

Job Satisfaction of Non-Managerial Employees: An Analytical Study of Jorhat Electrical Division-I, Jorhat (Assam)



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Abstract

Job Satisfaction is one of the vital factors of employees' characteristics affecting on organizational effectiveness and its growth and development. Thus, today's managers are concerned about two reasons. Firstly, many managers feel morally responsible for maintaining a high level of job satisfaction of employees in their organization. Secondly, managers are concerned about the impact of the job satisfaction upon performance level. They believe that the low job satisfaction leads to low productivity, high absenteeism and turnovers and increased unionization. Therefore, the study has been undertaken in Jorhat Electrical Division-I in view to investigate and assess the influence of some selected job factors on the job satisfaction level of the non-managerial employees first, and then to identify the most influencing job factors on the level of job satisfaction and finally to measure the overall level of job satisfaction of non-managerial employees of Jorhat Electrical Division-I. To arrive at the results, the study has been carried out on six (6) job factors: the payment structure, the work itself, promotion, supervision, the work group, and the working condition. The study could find out that the highest influencing job attributes are clarity of the methods and procedures of the job, competency of the supervisors, and friendliness nature of the supervisor and the public image of the organization. And the lowest influencing job attributes are promotion policies, opportunity for career development and the more work with less pay.

Keywords: Job Satisfaction, Job Factors, Non-managerial Employees

Introduction

A Job is a collection or aggregation of tasks, duties and responsibilities which as a whole is regarded as a regular assignment to individual employees.¹ It is a feeling of relative pleasure or pain that differs from thoughts and behavioral intentions. It refers to the attitudes of a single employee or the general attitude within a group towards their job.² There are a variety of factors or sources that lead people to feel positively or negatively about their jobs. The most important causes are pay, the work itself, promotion, supervision, the work group and the working condition.³ The growth and the development of an organization depend upon the performance of the employees of that organization. The performance of the employees is based upon many variables like organizational characteristics, environmental characteristics, employees' characteristics and managerial policies and practices. Job Satisfaction is one of the vital factors of employees' characteristics affecting on organizational effectiveness and its growth and development. Thus, today's managers are concerned about two reasons. Firstly, many managers feel morally responsible for maintaining a high level of job satisfaction of employees in their organization. Secondly, managers are concerned about the impact of the job satisfaction upon performance level. They believe that the low job satisfaction leads to low productivity, high absenteeism and turnovers and increased unionization. Therefore, this study is an attempt to identify certain job factors affecting job satisfaction and finally, to measure the overall level of job satisfaction of the non-managerial employees (NME) serving in Jorhat Electrical Division-I of Jorhat Electrical Circle.

About Jorhat Electrical Division-I

The Jorhat Electrical Division-I (JED-I) is an organization functioning under the Jorhat Electrical Circle (JEC), an unit of Upper Assam Zone (UAZ) under the whole operational umbrella of Assam Power Distribution Company Limited (APDCL). The main function of the Jorhat Electrical Circle is to purchase the electrical energy from Assam Power Generation Company Limited (APGCL) and Assam State Electricity Grid Corporation Limited (ASEGCL) and to sell the electrical energy to domestic, commercial, industrial, irrigation and general consumers. The surplus gained is to be utilized for the infrastructural development of the region.⁴ The JED-I is the functional division under JEC. It is headed by Divisional Engineer. There are four (4) electrical sub-divisions under JED-I named as Jorhat Electrical Sub-Division-I, Jorhat Electrical Sub-Division-II, Jorhat Electrical Sub-Division-III and Jorhat Electrical Sub-Division-Dergaon. All the sub-divisions are headed by the sub-divisional engineer.⁵ The total employees of JED-I is 340 out of which six(6) are designated as managerial employees and the remaining three thirty-four (334) are as non-managerial employees.

