

Job Satisfaction: Difference in Levels among Selected Industries



Satish Chand Sharma, Ravi Gupta

Abstract: With increasing competition within every industry and the growing threat of substitute products from other industries, the organizations are facing increasing trouble in maintaining and improving their profitability and productivity levels, given the constraints of modern economy. After achieving a technological oligopoly, the organizations have fallen back on one of the oldest resource available to them – the human resource. Organizations, have off late, realized that a satisfied and contented employee is the primary key to attain better customer satisfaction, revenues and profits that they plan to achieve. Every industry differs from each other, in terms of the workplace environment, compensation structure, availability of the manpower, customer profiles and many such other factors. The authors decided to investigate the levels of employee job satisfaction in seven different industries, namely insurance, banking and finance, travel and tourism, outsourcing, education, healthcare and logistics industry. Taking a sample of 20 employees from each industry, the authors subjected the data collected from these 140 correspondents to the ANOVA tests using f – statistic to analyze the difference in the average job satisfaction levels in these industries. The results clearly exhibited that the healthcare, education and travel and tourism exhibited high levels of job satisfaction, while insurance, outsourcing and logistics industries figured low on this parameter. The paper closes with discussing the practical implications of this study for the industry and the scope of future work.

Keywords: Job Satisfaction, Industry Comparison, Industry Specific Job Satisfaction, Job Satisfaction Difference.

I. INTRODUCTION

For every organization, every employee that is employed by them is a resource in which the company has invested their inputs and would like to extract maximum benefit out of such investment. (Razik and Maulabaksh, 2015). However, an employees' propensity to perform and deliver superior value in the task environment designated to them can depend on various factors that may be exogenous or endogenous to the employee. Several studies in past have clearly indicated that for anybody to excel at any task, and deliver the best value, they need to align that particular task with their long-term development, immediate gratification of some kind and a fair compensation for the same. (Maidani, 1991). In other words, the person should perceive a satisfaction in whatever task they are undertaking.

This satisfaction may be defined as a state of mind where the employee feels that they have been able to add some value to the organization and the task has enriched them also in monetary or other non-monetary terms. Several researches have been done to decide on those critical factors that determine the achievement of this elusive job satisfaction,

which is a very difficult task, since it is highly subjective in nature and factors leading to it differ from person to person. (Parvin and Kabir, 2011). Although the importance of factors may differ for every employee, but the researchers have, over a period of time, been able to zero down on certain common factors that affect every employee in some or other aspect. (Sengupta, 2011). The authors were intrigued by the idea of subjectivity of job satisfaction for every employee and, at the same time, the pervasiveness and criticality of this factor in success or failure of any organization and thus industry, that led to this study.

II JOB SATISFACTION IN DIFFERENT INDUSTRIES

Each and every industry is different from each other in various aspects like the nature of work, the work flow, engagement with the stakeholders, personnel relationship, compensation management, grievance redressal mechanisms and many such other factors. (Sowmya and Panchanatham, 2011). These differences usually stem from the historical development of the industry, state of economy and society during the evolution of the industry, nature and intensity of competition, level of differentiation and opportunities for strong brand development in the industry etc. (Friedlander and Margulies, 1969). Based on this understanding, the authors decided to undertake the study on finding the levels of job satisfaction of employees in seven different industries, namely, insurance industry, banking and finance industry, healthcare industry, logistics industry, education industry, outsourcing industry and travel and tourism industry.

All these industries differ from each other in various aspects like the state of maturity of the industry, competition in the industry, macro and micro-economic factors related to the industry, compensation levels, perceived working conditions and stress levels of employees in these industries, the number of people employed and the general skill set of these employees required in the industries, and many such other factors. (Rast and Tourani, 2012). One factor that unites all these seven industries is that all of them belong to the services industry.

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Thus, India being a pioneer center for providing the services to the world, this study will help the industry leaders and stakeholders to design the best possible work environment for their employees and thus gain maximum benefit out of them.

