training and how it impacts employees' ability to do their jobs effectively. introducing new solutions and technologies, but also new methods and Training is required since production management techniques, not just in metallurgical industry businesses, call for ongoing education and the acquisition of new abilities.

"I know who my direct supervisor is" (6) and "the atmosphere in the company is friendly" (10), two more highly rated responses, were also included. Since they are the ones that assign certain tasks and 2.00, each employee needs to be aware of who their immediate supervisor is. The bar graph illustrates the average assessment for 20 job satisfaction-related statements, likely measured using a Likert scale (1 to 5 or possibly 1 to 6). The results reveal significant variation in satisfaction levels across different aspects of employment.

Statements 10 ("Atmosphere in the company is friendly"), 13 ("Way how the company gets rid of the employee is appropriate"), and 14 ("The trainings offered by the company are well done") show the highest satisfaction, with average scores approaching or exceeding 5.0. This indicates a strong positive sentiment towards the company culture, fairness in termination practices, and quality of training provided.

Moderate satisfaction is observed in areas such as Statement 2 (salary), Statement 5 (job description), and Statement 8 (relationship with supervisor), all scoring around the 4.0 mark. These results suggest that while employees are generally content, there's still room for improvement in compensation and supervisory relationships.

On the lower end, Statement 11 ("Level of employment stability"), Statement 12 ("Promotion practices"), Statement 16 ("Discrimination experience"), and Statement 18 ("Feeling of being part of the company") all score below 3.5, with Statement 11 being one of the lowest. These indicate potential concerns about job security, fairness in promotions, and inclusivity, which could negatively impact overall morale.

In summary, while employees appreciate the work environment and training opportunities, there are concerns about job stability, growth opportunities, and inclusion. Addressing these issues through transparent HR policies and career development programs could significantly enhance employee satisfaction and retention.

Figure 2 shows satisfaction indices based on the ratings given by respondents
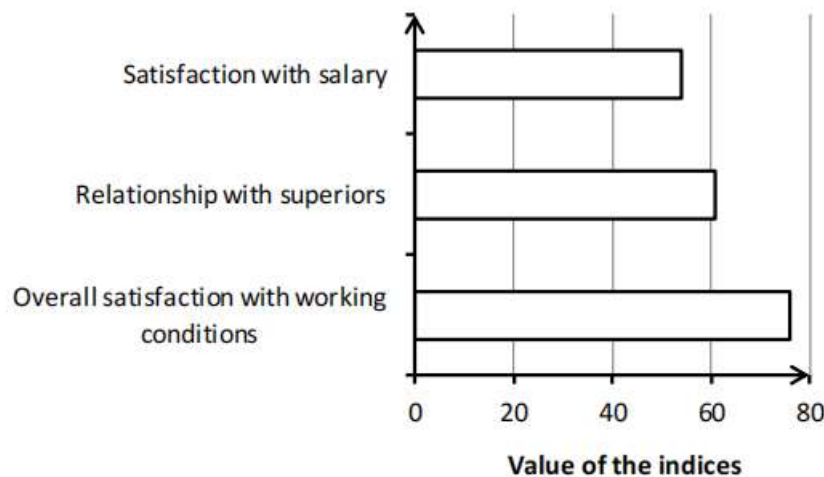
Figure 2 illustrates three core indices related to job satisfaction: Satisfaction with Salary, Relationship with Superiors, and Overall Satisfaction with Working Conditions. These indices were derived from the survey responses and reflect the general sentiment of employees regarding various aspects of their work environment.

The highest score is observed for Overall Satisfaction with Working Conditions, reaching a value close to 75. This indicates that the majority of respondents are generally satisfied with their physical and organizational work environment. This index likely includes factors such as office conditions, workload, resources, company culture, and general day-to-day experience at the workplace. A high value here suggests that the company provides a conducive atmosphere that supports productivity and employee well-being.

Relationship with Superiors follows with a score slightly above 60, implying moderately high satisfaction in this domain. A strong relationship with direct supervisors is critical for effective communication, job satisfaction, and performance. This score suggests that while most employees have a positive relationship with their managers, there may still be some inconsistency or room for improvement in supervisory practices or interpersonal dynamics.

Satisfaction with Salary is the lowest among the three indices, with a score just under 60. Compensation is a crucial factor in employee retention and morale. A lower index in this area indicates a relative dissatisfaction or unmet expectations regarding pay, benefits, or perceived fairness of compensation. This may become a concern for long-term employee engagement and could lead to higher attrition if not addressed.

In conclusion, while the company is doing well in providing a favorable working environment and maintaining decent managerial relationships, it may need to reassess its compensation strategy to ensure employee satisfaction remains balanced across all key areas.

5. CONCLUSION

Employees of the selected metallurgical firm were asked to rate their level of job satisfaction as part of the study. Their safety at work is a direct outcome of their job happiness. An employee that is content and happy does his job better, assumes greater responsibility, and feels a component of the business. The employees evaluated three parameters that were used to calculate the satisfaction index and referred to 20 statements that described their level of job satisfaction. Of course, there are certain limitations to the research. Based on the authors' expertise and sources, the survey was developed. Because of the subjectivity of the authors who approached the issue from the perspective of an engineer, certain crucial elements might have been overlooked. Because the survey was lengthy, some respondents might have become bored and filled it out haphazardly or without motivation.

 The study was carried outing collaboration with the research enterprise's management, which may also affect the findings because staff members may be reluctant to provide truthful responses if they are aware that the management would have access to the data.

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