Review of Literature

Davis, Hertzberg, Mausner and Synderman have studied the consequences of work simplification on consequent routine and repetitive tasks. They have shown that simple, routine and un-challenging jobs often lead to high employee dissatisfaction. These studies examined the relationships among the characteristics of job and the attitudinal responses for repetitive work, work and monotony, monotony and satisfaction, job size and satisfaction etc.⁶

Several studies have been carried out in the past to determine the correlates of high and low Job Satisfaction. These studies have related Job Satisfaction to two types of variables: organizational variables like occupational variables, job content, considerate leadership, pay and promotional opportunities, interaction in the work group and personal variables like age, educational level, gender etc.⁷

Qamar F and Junaibi T (2002) carried out an exploratory study of job satisfaction among workers in a variety of work environment in Abu Dhabi. Analysis were based on information collected from 360 respondents through a fifteen item standardized questionnaire for accessing the level of their Job Satisfaction with respect to various facets of their jobs.⁸

Borah S (2013) attempt to access the level of job satisfaction of private sector bank employees of Jorhat branch. Data are collected from 40 employees of HDFC bank. He found that job satisfaction is one of

the major obstacles in employees' productivity and organizational growth.⁹

Objectives of the Study

The objectives undertaken to study are:

1. To investigate the job factors that affects the level of job satisfaction;
2. To assess the influence of some selected job factors on the job satisfaction level;
3. To identify the most influencing job factors on the level of job satisfaction and finally;
4. To measure the overall level of job satisfaction of the non-managerial employees of Jorhat Electrical Division-I.

Methodology of the Study

The universe of the study consists of all non-managerial employees of the four electrical sub-divisions. The total number of non-managerial employees of JESD-I, JESD-II, JESD-III and JESD-Dergaon are 108, 101, 61 and 64 respectively. Altogether, the total number of non-managerial employees is 334. (Annexure I) The sample size has been determined from all the four sub-divisions on the basis of stratified purposive sampling at 15% randomly. So, in the final shape, the present study is based on the total of 50 observational units. (Annexure-I) To study about the job satisfaction level, the investigator has identified 24 variables sub-divided into six (6) groups to assess measure and report on job satisfaction/dissatisfaction of the non-managerial employees of the divisions. (Annexure-II) The primary data have been collected with the help of a questionnaire of 5 points Likert Scales based on Minnesota Satisfaction Questionnaire and personal discussions with the respondents. For the secondary data, the study has largely relied on organizational charts, circulars, brochures, registers and report returns maintained by the JED-I. The collected data have been analyzed with the job satisfaction indices constructed by the researchers. (Annexure-III)

Analysis and Interpretation

The analysis and interpretation have been carried out from the responses received against 24 attributes from the respondents through a process of attribute-wise assessment, identification of factors influencing job satisfaction and finally measurement of overall job satisfaction by applying job satisfaction indices.

Assessment of Job Satisfaction

The assessment of job satisfaction is carried out from the responses of non-managerial employees for all the four electrical sub-divisions of Jorhat Electrical Division-I separately. The responses according to their individual perception about the attributes along with the calculation of weighted averages are shown in the subsequent tables from 1 to 4.

Table-1: Attribute wise responses of the non-managerial employees of JESD-I

Codes of Attribute	Scale of Satisfaction(K)						Weighted Average
	NS (1)	SS (2)	S (3)	VS (4)	ES (5)	Grand Total	
1	2	3	4	5	6	7	8
A ₁	1	2	3	5	5	16	3.688
A ₂	0	5	1	7	3	16	3.500
A ₃	3	3	5	4	1	16	2.813
A ₄	2	4	4	3	3	16	3.063
A ₅	0	4	6	3	3	16	3.313
A ₆	0	3	4	4	5	16	3.688
A ₇	0	3	5	4	4	16	3.563
A ₈	0	5	5	3	3	16	3.250
A ₉	3	4	5	3	1	16	2.688
A ₁₀	10	2	1	0	3	16	2.000
A ₁₁	4	4	5	0	3	16	2.625
A ₁₂	1	1	6	7	1	16	3.375
A ₁₃	10	4	1	0	1	16	1.625
A ₁₄	4	2	5	3	2	16	2.813
A ₁₅	4	4	5	1	2	16	2.563
A ₁₆	3	7	2	3	1	16	2.500
A ₁₇	0	1	10	3	2	16	3.375
A ₁₈	1	0	9	4	2	16	3.375
A ₁₉	1	4	5	4	2	16	3.125
A ₂₀	4	0	4	7	1	16	3.063
A ₂₁	4	2	5	2	3	16	2.875
A ₂₂	7	4	4	0	1	16	2.000
A ₂₃	0	4	6	1	5	16	3.438
A ₂₄	4	3	3	2	4	16	2.938
$\sum WI$							71.306