III REVIEW OF LITERATURE

Friedlander and Margulies (1969) studied the impact of individual values and organization climate on the job

satisfaction of 95 employees of a research-oriented organization. High management thrust, low regular burdensome tasks and high interpersonal relations among team members are the most critical factors for job satisfaction.

Sekaran (1989) studied a sample of 267 employees of 12 American banks to understand the relationship between the organizational climate, work ethic and other associated factors with the job involvement and the sense of competence of these employees resulting in job satisfaction of these employees. Using regression analysis on eight independent variables, the author concludes that involving employees in their work only doesn't increase their job satisfaction, but increasing their confidence in their competence to do the job has a greater effect on the job satisfaction.

Maidani (1991) studied 486 employees of private and public sector companies, all engineers and accountants, to revalidate the Herzberg's study outcomes and concluded that both the types of employees valued intrinsic factors of motivation for job satisfaction, but, the public sector employees valued extrinsic hygienic factors more than the intrinsic motivation factors.

Danielsson (2008) studied the job satisfaction of 469 employees of different organizations in connection with the office size and the architecture of it. The regression models used in the study exhibited that the combi offices had the lowest job satisfaction levels, followed by small open plan offices, with cell offices and flex offices exhibiting maximum job satisfaction among the employees.

Mitra (2008) discussed the impact of outsourcing of core functions in logistics industry on the employee satisfaction levels and concluded that, although the outsourcing was beneficial for the logistics firm, but it raised the dissatisfaction levels of the employees due to their fear of being downsized in future and loss of authority and shifting of responsibility in due course of time.

Jauhari and Manaktola (2009) proposed that the hospitality industry in India must take care of issues like industry perceptions, attrition levels, education, competency and skill development, and work environment and compensation that are deemed as important by the employees of this sector for creating and maintaining high levels of job satisfaction among them.

Wickramasinghe (2009) studied the job satisfaction levels of IT graduates employed in the offshore outsourced IT firms in Sri Lanka and concluded that while females are lesser satisfied than men in their jobs, they tend to stay longer, and as the employees' tenure (for males and females) grows, the job satisfaction reduces for all age groups.

Jyoti (2009) conducted an empirical study on the job satisfaction status of 120 university teachers of Jammu and concluded that autonomy and flexibility had maximum impact on the job satisfaction, followed by higher studies opportunities, growth, training and recognition. Students, salary, colleagues and working conditions were insignificant factors as far as job satisfaction levels of university teachers in considered.

Bagri and Kukreti (2010) studied the hotel industry of the hilly state of Uttarakhand state in India to study the job satisfaction levels, and concluded that the employees were generally satisfied with the compensation, but rated working conditions and recruitment policies as unsatisfactory and impacting negatively on their job satisfaction levels.

Hunjra et al (2010) studied 295 bank employees working in different cities of Pakistan to understand the role of gender in their job satisfaction levels. The authors conclude that the leadership and teamwork environment have the maximum impact on the job satisfaction levels of the employees and the male participants of the study are more satisfied than the female employees working in the same conditions.

Singh (2010) studied the effect of demographic characteristics of the employees of insurance companies, like gender, age and tenure of employment on their job satisfaction, and concluded that gender has a direct impact with female employees more satisfied as compared to their male colleagues, specially due to fringe benefits, but rue the lack of supportive environment in the firms, while tenure of employment is also positively associated with job satisfaction.

Peters et al (2010) surveyed 1916 employees of private and public healthcare service providers in the states of Andhra Pradesh and Uttar Pradesh in India to study the impact of factors on their job satisfaction levels and concluded that the public sector employees considered fringe benefits as more important than salary, and the employees of both the sectors considered 'recognition by superiors' as an important job satisfaction factor. Moreover, the employees of UP reported absence of job satisfaction factors in their organizations more than their counterparts in AP.

