

Job Satisfaction of Workers: An Empirical Study in the Manufacturing Sector of Punjab

* *Amardeep Kaur Ahluwalia*

** *Kamal Preet*

Abstract

Job satisfaction refers to a positive attitude of people towards their job or work. The present study was conducted to explore the factors that are responsible for satisfaction among workers working in the manufacturing industry in the state of Punjab. The study was conducted in Amritsar and Ludhiana districts in Punjab. Various determinants of satisfaction with regard to competitive salary, possibility of growth, administrative regulations, and so forth were discussed in the study. Theories of motivation were also discussed, which were linked to various factors of job satisfaction among workers. A sample of 170 workers (80 men workers and 90 women workers) participated in the study. By using the *t*-test, significant differences were found among the men and women workers with respect to various items that affected their job satisfaction levels.

Keywords: job satisfaction, manufacturing sector, working conditions, Maslow's hierarchy needs theory, Herzberg's 2-factor theory

JEL Classification: J3, L6, M1

Paper Submission Date : February 26, 2014 ; **Paper sent back for Revision :** April 30, 2014 ; **Paper Acceptance Date :** June 10, 2014

Job satisfaction plays an important role in the manufacturing sector. In this globally competitive world, job satisfaction has been an important issue, as it is generally seen that people are always interested to work in those organizations where they feel satisfied. Job satisfaction refers to the positive attitude towards one's job or work. A positive and favorable outlook towards the job indicates job satisfaction. A negative and unfavorable outlook towards the job indicates job dissatisfaction (Armstrong, 2006 as cited in Aziri, 2011). Dissatisfaction with the job leads to lower level of motivation and consequently, leads to lower performance, raising the instances of employee turnover and absenteeism.

Job Satisfaction

Job satisfaction is the collection of feelings and beliefs that people have about their current job. Level or degree of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. Having a particular attitude regarding their job as a whole; people can also have a particular attitude about various aspects of their job - such as the type of work they do, their coworkers, supervisors or subordinates, and their monetary compensation (George & Jones, 2008 as cited in Aziri, 2011). Job satisfaction in the manufacturing sector refers to a person's feelings regarding the nature of his/her work. This feeling is subject to a variety of factors, such as the quality of the relationship with the supervisor, the quality of the working environment, and so forth (Nicolescu, Dima, Anghel, & Paun, 2009). Spector (1997) believed that job satisfaction is the feeling of people about their job and

* *Assistant Professor*, Department of Commerce & Business Management, R.C. Guru Nanak Dev University, Gurdaspur, Punjab. E-mail: amardeep.kaur77@gmail.com

** *Ph.D. Scholar*, Department of Commerce & Business Management, R.C. Guru Nanak Dev University, Gurdaspur, Punjab. E-mail: kmlprt203@gmail.com

about the various aspects of their job. It is the degree to which people like (satisfaction) or dislike (dissatisfaction) their jobs.

Employees can attain job satisfaction through various methods. Managers can coordinate and work personally with employees to better the work processes. Employees can also be asked for suggestions on how their job can be done in a more effective and efficient manner. Managers can ensure that employees feel challenged while doing their work. Organizations, along with workers, can work towards making the work and tasks more interesting, which will motivate the workers to work in a better manner. Various methods can be used by organizations to maintain the interest of workers in the job, such as job rotation, job enlargement, and so forth so that the employees are relieved of the monotony and find their work interesting. Job rotation is one of the common HR strategies in which high net worth employees are shifted from one work position to another, where they can give their best performance. This method is used to maintain the interest of the workers in the job. Job rotation helps to explore the hidden talents of employees and also helps in the division of work on the basis of expertise and experience. The feasible organization must achieve a minimum level of productivity and also provide a minimum level of job satisfaction to its employees (Ramayah, Jantan, & Tadisina, 2001).

Literature Review

Griffiths, Cox, Karanika, Khan, and Tomás (2006) examined the model of the hazards to health and behavior of employees in the inbuilt design and management of work in the manufacturing sector. Five factors were extracted such as Quality of Relationships with the Management, Reward and Recognition, Workload, Quality of Relationships with Colleagues, and Quality of Physical Environment. Abdul, Ismail, and Jaafar (2007) examined the job satisfaction levels of Malaysian executives working in Japanese electrical and electronic manufacturing companies in Selangor, Malaysia. The authors observed that out of the total sample executives, 35.1% of the executives were found to be highly satisfied, 31.8% of the executives were moderately satisfied, and 33.1% of the respondents were dissatisfied with their jobs. It was found that the relationship between age groups, duration of service, and gender versus job satisfaction was significant at the 95 % confidence level. It was found that younger workers were less satisfied than older workers. In terms of gender, men experienced a higher level of job satisfaction as compared to women. This could be attributed to the Japanese work culture that emphasizes the seniority-merit wage/ promotion and masculinity work culture.