Source: Compiled from the questionnaire

$$\text{Weighted average} = \frac{\sum WI}{\sum W} = \frac{71.306}{24} = 2.971$$

From the table-1, it is observed that the highest job satisfaction index number is 3.688 on the attributes A₁ and A₆ representing the methods and procedures of the works and friendliness of the supervisors respectively. The lowest job satisfaction index number is 1.625 on the attribute A₁₃ representing the promotion policies of the JED-I.

Table-2: Attribute wise responses of the non-managerial employees of JESD-II

Codes of Attributes	Scale of Satisfaction (K)						Weighted Average
	NS (1)	SS (2)	S (3)	VS (4)	ES (5)	Grand Total	
1	2	3	4	5	6	7	8
A ₁	0	2	8	3	2	15	3.333
A ₂	0	3	7	5	0	15	3.133
A ₃	7	2	1	5	0	15	2.267
A ₄	1	10	2	2	0	15	2.333
A ₅	0	7	7	1	0	15	2.600
A ₆	9	1	2	2	1	15	2.000
A ₇	7	3	3	0	2	15	2.133
A ₈	7	0	4	4	0	15	2.333
A ₉	0	3	5	7	0	15	3.267
A ₁₀	2	3	8	2	0	15	2.667
A ₁₁	0	4	5	6	0	15	3.133
A ₁₂	1	2	10	1	1	15	2.933
A ₁₃	6	6	3	0	0	15	1.800
A ₁₄	6	5	3	1	0	15	1.933
A ₁₅	8	4	1	2	0	15	1.533
A ₁₆	9	2	3	1	0	15	1.733
A ₁₇	1	6	3	3	2	15	2.267
A ₁₈	1	7	6	1	0	15	2.467
A ₁₉	3	6	4	2	0	15	2.333
A ₂₀	5	5	5	0	0	15	2.000
A ₂₁	7	4	1	3	0	15	2.000
A ₂₂	8	3	2	2	1	15	1.933

A ₂₃	2	3	3	6	1	15	3.067
A ₂₄	10	5	0	1	0	15	1.600
$\sum WI$							56.798

Source: Compiled from the questionnaire

$$\text{Weighted Average} = \frac{\sum WI}{\sum W} = \frac{56.798}{24} = 2.367$$

The table-2 show that the highest weighted average of Job Satisfaction is 3.400 representing the attribute A₁ and the lowest weighted average of Job Satisfaction is 1.533 indicating the attribute A₁₅. It means that the methods and procedures of works influence the job satisfaction of the employees more than the average value of 3. On the other hand, the attribute career development programmes has not much contributed towards the job satisfaction of the employees.

Table-3: Attribute wise responses of non-managerial employees of JESD-III, Baligaon

Codes of Attributes	Scale Of Satisfaction(K)						Weighted Average
	NS (1)	SS (2)	S (3)	VS (4)	ES (5)	Grand Total	
1	2	3	4	5	6	7	8
A ₁	0	2	5	1	1	9	3.111
A ₂	1	2	2	4	0	9	3.000
A ₃	5	1	3	0	0	9	1.778
A ₄	0	4	5	0	0	9	2.556
A ₅	0	0	1	5	3	9	4.222
A ₆	0	0	4	2	3	9	3.889
A ₇	0	0	2	4	3	9	4.111
A ₈	0	0	5	1	3	9	3.778
A ₉	0	4	0	2	3	9	3.444
A ₁₀	5	1	1	0	2	9	2.222
A ₁₁	9	0	0	0	0	9	1.000
A ₁₂	0	4	3	0	2	9	3.000
A ₁₃	5	3	0	0	1	9	1.778
A ₁₄	4	3	1	1	0	9	1.889
A ₁₅	2	5	2	0	0	9	2.000
A ₁₆	2	0	3	4	0	9	3.000
A ₁₇	0	0	2	4	3	9	4.111
A ₁₈	0	0	4	2	3	9	3.889
A ₁₉	0	0	5	1	3	9	3.778
A ₂₀	0	0	3	5	1	9	3.778
A ₂₁	0	2	5	2	0	9	3.000
A ₂₂	0	2	3	4	0	9	3.222
A ₂₃	0	3	1	5	0	9	3.222
A ₂₄	1	3	3	2	0	9	2.667
$\sum WI$							72.445

