

Employee Job Satisfaction and Organizational Performance: A study on Manufacturing Sector in Bangalore

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Abstract

In this study, we take a hard look at how contented workers' attitudes in the workplace affect business outcomes for both big and medium-sized manufacturers. It emphasises that happy workers are more productive and efficient in the workplace. According to the study, a happy worker is one who appreciates his or her position in the company. On the other hand, a negative outlook on the job is indicative of an individual who is unhappy in his position. The motivation behind this examination is to decide if there is an observationally provable connection between job satisfaction and organizational performance and if so, what direction and strength does this relationship take among employees working in the manufacturing sector in Karnataka. Ten firms from both major and medium-sized industries were chosen as the basis for the empirical study, and a total of 155 workers were polled. According to the results, there is a little however critical connection between representative work fulfillment and hierarchical execution. The results of the study showed that employee happiness had a greater impact on business success than had business success on employee happiness.

Keywords: Job satisfaction, organizational performance, rewards, recognition, motivation and productivity improvement

Introduction

As people have become a company's most valuable differentiating asset, there is no denying the correlation between employee happiness on the job and financial success. Increasing workers' contentment in their jobs is a proven method for boosting productivity in any sector. Happier workers lead to happier consumers, who stick around and spend more money because of the quality of service they get. Organizational performance is seen to improve when workers are happy in their jobs. As a result of its importance and centrality, job satisfaction is a trait that is commonly assessed by businesses. Job satisfaction is often measured by means of rating systems in many different types of

businesses. Responses were related to pace of work, salary, succession of duties and responsibilities, opportunities for promotion, and colleagues. A person's level of job satisfaction is an emotional response to his existing working conditions, whereas motivation is the drive to actively pursue and meet one's own demands. Organizational success is strongly correlated with happy workers. Therefore, it is precisely how they are feeling, what they are thinking about at work, and how fulfilled they are.

It is not simple to determine whether employees are happier when they are more invested in their work. However, this connection has been a source of debate among industrial and organisational psychologists for the better part of the previous half century. Many studies show that when employees are satisfied with their work environment, they are more likely to complete tasks. This is intuitively tempting, however there is little evidence in the scientific literature to support the premise that employee happiness improves organisational performance.

Review of Literature

According to Judge et al. (2017), Happy workforces generate positive peer pressure, inspire workers to do their best, and help businesses succeed. Dissatisfied workers, on the other hand, actively avoid doing their jobs, have a higher than average rate of absences, and don't bother to think about the problems facing their company, all of which have a detrimental impact on productivity.

According to Pandey and Asthana (2017), a promotion is "any kind of progression of an individual that is providing for higher work performance," whether that be in terms of more responsibility, increased status, increased abilities and experience, or some combination of these factors. The researchers went on to define job satisfaction as an employee's reaction to their job, with a focus on how their needs at work are met and how their mental health is affected. In accordance with this description, quality of work life places an emphasis on one's own achievements, interactions with coworkers, and the ways in which one might advance one's career to better meet one's own requirements.

Sethi (2017) presented a fictitious example for elucidating what constitutes a high quality of work life, which he categorised into the following categories: adequate and fair compensation; a safe and stable workplace; constitutionalism in the workplace; the creation of opportunities for growth and safety; the significance of work to individuals' social lives; the integration of work and social life; the development of people's skills and potential; and the total amount of personal space available to them. Work-life satisfaction, then, may be defined as an individual's subjective reaction to the subjective and objective features of their small- to medium-sized enterprise workplace. Quality of life at work has been shown to have a direct correlation to outcomes in the workplace, including employee effort, productivity, and the success of a business.

