

# JOB SATISFACTION OF EMPLOYEES OF CERAMIC INDUSTRIES IN RELATION TO OCCUPATIONAL STATUS AND EXPERIENCE

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## 1. Introduction :

The ceramics industry comprises tiles (vitrified & porcelain, floor and wall) and sanitaryware (washbasins, sinks, toilet bowls etc.) and services the real estate industry. The organised sector in India accounts for around 50% of the industry and the other half is represented by regional players present in clusters such as Morbi (Gujarat). Morbi has continued its rapid growth and is now estimated to have more than 500 production lines, many of which are devoted to products for export. With an installed capacity already in excess of 40 million pieces/year, India is the world's second largest ceramic tiles and sanitaryware producer after China. Almost 80% of the tiles produced are consumed domestically and around 20% is exported. The major factors driving this growth in domestic consumption are increasing urbanisation, low per capita consumption, increasing disposable income and stable replacement demand.

Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual.

A satisfied employee is always important for an organization as he/she aims to deliver the best of their capability. Every employee wants a strong career growth and work life balance at workplace. If an employee feels happy with their company & work, they look to give back to the company with all their efforts.

Job satisfaction from an employee perspective is to earn a good gross salary, have job stability, have a steady career growth, get rewards & recognition and constantly have new opportunities.

For an employer, job satisfaction for an employee is an important aspect to get the best out of them. A satisfied employee always contributes more to the company, helps control attrition & helps the company grow. Employers need to ensure a good job description to attract employees and constantly give opportunities to individuals to learn and grow.

For any organization to survive in today's ever increasing competition, where employee poaching is on the rise, it is very important to retain their best employees and keep them committed towards their organization. (Mehta, 2014). The impact of different levels of seniority of employees varies on retention factors (Govaerts, Kyndt, Dochy & Baert 2011).

Farzinfarahbod et al. (2013), talk of the impact of organizational communication on job satisfaction and organization commitment in Iran. The employees get job satisfaction from better communication from supervisor, working environment and commitment to the job. These variables help the employees to get financial and non-financial rewards from the organization.

Yaser Mansour Almansour (2012) examined the relationship between job satisfaction and organisation commitment in telecommunication companies in Amman, Jordan. The author found a significant and positive relationship between the two factors. This corroborates one of the hypotheses of this study.

Anis, et al. (2011) studied the interplay of issues like employee retention, job satisfaction, perceived supervisory support and compensation with organizational commitment in the pharmaceutical industry in Pakistan. Responses from 320 employees of six pharmaceutical companies in the country were analyzed. It was concluded that there was a strong and positive relationship between organizational commitment and employee job satisfaction and employee retention.

Khalid Rehman, et al (2013) have posited that although job, organization and person related variables are universally accepted as predictors of job satisfaction, they all read differently from person to person, job to job, organization to organisation and location to location. The same factors figure in every study on job satisfaction, but the extent of their impact on workers' contentment and performance have been found to be different in each case. Thus, it is not possible to offer a universal solution/explanation that can fit all conditions and each situation needs to be examined separately in terms of the job, the organization and the individual concerned. Still, it may be possible to arrive at an optimum definition that could suit the maximum number of situations.

Sundas Warsi, et al. (2009) have brought out that in the case of private sector employees, work motivation, overall job satisfaction and organizational commitment are significantly related. Therefore, human resources managers in organisations only need to increase and sustain work motivation and job satisfaction to achieve positive organizational commitment.

**2. Statement of Problem:**

In present research researcher has studied the “job satisfaction of employees of ceramic industries in relation to occupational status and experience.”

**3. Objectives:**

1. To study the job satisfaction among executives, supervisor and Clerks working in ceramic industries.
2. To study the job satisfaction between the employees having up to 5 years work experience and 10 to 15 years working experience of ceramic industries.
3. To study the interaction effect between occupational status and experience of employees who are working in ceramic industries in relation to job satisfaction.

**4. Hypothesis:**

1. There is no significant difference among executives, supervisor and Clerks who are working in ceramic industries in relation to job satisfaction.
2. There is no significant difference between employees having up to 5 years work experience and 10 to 15 years working experience of ceramic industries in relation to job satisfaction.
3. There is no significant interaction effect between occupational status and experience of employees who are working in ceramic industries in relation to job satisfaction.

**5. Sample:**

In present research total 180 employees were randomly selected from different ceramic industries of Himmatnagar in relation to their occupational status and experience. Total sample was categorized as under

Experience	Occupational status			Total
	Executives	Supervisor	Clerks	
Up to 5 years	30	30	30	90
10 to 15 years	30	30	30	90
Total	60	60	60	180

**6. Variables:**

In present research Occupational status like Executives, supervisor and Clerks working in ceramic industries and up to 5 years of experience and 10 to 15 years experience of employees of ceramic industries were taken as independent variables. Scores of job satisfaction of employees of ceramic industries was taken as dependent variable.

**7. Research design:**

In present research independent variable such as Occupational status has three level and two level of experience of employees of ceramic industries. So in this research 3x2 factorial research design was used.