Kalburgi and Dinesh (2010) conducted a study to analyze the motivational levels of executives in an organization. It was found that employees were highly motivated by working conditions and also had good relations with their supervisors. Furthermore, it was found that workers were getting regular promotions, and bonus was given to them for good performance, which also acted as a source of motivation. Parvin and Kabir (2011) conducted a study to examine the job satisfaction of employees in different pharmaceutical companies and also investigated the impact of pharmaceutical job type, work experience, age, and sex differences on the attitude towards job satisfaction. It was found that salary, efficiency in work, fringe benefits, relationship of the supervisor with the co-workers were the most significant factors that contributed to job satisfaction.

Swarnalatha and Sureshkrishna (2013) conducted a study to investigate the problem of absenteeism among employees of the automotive industry as well as ascertained the impact of job satisfaction on absenteeism and productivity of the organizations. They also investigated the relationship between absenteeism and job satisfaction. The results revealed that absenteeism leads to job dissatisfaction and a direct linkage was found between absenteeism and job dissatisfaction.

Objectives of the Study

➡ To identify various factors that affected job satisfaction among workers in the manufacturing industry in Punjab.

- To enlist and rank the identified items on the basis of Maslow's need hierarchy theory and Herzberg's two factor theory.
- To identify differences on each identified item among workers of the manufacturing industry on the basis of their gender.



Research Methodology

The present research study was conducted by using the survey method ; the time period of the study was from October 2013 - February 2014. A survey was conducted to identify the factors responsible for job satisfaction among workers of the manufacturing industry. Respondents were selected from Amritsar and Ludhiana districts in the state of Punjab on the basis of convenience sampling technique. A total of 200 questionnaires were distributed among the workers of the manufacturing industry, out of which 170 questionnaires could be used for analysis. Out of 170 respondents, 80 workers were men and 90 workers were women. Amritsar is the hub of the textile industry and Ludhiana is also a major industrial region of Punjab. Also, Amritsar and Ludhiana are distinct regions geographically and culturally as they represent the 'majha' and 'malwa' regions of the state.

A well designed and pre-tested questionnaire was used for collecting data from various workers working in different manufacturing industries in the above-mentioned districts in the state of Punjab. For this study, statistical analysis of the data was performed by using SPSS (version 11.5). The statements were quantified on a 5- point continuum scale (*Strongly Agree* -5 to *Strongly Disagree*-1). Factors of job satisfaction were identified by using factor analysis technique and *t*-test was applied to check the level of satisfaction among men and women employees.

Analysis and Results

To measure the sample adequacy, KMO test was applied. The value of KMO test came out to be .670 (which is greater than 0.5), which shows that the data was adequate for conducting factor analysis. The appropriateness of the factor analysis is examined in terms of presence of correlations among the variables. For this purpose, Bartlett's test of sphericity was conducted, which indicates the required strength of the relationship among the variables. The observed significance level was found to (.000). Thus, both the tests indicated suitability of data to proceed with factor analysis. The data's reliability was checked by applying Cronbach's alpha test (the value should be greater than 0.5). In this case, data is reliable because Cronbach's alpha value is greater than 0.5 (that is, .798). All the communalities are greater than 0.05 and Eigen value is also greater than 1. The total variance explained by the factors is 71.667%. The first factor itself explained the highest variance, that is, 20.639%. The remaining factors explained relatively less percentage of the variance (Table 1).

Factors Affecting the Job Satisfaction Levels of the Sample Employees

➤ **Hygiene :** The Hygiene factor is the first factor which explains the highest percentage of variance, that is, 20.639% with seven statements. The highest loading was given to the statement JS24 “There is a good provision of refreshments” (.858), followed by JS23, “The department is furnished with good furniture” (.809). This shows that working conditions (the physical work environment) greatly influenced the job satisfaction levels of the sample respondents. In this case, the first factor - Hygiene includes refreshments, good furniture, hygienic washrooms, infrastructure, food, staff rooms, and so forth. Industrial workers spend a large part of their day at their workplace. If the workers are satisfied with their working conditions, this enables them to be efficient and productive, and consequently, this leads to job satisfaction (Table 2).