Parvin & Kabir (2011) did a primary study on 100 employees of three pharmaceutical companies to understand which are the primary factors that affect an employee's job satisfaction levels. Relying on the in-depth personal interview method, the author concluded that, out of the 10 factors tested, compensation, work-efficiency, fringe supervision and relationship with co-workers were the most important factors affecting the job satisfaction levels.

Sowmya and Panchanatham (2011) concluded that the salary packages, empathetic superiors and pleasant organizational culture were very important factors for the high job satisfaction of banking sector employees. This study was done in the city of Chennai with 100 employees of private and public sector banks.

Sengupta (2011) studied 500 middle management employees of BPO industry in India to understand the role of demographic variables like gender, education, age, tenure and marital status on the job satisfaction levels.

After putting the data through various tests and correlation and regression analysis, the author proposes that gender, career progression, salary, authority and inter-personal relations have significant impact on job satisfaction levels of these employees.

Jehanzeb et al (2012) studied 568 bank employees in Saudi Arabia, from private and public sector, to establish the impact of rewards and motivation on the job satisfaction levels. The authors concluded that rewards had a better impact on the job satisfaction levels, with motivation also playing a role in the same. Larsen, Marnburg and Ogaard (2012) studied the job

satisfaction levels of cruise line employees to study the impact of work environment on the cruise on the job satisfaction levels. The results concluded that the employees rated 'respect' for the employees and 'social atmosphere' of the cruise as the most important factors, followed by the condition of their living quarters and food available as also important factors for maintaining their job satisfaction levels.

Rast and Tourani (2012) studied the job satisfaction levels of employees of 3 different airlines and concluded that the team environment was the most crucial factor in a high stress industry like airlines, and there was very insignificant difference in the job satisfaction levels of the men and women engaged in the study.

Singh (2012) graded various employment related factors as per their impact on the job satisfaction of insurance sector employees in the cities of Lucknow, Jhansi and Kanpur. The 150 respondents graded work culture of the organization as the most important factor for job satisfaction, followed by pay, growth opportunities, authority, clarity in job role with team work and leadership as the least prominent factors that affect their job satisfaction.

Anandhi and Perumal (2013) studied the job satisfaction factors of employees engaged in the logistics sector in India and came to the conclusion that the work environment, followed by salary structure, career growth and job security had direct impact on the job satisfaction levels of logistics sector employees.

Choudhary et al (2013) surveyed 202 insurance sector managers based in NCR to study the impact of three types of organizational justice on employee jobsatisfaction. The studies indicated that the distributive justice has greater impact on the pay and job related aspects of employment and the interactional justice impacts the organizational commitment and turnover intentions of the employees.

Gupta, Kumar and Singh (2013) study the impact of four dimensions of spirituality on the job satisfaction levels of private insurance companies' employees in Punjab. Testing their hypothesis on 100 respondents, the authors concluded that the employees gain maximum job satisfaction from their work environment when 'organizational values' and 'sense of community' are most strong in any company.

Yeh (2013) examined the relationship between tourism involvement, working conditions and job satisfaction among 336 employees of 20 international hotels based in Taiwan, and concluded that the tourism involvement and work environment have a positive relationship with job

satisfaction, with work environment playing as the intermediating variable.

Badawy, Srivastava and Sadek (2014) studied 200 university teachers from private sector of Egypt and India to understand the impact of Emotional Intelligence, Job Satisfaction and Organization Learning Capacities on these subjects. The authors found that emotional intelligence and job satisfaction did not impact each other for teachers in both the countries, while the relationship between job satisfaction and organization learning capacity was significant for both countries.

Platis, Reklitis and Zimeras (2014) explored the relationship between job satisfaction and job performance in the healthcare service providers for 246 nurses and concluded that relationship with superiors, superiors' management style, work management, recognition and working hours and security are the most important parameters on which employees judge their satisfaction with their jobs.