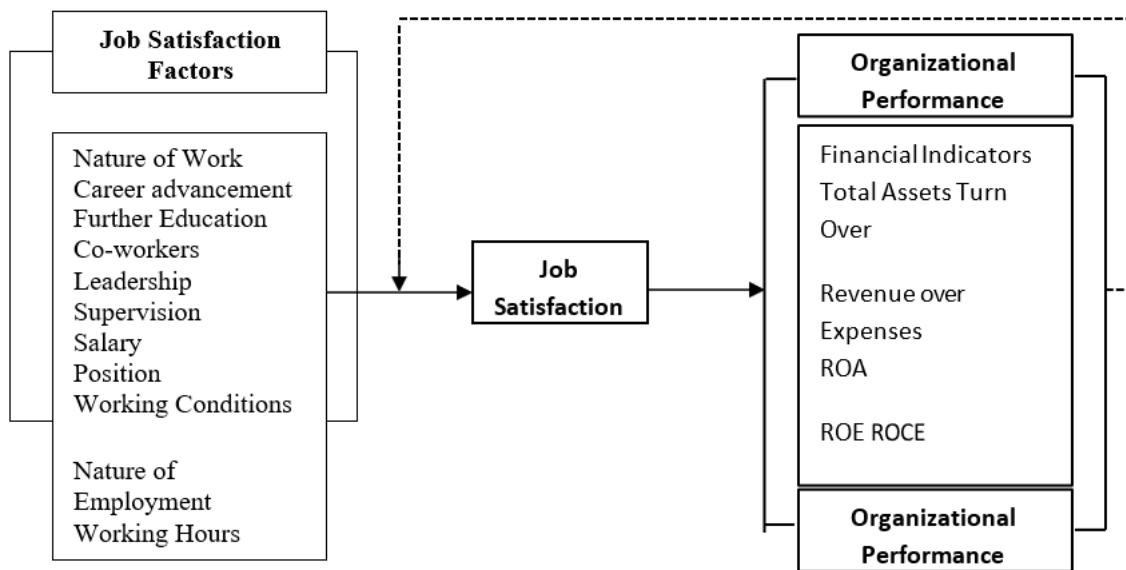
It was finalised by Ashraf Shikdar and Biman Das in 2015. By providing assigned and participatory criteria with performance feedback in a repetitious industrial production process, we were able to considerably boost worker happiness. Participatory standard and feedback condition increased worker satisfaction the most. As a result of this condition alone, employees' attitudes about their jobs improved significantly. No further improvement in job satisfaction or attitude was seen when monetary incentive was offered in addition to an assigned or participatory standard with feedback. In a study of strategies

to enhance worker happiness and work attitudes in repetitive industrial production activities, a shared criterion with feedback condition emerged as the best option.

According to Qasim et al. (2012), monetary incentives are a major factor in determining job contentment. One of the most important aspects of a fulfilling job is a competitive salary, which plays a decisive role in the decision-making process that ultimately determines job contentment. Employees are on the lookout for a greater salary as a means to secure their future and achieve personal fulfilment in a time of rising living expenditures. Furthermore, if individuals feel they are not compensated fairly, a climate of enthusiastic disillusionment will be established. After a while, the accumulation of these careless blunders will make workers miserable in their jobs.

Kumar and Ramachandran (2011) zeroed in on preparing and improvement program presented by oil factories in Coimbatore region. The poll included 120 people from the Coimbatore area as its sample size, and it used Tippets' table to do so. A well-structured questionnaire was designed to obtain primary primary data. Data analysis was performed using chi-square mean and weighted mean of 106 samples. Workers' morale and oil mill output in Coimbatore were found to have benefited from a training and development programme, which was the focus of the research.

Theoretical framework in assessing the link between job satisfaction and organisational performance



Objectives

1. Examine the relationship between job satisfaction and organizational success in the manufacturing sector in Karnataka.
2. To examine the relationship between employee job satisfaction and organizational performance.
3. The purpose of this study is to analyse how pay levels affect productivity in the workplace.

Scope of the Study

Workers in a small sample of Karnataka's major and medium-sized factories are the focus of this research, which was designed to shed light on the relationship between employee contentment and

productivity on the job.

Research Methodology

1	Research Design	A descriptive research design is used for the study.
2	Area of the Study	Area of the study is Bangalore City, Karnataka state.
3	Target Population	Employees working on in large and medium scale manufacturing industries.

