

Analysis of Various Measures of Job Satisfaction of Syngenta Pakistan Limited

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Abstract

The purpose of this study was to find out the relationship between job satisfaction and the dimension of their employees in the pesticide sector. Hypothesis plays a significant role in job satisfaction, resulting in increased employee satisfaction and organizational performance. Thus the role of work environment and colleague & boss satisfaction was explored with samples from workers in two regions of Syngenta Pakistan. The implications of policies on employees were also investigated. A questionnaire was constructed, tested and administered to a total 130 subjects at two region employees. Out of that 100 usable surveys were analyzed with correlation and regression to test the hypotheses of the study. Findings showed that policies induced positive impact on job satisfaction of employees. Additionally the findings also showed that job satisfaction of employees stimulated their loyalty to the organization. However, a very high level of employee dissatisfaction was recorded for employee work environment. The study result highlights the role of employees' job satisfaction and the responsibilities of organizations in fostering good quality human resource practices in the pesticide sectors, and offers an alternative pathway in job satisfaction and performance.

Key Words: Satisfaction with Colleagues & Boss, Working Environment, Policies, Job Satisfaction.

Introduction

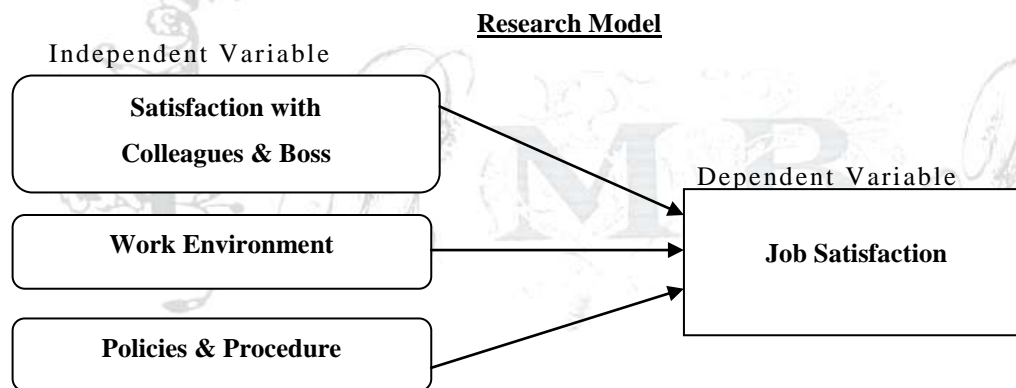
Job satisfaction describes how content an individual is with his /her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation or aptitude, although it is clearly linked. Job design aims to enhance job satisfaction and performance, methods include job rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers. Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Employee satisfaction, while generally a positive in your organization, can also be a downer if mediocre employees stay because they are satisfied with your work environment. Factors contributing to employee satisfaction include treating employees with respect, providing regular employee recognition, empowering employees, offering above industry-average benefits and Policies & procedure, providing employee perks and company activities, and positive management within a success framework of goals, measurements, and expectations. Employee satisfaction is often measured by anonymous employee satisfaction surveys administered periodically that gauge employee satisfaction.

The basic problem is, "Improvement of organizational productivity has been the cause of job satisfaction of employees". The objectives of the study as follow: To investigate the satisfaction level of employees. To identify the factor that improves the satisfaction level of employee. To investigate employee relationship with job facilities. To recommend the fruitful suggestion to management.

Literature Review

It has been widely argued in management, total quality management, operational sciences and service literatures that improving job satisfaction and loyalty leads to higher productivity and profits (Silvestro 2002). In particular the human resource management and organizational behavior theories suggest that the appropriate use of people enhances organizational effectiveness (Arthur 1994; Heskett, et al 1997; Tsui, et al 1997). The past decades has seen the emergence of several studies which endeavor to lend empirical support to these relationships. Although most of the studies provide evidence of links between service quality, customer satisfaction, loyalty and financial performance (Rust, et al. 1995; Zeithaml, et al. 1996), not many studies have looked at the predictors of job satisfaction from a subjective perspective (Borzaga & Tortia 2006). The work of Maslow (Maslow 1954) has played a crucial role in developing and shaping many concepts in organizational behavior including job satisfaction. Based on Maslow's theory, some researchers have approached job satisfaction from a need fulfillment perspective (Kuhlen 1963; Worf 1970). However during the last two decades, this approach has become less popular as more researchers are emphasizing on the cognitive process rather than the underlying needs. Therefore in contrast to the traditional view, job satisfaction was defined as all the feelings that an individual has about his/her job (Gruneberg 1976). This view was primarily based on cognitive processes which over the years have resulted in the attitudinal perspective and has now taken center stage in the study of job satisfaction (Spector 1997). Profit and growth are stimulated directly (and primarily) by customer loyalty. Customer loyalty is a direct consequence of customer satisfaction. Customer satisfaction is heavily influenced by customer perceptions of the value of services they receive. Value is created by satisfied, loyal and productive employees. Employees who feel a sense of teamwork and common purpose, a strong commitment to communication, and managerial empowerment are most able, and willing, to deliver the results that customers expect (Employee Satisfaction", 2005). Human Relations perspective posits that satisfied workers are productive workers (e.g., Likert, 1961; McGregor, 1960). Thus, organizational productivity and efficiency is achieved through employee satisfaction and attention to employees' physical