➤ **Possibility of Growth:** The second factor explains 17.059% of the variance with seven statements. The statement JS2, “I am happy with my professional growth” scores the highest loading of (.801), followed by JS14,

Table 1. Values of Factor Loadings, Cronbach's Alpha, KMO, Bartlett's Test of Sphericity, & Total Variance Explained

Statements	Factor Loadings					
	1	2	3	4	5	6
JS1		.609				
JS2		.801				
JS3		.639				
JS4				.580		
JS5	.784					
JS6			.765			
JS7		.724				
JS8				.563		
JS9				.437		
JS10		.631				
JS11				.717		
JS12						.798
JS13					.771	
JS14		.774				
JS15		.738				
JS16			.749			
JS17					.806	
JS18	.728					
JS19	.618					
JS20	.727					
JS21			.771			
JS22	.781					
JS23	.809					
JS24	.858					
Eigen Value	5.582	4.287	2.811	1.691	1.537	1.292
% of Variance	20.639	17.059	9.736	8.370	8.327	7.536
Cumulative Variance	20.639	37.699	47.434	55.804	64.131	71.667

KMO MSA- .670, Bartlett's test of sphericity - 1337.214, Cronbach's Alpha- .798

“I am being paid a fair amount for the work I do” (.774). In this study, JS 10 in Factor 2 “The package I receive is as good as offered by other industries” holds the second least factor loading, which shows that the workers were less satisfied with their remuneration. Possibility of Growth has an important bearing on the job satisfaction levels of workers in the manufacturing industry. Growth can be both personal growth and professional growth. Promotions can be provided to deserving workers from time to time. Various training programs can be held in the industry to increase the productivity levels of the employees. Rewards greatly affect the level of satisfaction experienced by the employees. Sarwar and Abugre (2013) found that majority of the employees were not happy with their pay (which became a reason for job dissatisfaction) as compared to others in similar jobs in other companies.

➤ **Possibility of Turnover :** This (third) factor explains 9.736% of the total variance with three statements. The statement JS21, “I will change my job if I am offered better growth prospects professionally” (.771) scored the highest factor loading followed by JS6, “I will change my job if I get better salary/ wages” (.765). It denotes that if

Table 2. Naming of Factors

Factor Name	Name of Dimension (% of Variance)	Label	Variables associated with each factor
Factor 1	Hygiene Factor (20.639%)	JS24	There is good provision of refreshments (.858).
		JS23	The department is well furnished (.809).
		JS5	Working conditions in this job are good (.784).
		JS22	Washrooms are tidy & hygienic (.781).
		JS18	Infrastructure of the organization is good (.728).
		JS20	Food provided in the canteen is healthy & hygienic (.727).
		JS19	Staff room/office is comfortable (.618).
Factor 2	Possibility of Growth (17.059%)	JS2	I am happy with my professional growth (.801).
		JS14	I am being paid a fair amount for the work I do (.774).
		JS15	I am satisfied with the perks & benefits my job provides (.738).
		JS7	I am satisfied with my monetary growth (.724).
		JS3	Personal (skills) growth (skills acquired through training & development) on current job is satisfactory (nature of job) (.639).
		JS10	The package I receive is as good as is being offered by other industries (.631).
		JS1	I am satisfied with my profession (nature of job) (.609).
Factor 3	Possibility of Turnover (9.736%)	JS21	I will change my job if I am offered better growth prospects professionally. (.771).
		JS6	I will change my job if I get better salary/ wages (.765).
		JS16	I will change my profession if I get a better work environment (.749).
Factor 4	Administrative Regulations (8.370%)	JS11	The administration does not discriminate between efficient & inefficient workers (.717).
		JS4	Administration policies are simple to understand (.580).
		JS8	Administration's policies are transparent (.563).
		JS9	Administration is fair & just (.437).
Factor 5	Cooperation & Coordination (8.327%)	JS17	My workload is manageable (.806).
		JS13	I am friendly with my colleagues (.771).
Factor 6	Interpersonal Relationships (7.536%)	JS12	I have good interpersonal relations at the workplace (.798)

an organization fails to provide benefits to its workers, then they will move towards those organizations that offer a better environment, better pay structure, and better opportunities for growth. Therefore, organizations have to focus on those areas which can be responsible for employees' turnover. Rewarding the workers for their good performance influences the job satisfaction levels of employees in a very effective (positive) manner. Incentives should be given to the workers who show a good performance so that they can be motivated to be efficient and productive, which automatically increases the production output in the manufacturing sector. As observed in earlier studies, employees with lower income were less satisfied with their jobs. Level of income has a great impact on job satisfaction in the manufacturing industries. This shows that there is a high probability of employees' leaving the manufacturing industry for a more financially rewarding employment (Wan & Leightley, 2006).

➤ **Administrative Regulations :** The fourth factor that affected the satisfaction level of the respondents are the Administrative Regulations. This factor explains 8.370% of the total variance with four statements. The highest factor loading is scored by the statement JS8, “Administration policies are transparent” (.563), followed by JS4,

“Administration policies are simple to understand (.580). It indicates that if the administrative policies are not fair, simple, and transparent, the workers fail to understand them, and it will affect the satisfaction level of the workers in a negative manner.