**8. Tool:**

In present research job satisfaction scale by Amar Singh and T. R. Sharma was used for data collection.

**Reliability and Validity :**

Test-retest at the end of 25 days gave reliability index of 0.987 (N=52).

Validity coefficient of the test with Muthaiya’s job satisfaction questionnaire is 0.743.

**Scoring :**

The present scale includes both positive and negative statement, statement no. 4, 13, 20, 21, 27 and 28 are negative while the remaining ones are positive scores of 4, 3, 2, 1 and 0 are given to positive statements and 0, 1, 2, 3 and 4 are given to negative statements. Higher score indicates better job satisfactions.

**9. Procedure:**

After getting the permission from the authorities of selected ceramic industries job satisfaction scale was administered in small manageable group of employees of ceramic industries in relation to occupational status and their experience. After establishing the rapport. Instruction regarding scale and responses they have to give were randomly given to them. After completion of the work of data collection the responses on job satisfaction scale was scored as per the manual of the job satisfaction scale and data was arranged in appropriate form for statistical analysis.

**10. Statistical analysis:**

To know the main and interaction effect of independent variables on dependent variables two way analysis of variance was used.

**Table :1**

**Showing results of analysis of variance of job satisfaction of various groups of employees of ceramic industries**

Source of Variation	Sum of Square	df	Men sum of Square	F	Level of Significant
A <sub>SS</sub>	26078.58	2	13039.29	99.70	0.01
B <sub>SS</sub>	1881.80	1	1881.80	14.39	0.01
A x B <sub>SS</sub>	0.40	2	0.20	0.00	NS
Error	22755.87	174	130.78		
T <sub>SS</sub>	50716.64	179			

**Table : 2**

**Showing means scores of job satisfaction of variable A (occupational status)**

	A <sub>1</sub>	A <sub>2</sub>	A <sub>3</sub>
Mean	111.43	93.30	82.23
N	60	60	60

The results of analysis of variance of job satisfaction in table no.1 it is found that F ratio of variable A (occupational status) is 99.70 which is significant at 0.01 level. It means executives significantly differ on job satisfaction as compared to supervisors and Clerks. Table no.2 shows the means score of executives on job satisfaction is 111.43, means score of supervisors on job satisfaction is 93.30 and means score of Clerks on job satisfaction is 82.23.it indicates that significant difference exists among executives supervisors and Clerkson job satisfaction. Here executives have more job satisfaction than supervisors and Clerks of ceramic industries.

**Table :.3**

**Showing means scores of job satisfaction of variable B (Experience)**

	B <sub>1</sub>	B <sub>2</sub>
Mean	92.42	98.89
N	90	90

F ratio of variable B (experience) of employees of ceramic industries is14.39 which is significant at 0.01 level. It means employees having up to 5 years of experience of ceramic industries significantly differ on job satisfaction as compared to employees having 10 to 15 years experience of ceramic industries. Table no.3 shows the means score of employees having up to 5 years of experience on job satisfaction is 92.42 and means score of employees having10 to 15 years experience on job satisfaction is 98.89. It indicates that significant difference exists between employees having up to 5 years of experience and employees having10 to 15 years experience on job satisfaction. Here employees having10 to 15 years experience have more job satisfaction than employees having up to 5 years of experience of ceramic industries.

**Table : 4**

**Showing means scores of job satisfaction of variable AxB (occupational status and Experience)**

	A <sub>1</sub>		A <sub>2</sub>		A <sub>3</sub>	
	B <sub>1</sub>	B <sub>2</sub>	B <sub>1</sub>	B <sub>2</sub>	B <sub>1</sub>	B <sub>2</sub>
Mean	108.27	114.60	90.03	96.57	78.97	85.50
N	30	30	30	30	30	30

F ratio of variable AxB (occupational status x experience) of employees of ceramic industries on job satisfaction is 0.00 which is not significant it means occupational status and experience of ceramic industries do not significantly interact on job satisfaction. table no 4 shows the mean score of executives having up to 5 years experience on job satisfaction is 108.27 and executives having 10 to 15 years experience on job satisfaction is

114.60, the mean score of supervisor having up to 5 years experience on job satisfaction is 90.03 and supervisor having 10 to 15 years experience on job satisfaction is 96.57 the mean score of Clerks having up to 5 years experience on job satisfaction is 78.97 and Clerks having 10 to 15 years experience on job satisfaction is 85.50. It indicates that significant interaction effect does not exist between occupational status, experience of employees of ceramic industries on job satisfaction.

**Conclusion:**

1. Significant difference exists among executives, supervisors and Clerks of ceramic industries on job satisfaction. Executives have more job satisfaction than supervisors and Clerks of ceramic industries.
2. Significant difference exists between employees having up to 5 years of experience and employees having 10 to 15 years experience of ceramic industries on job satisfaction. Employees having 10 to 15 years experience have more job satisfaction than employees having up to 5 years of experience of ceramic industries.
3. Significant interaction effect does not exist between occupational status and experience of employees of ceramic industries on job satisfaction.

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