as well as socio emotional needs. Human relations researchers further argue that employee satisfaction sentiments are best achieved through maintaining a positive social organizational environment, such as by providing autonomy, participation, and mutual trust (Likert, 1961). The predominant view has focused on the situational context (e.g., supervisory support) as a cause of satisfaction and has argued that high-performance work practices and thus a positive working climate foster employee satisfaction (Bowen, & Ostroff, 2004; Wright, Dunford, & Snell, 2001; Wright, Gardner, Moynihan, & Allen, 2005). Thus job satisfaction has been defined and measured as a global construct and as a concept with multi dimensions or 'facets' (Price 1997). This study adopts a global approach over a faceted approach, conceptualizing job satisfaction as a degree of positive emotions towards a work role (Locke 1976; Kallerberg 1977). Given that employees satisfaction with their jobs, have been found to be related to number of organizational outcomes, such as increased customer satisfaction (Ryan, et al. 1996), lower turnover rates (Mobley 1977), increased response rate (Ryan, et al. 1996) and higher performance at work place (Lauderweerd & Boumans 1988), it is not surprising that the concept of job satisfaction has attracted much attention. Researchers have attempted to identify the various constituents of job satisfaction, measure the relative importance of each constituent and examine what effect these components have on worker's productivity (Hong Lu, et al. 2005). A range of findings derived from quantitative and qualitative studies have been reported in the literature on sources of job satisfaction among employees. However most of these studies have been conducted within healthcare particularly, nursing with few focusing on financial services (Timonthy, et al. 2001). In theoretical framework researcher use the two variables for theoretical framework. In theoretical framework dependent variable are employees. And their satisfaction is dependent on different variable.



Hypotheses

For any research the hypothesis is very important part of research. For this research hypothesis is used by the researcher: The researcher uses the following hypothesis.

- H1: There is a positive relationship of boss & colleague satisfaction.
- H2: There is an association between work environment and job satisfaction.
- H3: There is a positive correlation between policies and job satisfaction.

Methodology

Researcher used the quantitative method for research. This research based on the employee of Syngenta Pakistan Limited. Population of this research was the employees of Sahiwal & Multan regions of Syngenta Pakistan Limited. The researcher used the convenience sampling technique and selects a sample size of 100 for this research. Likert scale questionnaire used for this research and distributes among the employees.

Reliability Data Analysis

The collected data is verified for its reliability by calculating the Cronbach's Alpha. According to the alpha value more than 0.6, shows that the scale can be considered reliable. According to the productivity of employee with its determinants has good internal consistency, with a cronbach's alpha coefficient as 0.60. The results show that cronbach's alpha ranges from 0.618 to 0.641 which shows that the scale is reliable. It exceeds the recommended value of 0.6, demonstrating sufficient internal consistency in the scale applied to the research model.

Sr. No	Variables	No of Items	Cronbach Alpha
01	Satisfaction with colleague & boss	5	0.640
02	Work environment	6	0.621
03	Policies & procedure	5	0.618

Correlation Analysis

Analysis of the correlation matrix indicates that training has a moderately positive relationship with job satisfaction $r=0.064$, Work environment $r=0.366$, Satisfaction with colleague & boss $r=0.025$ and Policies & procedure $r= 0.135$. The positive result implies that better Work environment leads to improved satisfaction of employees as work environment $r=0.366$, Satisfaction with colleague & boss $r=0.065$ and Policies & procedure $r= 0.207$. The results also indicate that there is a strong, positive correlation between the two variables satisfaction of employees and Policies & procedure factor $r=0.021$, Satisfaction with colleague & boss $r=0.165$ and Work environment $r= 0.207$.

Regression Analysis

In order to test the hypothesis, the study used linear regression analysis to find out the relationship and intensity for each factor of training impact on productivity of employee.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.410a	.168	.145	.38209

a. Predictors: (Constant), Policies & procedure, Satisfaction with colleague & boss, Work environment

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.402	.384		14.059	.000
Satisfaction with colleagues & boss	.019	.044	.035	.433	.666
Work environment	.064	.020	.250	3.243	.001
Policies	.069	.043	.127	1.616	.108

a. Dependent Variable: Job satisfaction

The dependent variable and the independent variables are aggregated for data analysis and are entered for regression analysis. The value of R squared (goodness of fit) is 0.168 approximately. The value of R squared shows the portion of independent variable explained by the independent variables. The coefficient of correlation R is 0.384 approximately. The regression coefficients are shown in above table.

Implications of the Study

According to the research findings, certain areas are identified as the most critical while training of employees. These identified areas must be thoroughly considered by the Syngenta Pakistan to increase their job satisfaction. The degree of job satisfaction done by the organization periodically motivates employees with compensation, as it using versatility in its work environment. Sophisticated job structure should be developed in order to ensure reliable and timely provision of feedback of employees.

Conclusion

The results of the study suggest that Syngenta Pakistan has a bright future in Pakistan. Management has taken steps to build up policy for the enhancement of job satisfaction. Therefore, it is crucial at this stage to create impact of work environment on employee's satisfaction. A key finding of the research is that colleague and boss relationship has an impact on job satisfaction. Therefore, it can be concluded that it is vital for the organization. The findings also indicate that relationship colleague and boss, work environment; policies are the factors which is enhancing the job satisfaction. In order to ensure that employees adopt the policies it must be efficient and quick as well as easy to satisfy. The study supports the hypothesis that various factors of job satisfaction has the most significant and strong impact on employee satisfaction. Relative advantage of various factors and the degree of employee productivity significantly contribute to the factors for the variance. The practical implication of this research depicts that there is a positive relationship between various factors and job satisfaction.

Recommendations

Syngenta Pakistan is the key organization in pesticide. The researcher proposes the following recommendations: Further research should be conducted in this area to explore the impact of job satisfaction and other factors on employee productivity. There is a need to explore more independent variables that can have an impact on job satisfaction.

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