➡ **Coordination and Cooperation :** The fifth factor explains 8.327% of the variance with two statements. The statement JS17, “My workload is manageable” (.806) scores the highest factor loading followed by JS13, “I am friendly with my colleagues“ (.771). Therefore, a manageable workload and a cooperative work environment play an important role in satisfying workers. This factor helps in building up the team spirit and brings the synergy effect in the work environment.

➡ **Interpersonal Relationships:** The sixth and last factor explains 7.536% of the total variance with one statement JS12, “I have good interpersonal relations with my co-workers and seniors” with factor loading of 0.798. As workers spend a large part of their lives at their workplaces, so good interpersonal relations lead to a harmonious and cordial atmosphere. The understandable nature of their supervisors and friendly behavior of their colleagues lead to job satisfaction. Workers feel at ease to work in a cordial atmosphere, and are not hesitant to approach their seniors with any problems and issues they might have.

Hence, it is observed from the analysis that the following factors influenced the job satisfaction levels of the sample respondents: Hygienic working conditions were of foremost importance to the respondents followed by Possibility of Growth, Possibility of Turnover, Administrative Regulations, Cooperation and Coordination. Interpersonal relationships featured as the last factor, which shows that people in the manufacturing sector seek a healthy and professional working environment, but are not looking out for emotional or personal bonds at the work place. Managers in the manufacturing industry should be aware of the issues faced by the workers and work on methods to attract and retain young qualified employees in a better manner (Wan & Leightley, 2006).

Table 3. Distribution of Items on the Basis of Herzberg's Two Factor Theory

Motivator Needs	Hygiene Needs
They represent job content and higher order needs such as, achievements, advancement, work itself, growth, recognition, responsibility, etc.	They represent job context and lower order needs such as, policies, working conditions, security, status, leadership style etc.
Items:	Items:
JS2. I am happy with my professional growth.	JS4. Administration policies are simple to understand.
JS7. I am satisfied with my monetary growth.	JS8. Administration policies are transparent.
JS3. Personal (skills) growth (skills acquired through training & development) on current job is satisfactory (nature of job).	JS9. The Administration is fair & just.
	JS12. I have good interpersonal relations at the workplace.
	JS24. There is good provision of refreshments.
	JS23. The department is well furnished.
	JS22. Washrooms are tidy & hygienic.
	JS20. Food provided in the canteen is healthy & hygienic.
	JS19. My staff room/office is comfortable.
	JS18. Working conditions in this job are good.
	JS5. Infrastructure of the organization is good.
	JS14. I am being paid a fair amount for the work I do.
	JS10. The package I receive is as good as is being offered by other industries.
	JS11. Administration does not discriminate among efficient & inefficient workers.
	JS15. I am satisfied with the perks & benefits my job provides.

Theories

Job satisfaction consequently leads to motivation as has been observed in various studies. The two classical motivational theories, that is, Maslow's hierarchy needs theory and Herzberg's 2-factor theory are the most referred theories on motivation in the existing literature till date.

(1) Herzberg's 2- Factor Theory: Herzberg clearly distinguished between factors of satisfaction and factors of dissatisfaction. It means that fulfillment of hygiene needs would not lead to satisfaction. Similarly, the fulfillment of motivator needs would lead to satisfaction, and then the non fulfillment of the same needs would lead to dissatisfaction.

➡ **Rank Order of Motivator Needs for Workers :** Three items were distributed in motivator needs, and the Table 4 reveals the mean scores of these three items of motivator needs (see Table 3 for frequency distribution of factors of satisfaction/ motivators). On a 5- point scale JS2, "I am happy with my professional growth" (mean score : 3.5765, $SD = 0.99255$), followed by JS7 "I am satisfied with my monetary growth" (mean score : 3.5529, $SD = 1.05228$), and JS3 "Skills' growth (skills acquired through training & development) on current job (nature of job)" (mean score : 3.8235, $SD = 0.92809$). The results indicate that the respondents were highly satisfied with each of the three motivators - professional growth, monetary growth, and growth in skills. However, the result show that workers were only *highly satisfied* with *one* motivator need- growth in skills. In general, the results revealed a high level of satisfaction among the sample workers.