Source: Compiled from the questionnaire

$$\text{Weighted Average} = \frac{\sum WI}{\sum W} = \frac{72.445}{24} = 3.019$$

From the table-3, the study clearly reflects that the supervisors are competent in decision making showing its weighted average value at highest level among all other attributes at 4.222. Here, the lowest weighted average is 1.000 of attributes. These represent insufficient reward according to their work load.

Table-4: Attribute wise responses of non-managerial employees of JESD-Dergaon

Codes of Attributes	Scale of Satisfaction (K)						Weighted Average
	NS (1)	SS (2)	S (3)	VS (4)	ES (5)	Grand Total	
1	2	3	4	5	6	7	8
A ₁	0	0	4	6	0	10	3.600
A ₂	0	2	5	3	0	10	3.100
A ₃	2	3	5	0	0	10	2.300
A ₄	0	1	5	4	0	10	3.300
A ₅	0	0	5	4	1	10	3.600
A ₆	0	0	5	3	2	10	3.700
A ₇	0	5	4	1	0	10	2.600
A ₈	0	0	5	4	1	10	3.600
A ₉	0	3	5	2	0	10	2.900
A ₁₀	5	3	1	1	0	10	1.800

A ₁₁	1	5	4	0	0	10	2.300
A ₁₂	5	0	4	1	0	10	2.100
A ₁₃	0	2	4	4	0	10	3.200
A ₁₄	0	3	5	2	0	10	2.900
A ₁₅	0	5	0	3	2	10	3.200
A ₁₆	0	4	0	4	2	10	3.400
A ₁₇	0	2	2	5	1	10	3.500
A ₁₈	0	0	5	4	1	10	3.600
A ₁₉	0	0	5	4	1	10	3.600
A ₂₀	0	1	5	2	2	10	3.500
A ₂₁	0	1	5	3	1	10	3.400
A ₂₂	0	1	2	5	2	10	3.800
A ₂₃	0	1	4	5	0	10	3.400
A ₂₄	0	3	5	2	0	10	2.900
$\sum WI$							75.500

Source: Compiled from the Questionnaire

$$\text{Weighted Average} = \frac{\sum WI}{\sum W} = \frac{75.500}{24} = 3.146$$

From the table-4, it is noticed that the highest influencing attributes is A₂₂ stating that the organization has a good public image showing a weighted average value at 3.800. On the other hand, the lowest influencing attribute is A₁₀ stating about the bonus and other benefits showing a weighted average value at 1.800.

Identification of factors influencing Job Satisfaction

The study requires to identify the most influencing factors associated with the job satisfaction level to the Non Managerial employees of the Jorhat Electrical Division-I. Therefore, the total weighted average against each factor has been measured in each Electrical Sub-Divisions to justify the reasons of satisfaction theoretically. A comparative analysis has also been carried out to know about the level of satisfaction among the different groups of employees serving under the four (4) different electrical sub-divisions of Jorhat Electrical Division-I. These measurements and comparison are shown in the tables from 5 to 8.

Table-5: Identification of factors influencing Job Satisfaction Levels of JESD-I

Sl. No.	Factors of Satisfaction	Responses In Numbers					Grand Total	Weighted Average
		NS (1)	SS (2)	S (3)	VS (4)	ES (5)		
1	2	3	4	5	6	7	8	9
1	Work Itself	6	14	13	19	12	64	3.266
2	Supervisor	0	15	20	14	15	64	1.172
3	Payment Structure	18	11	17	10	8	64	2.672
4	Promotion	21	17	13	7	6	64	2.375
5	Relation with Co-workers	6	5	28	18	7	64	3.234
6	Work Environment	15	13	18	5	13	64	2.813

Source: Compiled from questionnaire

In this table, factor 1 representing the work itself in the organization is the most influencing factor indicating a weighted average value of 3.266. On the other hand, factor 2 is the lowest influencing factor in the organization indicating the weighted average value of 1.172. It represents the attitude of the supervisors towards the employees.