Antonaki and Trivellas (2014) studied 264 bank employees in Greece to study the impact of benefits, pay, promotion opportunities, work, resources available for work and employee company relationship on job satisfaction and organizational commitment of these employees. The tests revealed presence of strong positive relationship between these factors and job satisfaction, thus leading to better organizational commitment by these employees.

Raziq and Maulabakhsh (2014) studied the educational institutes, banks and telecom companies in the city of Quetta, Pakistan to understand the impact of working environment of a company on the job satisfaction levels of its employees. The survey exhibited a strong correlation between working environment and job satisfaction for all the three industries surveyed.

Murale, Preetha and Arora (2014) concluded that for the employees engaged in the healthcare sector, it is very important to maintain high levels of job motivation since it directly impacts the patient satisfaction levels as per their study in the city of Bangaluru.

Chaudhary and Bhaskar (2016) studied the impact of training and development on the job satisfaction levels of university teachers in private sector in the NOIDA area and concluded that training and development opportunities had significant impact on the job satisfaction levels of the private university teachers.

Smith and Smith (2017) surveyed 150 BPO employees to study the job satisfaction levels and concluded that stress and lack of support and control were leading factors dissatisfaction while high levels of employee support and feeling of being in control gave rise to the job satisfaction levels of the employees.

IV RESEARCH METHODOLOGY

Employees of different organizations related to these seven industries were sent the questionnaire, designed by authors, that carried various questions related to the levels and factors of job satisfaction that were answered by 20 respondents in each sector.

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Thus, taking the total sample size to 140 respondents. Since the questionnaire was administered personally, all the respondents in each industry returned the filled questionnaire with no wastage or data anomalies. The questionnaire was prepared using the validated questionnaires used earlier by prior researchers. In order to find the levels of job satisfaction among employees of different industries; the data was subjected to ANOVA test for variance calculation. Since the primary objective of the study is to analyze the job satisfaction levels of the employees in these chosen seven industries, the authors proposed following null and alternate hypothesis regarding this study: H_0 : There is no difference between the job satisfaction levels of employees in the seven selected industries H_a : There is a statistically significant difference between the satisfaction levels of employees in the seven selected industries

V DATA ANALYSIS

The sample size for this analysis was kept at 140, with 20 respondents representing each industry that the authors wished to examine. This equal distribution ensured that the results were representative in nature and a fair comparison could be done regarding the job satisfaction levels of the employees working in these industries. As the case processing summary table depicts that there were no missing cases in case of respondents, and all the responses that were received were valid in nature.

Table 1: Case Processing Summary							
	Industry Name	Cases					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
Level of Satisfaction	Insurance	20	100.0%	0	0.0%	20	100.0%
	Banking & Finance	20	100.0%	0	0.0%	20	100.0%
	Travel & Tourism	20	100.0%	0	0.0%	20	100.0%
	Outsourcing	20	100.0%	0	0.0%	20	100.0%
	Education	20	100.0%	0	0.0%	20	100.0%
	Health	20	100.0%	0	0.0%	20	100.0%
	Logistics	20	100.0%	0	0.0%	20	100.0%

As we can deduce from the Table 2 that details the descriptive analysis of the data used, it is evident that the mean is maximum for healthcare industry at 84.550 followed by education (77.900) and travel and tourism industry (70.550) that implies the high levels of job satisfaction among the employees of these industries. The outsourcing industry at 34.550, followed by insurance industry at 39.000 exhibited the lowest means pointing towards the high levels of dissatisfaction in these industries. When the authors tried to study the dispersion of this job satisfaction among the respondents, healthcare industry again came at top exhibiting lowest levels of standard deviation at 10.605, followed by travel and tourism industry at 10.999 and education industry at 12.940. Even on the parameters of the difference between maximum and

minimum scores, healthcare industry exhibits least variance, followed, again, by travel and tourism industry and education industry. However, when we check the highest variance industries, banking and finance industry, logistics industry and outsourcing industries show maximum variance among the satisfaction levels of its employees.