➡ **Rank Order of Hygiene Needs Among the Respondent Workers :** The study investigated the level of the respondents' hygiene needs on their job. Analysis reveals the mean score of each of the 14 items associated with job dissatisfaction of the respondents (refer to Table 5 for frequency distribution of worker's dissatisfaction). On a 5 - point scale, the mean score of 12 items shows that the workers were not highly dissatisfied with each of the 12 items, that is, hygiene needs - "I have good interpersonal relations with my co-workers and seniors" (mean : 3.8824, $SD = 0.66210$), "Working conditions at this job are good" (mean : 3.8118, $SD = 0.87958$), "My staff room/ office is comfortable" (mean : 3.7529, $SD = 0.88514$), "The package I receive is as good as being offered by other organizations" (mean : 3.5647, $SD = 1.16952$), "Administration policies are simple/ clear" (mean : 3.4588, $SD = 0.98262$), "infrastructure of the organization is good" (mean : 3.4235, $SD = 1.08426$), "The department has good furnishings" (mean : 3.4000, $SD = 1.16701$), "I am being paid a fair amount for the work I do (mean : 3.3647, $SD = 1.08942$), "I am satisfied with my perks & other benefits of my job" (mean : 3.2941, $SD = 0.98589$), "There is good provision of refreshments (tea/ coffee) (mean : 3.2824, $SD = 1.17120$), "The Administration does not discriminate among efficient and inefficient workers" (mean : 3.2588, $SD = 1.13550$), "food provided in the canteen/cafeteria is healthy & hygienic" (mean : 3.1294, $SD = 1.12110$). However, the results show that workers were less satisfied with the remaining 3 hygienic needs- "Administration is fair/ just" (mean : 2.9176, $SD = 1.12559$), "Administration policies are transparent" (mean score : 2.8824, $SD = 1.17930$), "Washrooms are tidy & hygienic (mean score : 2.5882, $SD = 1.13698$) (Table 5).

Table 4. Rank Order of Motivator Needs

Statement	N	Mean	Std. Deviation	Rank
JS2. I am happy with my professional growth.	170	3.5765	.99255	2nd
JS7. I am satisfied with my monetary growth.	170	3.5529	1.05228	3rd
JS3. Personal (skills) growth (skills acquired through training & development) on current job is satisfactory (nature of job).	170	3.8235	.92809	1st

Table 5. Rank Order of Hygiene Needs

Statements	N	Mean	Std. Deviation	Rank
JS4. Administration policies are simple to understand.	170	3.4588	0.98262	5th
JS8. Administration policies are transparent.	170	2.8824	1.17930	14th
JS9. Administration is fair/ just.	170	2.9176	1.12559	13th
JS12. I have good interpersonal relations at my workplace.	170	3.8824	.66210	1st
JS24. There is good provision of refreshments (tea/ coffee).	170	3.2824	1.17120	10th
JS23. The department is well furnished.	170	3.4000	1.16701	7th
JS22. Washrooms are tidy & hygienic.	170	2.5882	1.13698	15th
JS20. Food provided in canteen/cafeteria is healthy & hygienic.	170	3.1294	1.12110	12th
JS19. My staff room/ office is comfortable.	170	3.7529	0.88514	3rd
JS18. Infrastructure at the organization is good.	170	3.4235	1.08426	6th
JS5. Working conditions on this job are good.	170	3.8118	0.87958	2nd
JS14. I am being paid a fair amount for the work I do.	170	3.3647	1.08942	8th
JS10. The package I receive is as good as is being offered by other industries.	170	3.5647	1.16952	4th
JS11. Administration does not discriminate among efficient & inefficient workers.	170	3.2588	1.13550	11th
JS15. I am satisfied with the perks & benefits my job provides.	170	3.2941	0.98589	9th

Table 6. Rank Order of Physiological Needs

Statements	N	Mean	Std. Deviation	Rank
JS5. Working condition on this job is good.	170	3.8118	0.87958	1st
JS18. Infrastructure of the organization is good.	170	3.4235	1.08426	3rd
JS19. My staff room/ office is comfortable.	170	3.7529	0.88514	2nd
JS20. Food provided in canteen/cafeteria is healthy & hygienic.	170	3.1294	1.12110	6th
JS22. Washrooms are tidy & hygienic.	170	2.5882	1.13698	7th
JS23. The department is well furnished.	170	3.4000	1.16701	4th
JS24. There is good provision of refreshments (tea/ coffee).	170	3.2824	1.17120	5th

(2) Maslow's Hierarchy Needs Theory : Maslow's hierarchy needs theory divides motivation into five levels- Physiological needs, safety and security needs, social needs, ego/ esteem needs, and self-actualization needs. Fulfillment of one need leads to the desire to get the next levels of needs fulfilled. Maslow suggested that higher order needs like ego/ esteem needs and self actualization needs arise only once the lower order needs are fulfilled.

➡ **Physiological Needs:** Physiological needs are those needs that are required for human survival. If these requirements are not met, then the human body cannot work properly. In other words, we can say that physiological needs are those that are necessary for sustaining life, for example, air, water, nourishment, and sleep. Physiological needs are needs of the first level. If these are fulfilled, only then the next level can be searched for. The analysis reveals the mean score of seven physiological needs, and the results show that workers were highly satisfied with items such as - "Working conditions at this job are good" (mean score : 3.8118, *SD* = 0.87958), "My staff room/ office is comfortable" (mean score : 3.7529, *SD* = 0.88514), "Infrastructure at the organization is good" (mean score : 3.4235, *SD* = 1.08426), "The department is well furnished" (mean score : 3.4000, *SD* = 1.16701), "There is good provision of refreshments" (tea/ coffee) (mean score : 3.2824, *SD* = 1.17120), "Food provided in the canteen/cafeteria is healthy & hygienic" (mean score : 3.1294, *SD* = 1.12110) .