Table-6: Identification of factors influencing Job Satisfaction Levels of JESD-II

Sl. No.	Factors of Satisfaction	Responses in Numbers					Grand Total	Weighted Average
		NS (1)	SS (2)	S (3)	VS (4)	ES (5)		
1	2	3	4	5	6	7	8	9
1	Work Itself	8	17	18	15	2	60	2.767
2	Supervisor	23	11	16	7	3	60	2.267
3	Payment Structure	3	12	28	17	1	60	3.067
4	Promotion	29	17	10	4	0	60	1.817
5	Relation with Co-workers	10	24	18	6	2	60	2.433
6	Work Environment	27	15	6	12	2	60	2.167

Source: Compiled from questionnaire

From the table-6, it is noticed that the payment structure of the employees is the most satisfied factor with an average value of 3.067. And the promotional policies of the organisation are the most dissatisfied factor having an average value of 1.817.

Table-7: Identification of factors influencing Job Satisfaction Levels of JESD-III, Baligaon

Sl. No.	Factors Of Satisfaction	Responses in Numbers					Grand Total	Weighted Average
		NS (1)	SS (2)	S (3)	VS (4)	ES (5)		
1	2	3	4	5	6	7	8	9
1	Work Itself	6	9	15	5	1	36	2.611
2	Supervisor	0	0	12	12	12	36	4.000
3	Payment Structure	14	9	4	2	7	36	2.417

4	Promotion	13	11	6	5	1	36	2.167
5	Relation with Co-workers	0	0	14	12	10	36	3.889
6	Work Environment	1	10	12	13	0	36	3.028

Source: Compiled from the questionnaire

From table-7, it is noticed that the highest weighted average value is 4.000 indicating the competency of the supervisors. The employees are highly satisfied with their supervisors. But, the factor indicating the promotional policies dissatisfies the employees. Its weighted average value is 2.167.

Table-8: Identification of factors influencing Job Satisfaction Levels of JESD- Dergaon

Sl. No.	Factors of Satisfaction	Responses in Number					Grand Total	Weighted Average
		NS(1)	SS(2)	S(3)	VS(4)	ES(5)		
1	2	3	4	5	6	7	8	9
1	Work Itself	2	6	19	13	0	40	3.075
2	Supervisor	0	5	19	12	4	40	3.375
3	Payment Structure	11	11	14	4	0	40	2.275
4	Promotion	0	14	9	13	4	40	3.175
5	Relation with Co-workers	0	3	17	15	5	40	3.550
6	Work Environment	0	6	16	15	3	40	3.375

Source: Compiled from questionnaire

From table-8, it clearly reflects that the employees of JESD-Dergaon are mostly influenced by their relation with their peers. The employees are highly satisfied with their relation with co-workers representing an average value of 3.550. But, the payment structure of the organization highly dissatisfies the employees. The dissatisfaction of the

Table-9: Measurement of Overall Job Satisfaction of JED-I by weighted average method

Sl. No.	Electrical Sub-Divisions	No. of Attributes	Attributes wise Job Satisfaction	Job Satisfaction as a whole
1	2	3	4	5
1	JESD-I	24	71.306	2.971
2	JESD-II	24	56.798	2.367
3	JESD-III, Baligaon	24	72.445	3.019
4	JESD-Dergaon	24	75.500	3.146
Total				11.503

Source: Figure in column 4 is transferred from tables 1 to 4.

Level of Job Satisfaction of non-managerial employees of JED-I as whole

$$= \frac{\text{Total of Job Satisfaction Level}}{\text{No. of Divisions}}$$

$$= \frac{11.503}{4}$$

$$= 2.876$$

The overall level of Job Satisfaction is found as 2.876 which is less than the average value of the rating scale 3. Therefore, it clearly shows that the satisfaction level of the non-managerial employees of the Jorhat Electrical Division-I of Jorhat Electrical Circle is below the average level of job satisfaction scale.