Table 2: Descriptive Analysis								
Level of Satisfaction								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					Insurance	20		
Banking & Finance	20	55.800	20.21360	4.51990	46.3397	65.2603	12.00	88.00
Travel & Tourism	20	70.550	10.99988	2.45965	65.4019	75.6981	52.00	88.00
Outsourcing	20	34.550	16.33361	3.65231	26.9056	42.1944	4.00	62.00
Education	20	77.900	12.94076	2.89364	71.8435	83.9565	52.00	98.00
Health	20	84.550	10.60524	2.37140	79.5866	89.5134	65.00	98.00
Logistics	20	49.850	19.38332	4.33424	40.7783	58.9217	12.00	88.00
Total	140	58.8857	23.31489	1.97047	54.9897	62.7817	4.00	98.00

The ANOVA test, using f – test shows that the significance value of the test (0.00) in this case, is lower than the level of significance (0.05), thus demonstrating a clear significant difference between the means of the different groups tested (different industry groups in this case).

Table 3: ANOVA					
Level of Satisfaction					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	44701.771	6	7450.295	32.113	.000

Within Groups	30856.400	133	232.003		
Total	75558.171	139			

The Levene’s test is employed on the data to check the variance of the population, and the significance value at 0.05 is equal to the level of significance, thus implying that the different samples (industry groups here) have different variances among the data. However, since the difference in the levener’ test significance and the level of significance is not there, the authors could not be sure about the veracity of these results. Thus, Welch test was also applied, which is considered a robust test to measure the variance of the samples.

Table 4: Test of Homogeneity of Variances			
Level of Satisfaction			
Levene Statistic	df1	df2	Sig.
2.163	6	133	.050

Table 5: Robust Tests of Equality of Means				
Level of Satisfaction				
	Statistic ^a	df1	df2	Sig.
Welch	40.517	6	58.792	.000
a. Asymptotically F distributed.				

VI CONCLUSION & FUTURE SCOPE

Human resource of an organization is one of the most critical and most difficult resource to manage for any organizations’ management. No machines or algorithms can optimize the working output or productivity of this resource. The job satisfaction that an employee takes in his or her job is the only factor that can improve the productivity of that employee for the organization. Every organization strives to do that, but the beginning of this effort needs to be grounded in the understanding of the current status of the job satisfaction levels of the industry in which the organization functions. The study undertaken by the authors targeted this understanding using the empirical data collected by using questionnaire as a tool to collect data from different organizations working in the seven industries, namely, insurance, banking and finance, travel and tourism, outsourcing, education, healthcare and logistics industry. After careful analysis of the data collected through this questionnaire and subjecting it to f – test for ANOVA analysis, it was concluded that the healthcare industry employees had the highest levels of job satisfaction, followed by education and travel and tourism industry. The least job satisfaction was visible in the industries related to outsourcing business, followed by insurance business. The authors hypothecate that the service orientation and the tangible contribution to the society might be one of the reasons for the high levels of job satisfaction exhibited by the employees of healthcare and education industry. In the same vein, the undifferentiated and generic nature of the

business in outsourcing and insurance industry might be adding up to the dissatisfaction of the employees of these industries. When the dispersion of these data was analyzed, again, healthcare, travel and tourism and education exhibited least variance, while outsourcing, banking and finance and logistics industry showed high variance, implying that the levels of job satisfaction were not uniform in the latter industries and there were a few employees with right skill set who were more satisfied than others. The industry leaders can use the findings of this study to shape their human resource policies in such a manner that further enhances the job satisfaction levels of their employees, and attracts brighter prospects towards their industry, thus increasing the productivity in the process.

The authors would like to extend a word of caution that the scope of this study was very limited in terms of number of respondents and the factors being discussed to understand their impact on job satisfaction. The future work in this reference can be related to widening of the scope of the study by studying more industries with larger number of respondents from each industry. Moreover, a control group can also be added to the future studies to understand the role of extraneous variables on the job satisfaction levels of the employees of these industries.

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