Table 7. Rank Order of Safety & Security Needs

Statements	N	Mean	Std. Deviation	Rank
JS14. I am being paid a fair amount for the work I do.	170	3.3647	1.08942	2nd
JS15. I am satisfied with my perks & other benefits of my job.	170	3.2941	0.98589	3rd
JS4. Administration policies are simple/ clear.	170	3.4588	0.98262	1st
JS8. Administration policies are transparent.	170	2.8824	1.17930	5th
JS9. Administration is fair/ just.	170	2.9176	1.12559	4th

Table 8. Rank Order of Social Needs

Statements	N	Mean	Std. Deviation	Rank
JS12. I have good interpersonal relations at my workplace.	170	3.8824	.66210	2nd
JS13. I am friendly with my colleagues.	170	4.2353	.76605	1st

However, only one item indicates a low mean score than the others, that is, "The washrooms are tidy & hygienic" with a mean score of 2.5882, $SD = 1.13698$), which shows that the workers were a little dissatisfied regarding the cleanliness of the washrooms at their place of work (see Table 6).

➤ **Safety & Security Needs :** This is the second level in the hierarchy of needs. At this level, people seek security and safety; it can be job security, life security, and financial security. People want to be in control of their lives. The results of study show that workers were highly satisfied with the following : "Administration policies are simple/ clear" (mean score : 3.4588, $SD = 0.98262$), "I am paid a fair amount for the work I do" (mean score : 3.3647, $SD = 1.08942$), "I am satisfied with my perks & other benefits of my job" (mean score : 3.2941, $SD = 0.98589$). However, the analysis reveals that the workers were less satisfied with the following two items as compared to other items because these showed less mean score than the others - "Administration is fair/ just" (mean score : 2.9176, $SD = 1.12559$), "Administration policies are transparent" (mean score : 2.8824, $SD = 1.17930$) (see Table 7).

➤ **Social Needs :** Once the first two needs of a person are fulfilled, then he/she seeks to fulfill the next level of needs, that is the social or belongingness need. People need to have healthy social relationships. Hence, we make friends, have familial attachments, religious contacts, and so forth. In the present study, two items fall under the category of social needs, and the analysis reveals that workers were highly satisfied with one item - "I am friendly with my colleagues" (mean score : 4.2353, $SD = 0.76605$). However, the results show that the workers were also not dissatisfied with the remaining item - "I have good interpersonal relations at my work place" (mean score : 3.8824, $SD = 0.66210$) (see Table 8).

➤ **Ego/ Esteem Needs :** The next level of need arises when people need to achieve ; issues related to self esteem, self-confidence, respect, and status. People who achieve this level of need are often motivated. The study investigated that workers were highly satisfied with the following items : "I will change my job if I get a better salary/ wages" (mean score : 3.6235, $SD = 1.12310$), "The package I receive is as good as being offered by other organizations" (mean score : 3.5647, $SD = 1.16952$), and "I will change my job if I get a better opportunity" (mean score : 3.2588, $SD = 1.13550$) (see Table 9).

➤ **Self Actualization Needs:** This is the highest level of hierarchy of needs. Self actualizing people are self-aware, concerned with personal growth, less concerned with the opinions or thoughts of others, are interested in fulfilling their potential, and are inclined to have needs such as: Truth, justice, meaning, wisdom. Four items have been distributed in this type of need, and the analysis reveals that the workers were highly satisfied with one item :

Table 9. Rank Order of Ego/ Esteem Needs

Statements	N	Mean	Std. Deviation	Rank
JS6. I will change my job if I get a better salary/ wages.	170	3.6235	1.12310	1st
JS11. Administration does not discriminate among efficient & inefficient workers.	170	3.2588	1.13550	3rd
JS10. The package I receive as good as is being offered by other industries.	170	3.5647	1.16952	2nd

Table 10. Rank Order of Self Actualization Needs

Statements	N	Mean	Std. Deviation	Rank
JS2. I am happy with my professional growth.	170	3.5765	.99255	3rd
JS3. Personal growth (skills acquired through training & development) on current job.	170	3.8235	.92809	2nd
JS1. I am satisfied with my profession (nature of job).	170	4.2471	.68844	1st

"I am satisfied with my profession" (nature of job) (mean score : 4.2471, $SD = 0.68844$). However, the results also show that the workers were also not dissatisfied with the remaining two items : "Growth in skills (skills acquired through training & development) on current job" (mean score : 3.8235, $SD = 0.92809$) and "I am happy with my professional growth" (mean score : 3.5765, $SD = 0.99255$) (see Table 10).