Findings

After examining the selected factors effecting Job Satisfaction of non-managerial employees, the following findings can be drawn:

1. The highest influencing Job Attributes are A₁, A₅, A₆ and A₂₂ representing the clarity of the methods and procedures, competency about the supervisor in supervising the work, friendliness nature of the

employees regarding the payment structure is rated at a weighted average value of 2.275.

Measurement of Overall Job Satisfaction

The overall level of job satisfaction has been measured considering the results of the attribute-wise responses from all the electrical sub-divisions which is shown in table-9

supervisor and the public image of the organization respectively having the job satisfaction index at 3.778. This value is favorable for job satisfaction.

2. The lowest influencing Job Attributes are feeling about promotion policies (A₁₃), opportunity for career development (A₁₅), more works and less pay (A₁₁), and also in providing of bonus (A₁₀) to the employees. The weighted average of these attributes is 1.637 which is less than the average value of rating scale 3. It indicates the unfavorable condition of job satisfaction.
3. The overall level of job satisfaction of JED-I is 2.876 (Table 4.11) which is less than the average value of 3. It means all the non-managerial employees of JED-I are dissatisfied with their job.

Conclusion

From the above mentioned study, it is now obvious that the level of Job Satisfaction is not up to the mark as desired by the organization and therefore, an integrated effort is most urgently needed to increase the level of satisfaction of the non-managerial employees for the growth and development of the organization. Therefore, it is expected that the organization may adapt some new policies and programmes to mitigate the grievances of the employees regarding the promotional matters to enhance the works culture and moral among the groups for increasing the level of job satisfaction.

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Annexures:

Annexure-I: Universe and Sample Size

Sl. No.	Divisions	Total No. of employees	Sample Size at 15%	Rounded off
1	2	3	4	5
1	JESD-I	108	16.20	16
2	JESD-II	101	15.15	15
3	JESD-III	61	9.15	9
4	JESD- Dergaon	64	9.60	10
	Total	334		50

Source: Establishment Register, Statement of Present Manpower Position under JED.-I, Office of the JEC

Annexure-II: List of attributes: Factor-wise

Groups	Factors	Codes of Attributes	Attributes
1	2	3	4
A	Work Itself	A ₁	Clear and understandable methods and procedures of working
		A ₂	Chances of applying of one's own methods while working
		A ₃	Monotonous working
		A ₄	Safety measures of the organization
B	Supervision	A ₅	Supervisor competent in decision making
		A ₆	Friendliness of the supervisor
		A ₇	Continuity in supervision
		A ₈	Encouragement for supervisor
C	Payment Structure	A ₉	Sufficient pay package to lead a satisfactory standard of living
		A ₁₀	Bonus and other benefits by the organization
		A ₁₁	Organization demands more but pays less
		A ₁₂	Attractive payment structure
D	Promotion	A ₁₃	Promotional policies
		A ₁₄	Encouragement of career advancement
		A ₁₅	Chances to attend career development programmes
		A ₁₆	Chance for career development in the organization
E	Relation with Co-workers	A ₁₇	Feeling to freely communicate with the group members
		A ₁₈	Co-operation of the group members to achieve the goal
		A ₁₉	Improvement of skills and talents in the group
		A ₂₀	Participation in the group meeting
F	Work Conditions	A ₂₁	Favorable working condition
		A ₂₂	Good public image of the organization
		A ₂₃	Use of latest technology to provide better customer service
		A ₂₄	Sufficient infrastructure of the organization

Annexure-III: Techniques of analysis

The collected data have been analyzed with the help of job satisfaction indices which are shown in the sub-points i, ii and iii

- i. The General Index Number from group indices is ¹⁰

$$\text{Group Index} = \frac{IW + IW + \dots + IW}{W + W + \dots + W}$$

$$i. \frac{\sum IW}{\sum W}$$

- ii. Based on this Group Index, the Overall Job Satisfaction Index has been taken as:

$$\text{Overall Job Satisfaction Index} = \frac{\text{Total Of Weighted Mean}}{\text{Total no. of attributes}}$$

- iii. According to the 5 Points Job Satisfaction Scale, the mean score is $(\frac{5+4+3+2+1}{5}) = 3$. This average score is used to interpret the employee's responses (opinions) and thereby to explain about the level of Job Satisfaction. ¹¹