4	Sampling Design	Sample: Employees working on in large and medium scale manufacturing industries.
		Sampling Technique: Judgmental Sampling Technique.
		Sample Size: 155 Employees.
		Simple percentage Analysis Methods, Pearson correlation Test, Multiple regressions, ANOVA.

Data Analysis & Interpretation

Respondent Demographic Profile

Variables	Characteristics	Frequency	Percentage
Gender	Male	107	40
	Female	48	60
Marital Status	Single	76	48
	Married	79	52
Age	20-29	79	52
	30-39	64	42
	40-49	12	8
	50 -60	0	0
Education level	High School	6	3.9
	Diploma	25	16.5
	Bachelor degree	73	47.3
	Post Graduate	49	3.5
	Other	2	1.6
Monthly household income	Less than10000	4	3
	10000- 20000	39	25.9
	20001-30000	60	38.9
	30001-40000	40	25.2
	40001 & above	12	7.9
Experience	0 – 1 year	36	23.1
	2 - 6 year	105	67.9
	7- 11 year	10	6.1
	12- 20 year	4	2.9
Position	Top level Manager	18	11.2
	Middle Manager	45	28
	Supervisor	70	44.2
	Fresh/Entry level	22	13.2
Services	HR Manager	22	14.2
	Financial Advisor	23	13.8
	Risk Manager	19	13.3
	Quality Control Coordinator	15	9.9
	Business analyst	8	5.1

	Office Management	23	14.7
	Administrative Manager	15	9.8
	IT specialist	15	9.1
	Other	0	0

(Table 1 own source calculation)

In table 1, we can see the results of a test of the descriptive analysis performed on a sample of 155 people using nine questions about their demographics. That's the big gender question. Statistics show that men make up 69.0 percent of the population (107 respondents). Almost 31% of the respondents were female (48 respondents). Next question is roughly marital status. Results suggest that married people make up 51% (79 respondents), while single people make up 49%. (76 respondents). Age ranges are the subject of the third inquiry. From the analysis it is clear that 20-29 years age group is 51.0 percent (79 participants), 30-39 years age group ~ 41.0 percent (67 participants), 40-49 years age group ~ 7.7 percent (12 respondents).), and 50–60 years of age, there was no single response before this age. The fourth demographic examined was education level. Answers to this question reflect a wide range of educational attainment among respondents. The highest rate was bachelor's degree, which was 47.1 percent (73 participants), the second highest rate was postgraduate 31.6 percent (49 participants), diploma 16.1 percent (25 participants), high school 3.9 percent (6 participants), and other 1.3 percent (2 participants) (2 participants). The 6th populace gauge is month to month family pay. In this inquiry, it shows that the respondent has a specific degree of pay. The percentage of respondents whose income was between RM 2,000 and RM 30,000 was the highest (38.7%; 60 people), followed by those whose income was between RM 3,000 and 4,000 (25.6%) (40 people), those whose income was between RM 10,000 and 20,000 (25.2%) (39 people), those whose income was over RM 40,000 (7.5%) (12 people), and those whose income was less than \$10,000 (2.6%).(4 respondents). The level of expertise is the sixth type of person analysed. In this inquiry, it is shown that the respondent has different degree of involvement. 2-6 year olds represented 67.7% (105 participants), 0-1 year olds 23.2% (36 participants), 7-11 year olds 6.5% (4 participants) and 12-20 year olds 2.6%. doing (4 participants). Position in the company was analyzed as the seventh population. In this inquiry, it shows that the respondent has various degrees of eminence in the association. The most elevated rate was the boss job, which was 45.2 percent (70 members), the second highest was middle manager at 229.0 percent (45 participants), junior/junior level at 14.2 percent (22 participants), and senior management at 11.6 percent (18 participants)) (18 respondents) (18 participants).