➤ **Gender-wise Analysis of Employees' Response to Various Statements:** Results presented in the Table 11 indicate the observed differences in job satisfaction levels between male and female workers on each item. With respect to each individual item of job satisfaction, it can be seen that significant differences were found in six statements, that is, JS3, "Growth in skills (skills acquired through training & development) on current job" (3.506***), JS8 "Administration policies are transparent" (2.612**), JS12 "I have good interpersonal relations at my work place" (2.747***), JS13 "I am friendly with my colleagues" (-1.845*), JS16 "I will change my profession if I get a better opportunity" (3.441***), JS22 "Washrooms are tidy & hygienic" (1.813*). No significant differences were found between the two categories of workers with respect to other items.

□

Implications and Conclusion

Since the manufacturing sector is an important means of development in our country, therefore, sincere efforts and provisions should be made by the government sector to improve the satisfaction level of the workers, and new technologies and strategies should be introduced in this sector so that the workers can contribute to their jobs with their full potential. This will enhance their interest in their jobs and would lead high levels of satisfaction. This will help to increase their efficiency and productivity.

It can be concluded from the present study that in the manufacturing sector in Punjab, the workers were highly influenced by the Hygiene factors followed by the factor Possibility of Growth, which included monetary benefits like wages, salary and incentives, and so forth. Also, the other important factors were Possibility of Job Turnover due to better opportunities with regards to monetary concern followed by Administrative Regulations, Cooperation and Coordination, and Interpersonal Relationships.

As per the motivator needs of Herzberg's two factor theory, Personal Growth was rated foremost followed by Professional Growth; amongst Hygiene needs, interpersonal relations were rated foremost followed by working conditions, and the "staff rooms/ office being comfortable". On the other hand, as per the physiological needs of Maslow's hierarchy needs theory – In Physiological needs, working conditions were rated foremost followed by "staff room/office is comfortable". In Safety and Security needs "Administrative policies are simple to understand" was rated foremost followed by "being paid a fair amount". In Social needs, "Friendly with colleagues" was rated foremost. In Ego/ Esteem needs "I will change my job if I get better salary/wages" was rated foremost followed by "The package I receive is as good as offered by other organizations," and lastly, as per

Table 11. Gender - Wise Difference on Each Item

Statements	Gender	N	Mean	Std. Deviation	t - value
JS1. I am satisfied with my profession (nature of job).	male	80	4.2250	.83166	-.270
	female	90	4.2667	.53936	
JS2. I am happy with my professional growth.	male	80	3.6750	.97106	.862
	female	90	3.4889	1.01404	
JS3. Personal (skills) growth (skills acquired through training & development) on current job is satisfactory (nature of job).	male	80	4.1750	.84391	3.506***
	female	90	3.5111	.89499	
JS4. Administration policies are simple to understand.	male	80	3.5000	1.10940	.362
	female	90	3.4222	.86573	
JS5. Working conditions on this job are good.	male	80	3.9000	.95542	.871
	female	90	3.7333	.80904	
JS6. I will change my job if I get a better salary/ wages.	male	80	3.4750	1.03744	1.152
	female	90	3.7556	1.19003	
JS7. I am satisfied with my monetary growth.	male	80	3.7000	.91147	1.235
	female	90	3.4222	1.15776	
JS8. Administration policies are transparent.	male	80	3.2250	1.25038	2.612**
	female	90	2.5778	1.03328	
JS9. Administration is fair/ just.	male	80	2.8750	1.06669	-.328
	female	90	2.9556	1.18620	
JS10. The package I receive is as good as is being offered by other industries.	male	80	3.3750	1.07864	-1.418
	female	90	3.7333	1.23215	
JS11. Administration does not discriminate among efficient & inefficient workers.	male	80	3.3000	.96609	.314
	female	90	3.2222	1.27723	
JS12. I have good interpersonal relations at my workplace.	male	80	3.6750	.79703	2.747***
	female	90	4.0667	.44721	
JS13. I am friendly with my colleagues.	male	80	4.0750	.91672	-1.845*
	female	90	4.3778	.57560	
JS14. I am being paid fair amount for the work I do.	male	80	3.3500	1.23101	-.117
	female	90	3.3778	.96032	
JS15. I am satisfied with the perks & benefits my job provides.	male	80	3.3500	1.07537	.490
	female	90	3.2444	.90843	
JS16. I will change my profession if I get a better work environment .	male	80	2.8250	.98417	-3.441***
	female	90	3.6222	1.13396	
JS17. My workload is manageable.	male	80	3.9500	.87560	-.163
	female	90	3.9778	.69048	
JS18. Infrastructure at my organization is good.	male	80	3.4500	1.10824	0.211
	female	90	3.4000	1.07450	
JS19. My staff room/ office is comfortable.	male	80	3.8500	.76962	.953
	female	90	3.6667	.97701	
JS20. Food provided at the canteen/cafeteria is healthy & hygienic.	male	80	3.1500	1.23101	.159
	female	90	3.1111	1.02740	
JS21. I will change my job if I am offered better growth prospects professionally.	male	80	3.2750	.96044	-.641
	female	90	3.4000	.83666	
JS22. Washrooms are tidy & hygienic.	male	80	2.8250	1.23802	1.813*
	female	90	2.3778	1.00654	
JS23. The department is well furnished.	male	80	3.5250	1.26060	.930
	female	90	3.2889	1.07919	
JS24. There is good provision of refreshments (tea/ coffee)	male	80	3.2250	1.16548	-.424
	female	90	3.3333	1.18705	

*** Significant at the 1% level; ** significant at the 5% cent level; * significant at the 10 % level

the Self Actualization needs, "I am satisfied with my profession" was rated foremost followed by "personal growth". By applying the t-test, we found significant differences with respect to six statements referring to personal growth, transparent administrative policies, interpersonal relationships, being friendly with colleagues, changing profession on getting an opportunity to work in a better work environment, and tidy & hygienic washrooms. The findings have revealed that men were highly affected by three statements, that JS3 "Growth in skills (skills acquired through training & development) on current job," JS8 "Administration policies are transparent," and JS22 "washrooms are tidy & hygienic. On the other side, women were highly affected by another set of three statements : JS12 "I have good interpersonal relations at my workplace," JS13 "I am friendly with my colleagues," and JS16 "I will change my profession if I get a better work environment".

Limitations of the Study and Scope for Further Research

The present study was limited to only two districts of Punjab state - Amritsar and Ludhiana and hence, the results cannot be generalized for the pan-India level. The present study was confined to the workers of the manufacturing industry. The number of respondents for the present study was limited to 170 respondents. The following areas can be considered to by researchers in the future:

- (1) A comparative study can be conducted for ascertaining the views of the workers of public and private sector industries.
- (2) A study can be conducted for ascertaining the views of senior employees in the field of manufacturing.
- (3) A study can also be carried out to find out the level of labor turnover and the level of job commitment of the workers.
- (4) A comparative study can be carried out in different states of India.

References

- Abdul, M., Ismail, H., Jaafar, N. I. (2007). *Job satisfaction among executives: Case of Japanese electrical and electronic manufacturing companies, Malaysia*. Retrieved from <http://www.jgbm.org/page/20%20Mohani%20Abdul%20.pdf>
- Aziri B (2011). Job satisfaction: A literature review. *Management Research and Practice*, 3(4), 77-86.
- Griffiths, A., Cox, T., Karanika, M., Khan, S., & Tomás, J.M. (2006). Group work design and management in the manufacturing sector: Development and validation of the work organization assessment questionnaire. *Occupational and Environmental Medicine*, 63(10), 669-675. DOI: 10.1136/oem.2005.023671
- Kalburgi, M. J., & Dinesh, G. P. (2010). Motivation as a tool for productivity in public sector unit. *Asian Journal of Management Research*, 147-152. Retrieved from <http://www.ipublishing.co.in/ajmrvol1no1/sped12011/AJMRSP1012.pdf>
- Nicolescu, L., Dima, A. M., Anghel, F., & Paun, C. (2009). An analysis of job satisfaction at the academic level: A Romanian case study. *Global Journal of Business Research*, 3(1), 83-90.
- Parvin, M. M., & Kabir, M. M. N. (2011). Factors affecting employee job satisfaction of pharmaceutical sector. *Australian Journal of Business and Management Research*, 1(9), 113-123.
- Ramayah, T., Jantan, M., & Tadisina, S. K. (2001, November). *Job satisfaction: Empirical evidence for alternatives to JDI*. National Decision Sciences Conference, San Francisco. Retrieved from <http://ramayah.com/journalarticlespdf/jobsatisfaction.pdf>

- Sarwar, S. & Abugre, J. (2013). The influence of rewards and job satisfaction on employees in the service industry. *The Business & Management Review*, 3 (2), 22-32.
- Swarnalatha, C., & Sureshkrishna, G. (2013). Absenteeism A menace to organization in building job satisfaction among employees in automotive industries in India. *Tactful Management Research Journal*, 1 (4), 1-6.
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*. London : Sage Publications.
- Wan, Z., & Leightley, L.E. (2006). *Job satisfaction and workforce demographics: A longitudinal study of the U.S. forest products industry* (p. 7). Forest and Wildlife Research Center, Research Bulletin FP 362, Mississippi State University. Retrieved from <http://fwrc.msstate.edu/pubs/jobsatisfaction.pdf>