Reliabilitytest

Sl.No.	Variables	Items	Cronbach Alpha
1	Independent Variables	4	0.921
	• Remuneration	4	0.820
	• Quality of Work life	4	0.789
	• Promotion	4	0.912
	• Teamwork		0.812
2	Dependent Variables		
	• OrganizationalPerformance	11	0.911

(Table 2 own source calculation)

In Table 2, reliability testing is one of the standard methods by which the researcher tests the main study variable. The stability of the data obtained in this test is evaluated. In addition, the reliability test provides a clear description of which variable is reliable and which variable is not, and on the basis of which the researcher tests the progress of the research. According to the population breakdown mentioned above, a total of 155 participants were surveyed for this study. For the information, five things are utilized in every free factor and simultaneously 11 things are utilized in the reliant variable. Regardless, in a dependability test, the least fruitful gauge is 0.700. Therefore, a Cronbach's alpha rating of 0.700 or higher is required for validity. Payment is the study's first independent variable. With a Cronbach's Alpha of 0.796 for pay, it is considered to be above the threshold of validity.

Therefore, Remuneration is highly trustworthy in this study. Organizational performance will serve as a litmus test for these five unrelated variables. Cronbach's Alpha for the full set of items measuring organisational performance is 0.824, which is above the cutoff of 0.700. As a result, the findings of this study have a high degree of credibility regarding claims about organisational performance.

Correlation Test

Table 3

		Remunerat ion	Quali ty of Work life	Promoti on	Teamw ork	Supervisi on	Organizat ional Performa nce
Remunerati on	Pearson correlation	1	.454* *	.634**	.553**	.221**	.880**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	155	155	155	155	155	155
Quality of Work life	Pearson correlation	.454**	1	.667**	.782**	.321**	.560**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	155	155	155	155	155	155
Promotion	Pearson correlation	.634	.567* *	1	.665**	.598**	.796**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	155	155	155	155	155	155
Teamwork	Pearson correlation	.553	.682* *	.565**	1	.603**	.592**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	155	155	155	155	155	155
	Pearson correlation	.521**	.421* *	** .598* *	.603**	1	.652**

	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	155	155	155	155	155	155
Organizational Performance	Pearson correlation	.680	.560*	** .796*	.592**	.352**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	155	155	155	155	155	155
Model	R	R Square		Adjusted R Square		Std. Error of the Estimate	
1	.666*	.786		.672		1.68177	

(Table 4 own source calculation)**. Correlation is significant at the 0.01 level (2-tailed).

Table 3 shows that salary has a statistically significant positive relationship with organizational effectiveness (r = 0.580, p0.000). Work-life balance (r=0.460, p0.000), career advancement (r=0.696, p0.000), collaboration (r=0.492, p0.000), and managerial oversight (r=0.552, p0.000) all followed. The P values for each variable in the table are less than 0.05, indicating that they are all statistically significant.

ANOVA

Table 5 demonstrates that there are independent factors that strongly correlate with organisational effectiveness along a linear scale. The following table will be evaluated to pinpoint the precise factors involved.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1218.446	5	203.689	32.227	.000**
Residual	1171.591	149	9.192		
Total	2389.039	154			

(Table 5 own source calculation)

Conclusion

Employees who feel fulfilled in their work are more likely to give their all on the job. When workers are content in their jobs, they are more likely to settle in and become invested in the success of the company as a whole. Employees are more likely to be satisfied with their jobs when they receive higher wages, are publicly acknowledged for their efforts, are given opportunities to grow professionally, are given tasks that are both stimulating and personally rewarding, and have positive working relationships with their supervisors and peers. Despite the study's limitations, the following findings will help managers in Bangalore's manufacturing sector increase their employees' contentment with their jobs. According to the study authors, employees at higher levels are more likely to report higher levels of intrinsic job satisfaction, while employees at lower levels are more likely to report higher levels of extrinsic job satisfaction. In the same vein, we discovered that financial compensation and opportunities for advancement are the two most important aspects of a job that an employee may have in a company. Employees who report high levels of satisfaction with their jobs are more committed to their employers than those who report low levels of satisfaction. In order to improve employee performance,

management should pay attention to several aspects of work happiness.

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