



Job Satisfaction and Professional Life Stress of Employees of IT and Manufacturing Industries

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Introduction

Satisfied and committed workforce in adequate number is a credible resource to an organisation. Job satisfaction is a mixed bag containing many variables that are intertwined and operate simultaneously resulting in either satisfaction or dissatisfaction of varied intensity. Job satisfaction refers to the feeling of employees about their particular duties. According to Sen (2008) Job satisfaction refers to a combination of physiological, psychological, and environmental conditions that cause a person to say **I am satisfied with my job**. It is difficult to point out that a particular external factor or a particular personality trait promotes job satisfaction. What is satisfying at one time may not be the same at other times. But certain intrinsic (eg., personality, attitude) and extrinsic (eg., recession and economic boom) factors do influence job satisfaction. Referring to the latter, Llorente and Macias (2005) have explained that of all the variables chosen, the rate of unemployment in the society is the one that theoretically maintains the most ambiguous relation with job satisfaction. The existence of massive unemployment in the society could be the prime reason for individuals to be more satisfied with their work. When the gravity of unemployment is minimal, there are avenues for the individuals to negotiate for better working conditions, and at the same time, the chances of finding a job of one's preference are

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bright. Hence, the relation between unemployment and satisfaction would be an inverse type.

Job Satisfaction and Professional Life Stress: A Review

The area of job satisfaction or job dissatisfaction is extensively studied from different dimensions by researchers in different countries. The satisfied workforce is beneficial not only to the organisation but also to the wider society (Hinks, 2009); whereas the dissatisfied employees bring disastrous consequences to themselves as well to the organization. According to Saari and Judge (2004) job is a significant part of life. Hence, life satisfaction and job satisfaction go together and cannot be isolated. Job dissatisfaction is associated with behaviour like lateness, unionization, grievances, drug abuse and firm decision to exit. In terms of causes of job satisfaction, the main focus of the practitioners must be on the nature of work itself.

According to a Research Report of the Society for Human Resource Management (2001), 83% of U.S. employees reported overall satisfaction with their current job, with 41% of employees indicating they were “very satisfied” and 42% “somewhat satisfied”. Despite this high percentage of satisfied employees, the level of overall satisfaction has been trending downward since 2009. Employees with higher age observed to be more satisfied than their younger age counterpart. Employees in smaller organizations (fewer than 100 employees) were more likely to report being very satisfied than were employees in larger organizations (2,500 or more employees). There were no significant differences in the overall job satisfaction of employees by their type of industry affiliated, job tenure, race or gender.

Stacey and others (2010) explore the job satisfaction of intercollegiate Marketing Directors using the Abridged Job Descriptive Index (aJDI) and Abridged Job in General (aJIG) scale. Determining job satisfaction (or dissatisfaction) may provide insight for college athletic departments in developing systems that will enhance employee motivation and productivity in order to build a more stable and engaged marketing workforce. A total of 136 surveys were returned for a 41.3% response rate. Results indicated that marketing directors are satisfied with work on present job (96%), supervision (84%), coworkers (88%), and promotion (59%). Majority of respondents (93%) indicated they are satisfied with their job in general. However, close to one-third of respondents indicated they were dissatisfied with their present pay (33%).

Mark and Others (2001) reveal the link between teamwork and job satisfaction with a sample of 48 manufacturing companies comprising 4708 employees. Two separate research questions were addressed. First, the supervisor support would be a weaker source of job satisfaction in companies with higher levels of team working. Multilevel analysis indicated that the extent of teamwork at company level of analysis moderated the relationship between individual perceptions of supervisor support and job satisfaction. Second, the extent of team work would be positively related to perceptions of job autonomy but negatively related to perceptions of superiors' support. Further, the link between teamwork and job autonomy would be explained by job enrichment practices associated with team work. Analysis of aggregated company data supported these propositions and provided evidence for a complex mediation path between teamwork and job satisfaction.

Baldev R Sharma (1980) makes an in depth analysis of some important factors which are significantly associated with job satisfaction. The sample for the study was drawn from eight well-known industrial organizations. The findings reveal that each independent variable is positively related not only to job satisfaction but also to every one of the other independent variables. While income and occupational aspirations are not positively related to job satisfaction, recruitment policy of the firm significantly affected it.

Nadia Ayub (2011) reveals the relationship between work motivation and job satisfaction with the sample of 80 middle managers (46 males; 34 females) from different banks of Karachi, Pakistan. The study intended to comprehend relationship between work motivation and job satisfaction. The findings of the study suggest that there was a positive correlation between work motivation and job satisfaction. Furthermore, there was a significant gender difference on the variable of work motivation and job satisfaction.

Obasan Kehinde, A (2011) explores that the Job satisfaction has been noted as one of the factors influencing an employee's motivation. Some researches that investigated the relationship between job satisfaction and absenteeism have found no correlation between these two variables; whereas other studies indicate a weak to moderate relationship between these two variables. There is limited research on the impact of job satisfaction on absenteeism. Extrinsic sources of job satisfaction include pay, work, promotion, supervision; co-workers, working conditions and fairness are considered. Results obtained indicate that the extrinsic sources of job satisfaction have a direct impact on absenteeism. Thus, this paper recommends that employers should

pay due attention to extrinsic sources of job satisfaction as major practical tools to reducing absenteeism.

Habib Ahmad (2010) utilizes survey data collected from 310 employees of 15 advertising agencies of Islamabad (Pakistan) to test interdependency of job satisfaction and job performance, effect of organizational commitment and attitude towards work on job satisfaction and impact of organizational commitment and attitude towards work on performance. Response patterns, analyzed by gender, education, department, income and age are also discussed. Results show a weak relation between job satisfaction and performance; whereas organizational commitment has strong positive relation with performance and attitude towards work has a strong positive relation with job satisfaction. The study identifies insignificant impact of organizational commitment on job satisfaction and attitude towards work on job performance.

Jain K. K. and others (2007) explore the influence of occupational stress and organizational climate on job satisfaction of managers and engineers working in Indian Oil Corporation Limited, Mathura, India. Data were collected from 158 employees of managers and engineers category with the help of Job Satisfaction scale, occupational stress and organizational climate scale. The occupational stress and organizational climate are independent variables whereas the job satisfaction is dependent variable.

Mir Mohammed Nurul Absar and others (2010) explore the impact of HR practices on job satisfaction in the context of Bangladesh. A total of 60 responses from 20 manufacturing firms were collected and analyzed objectively. It was found that HR practices have significant association with job satisfaction (JS). In addition, human resource planning (HRP), and training and development (TND) were found to have positive impact on job satisfaction (JS). It was also found that TND has the greatest impact on JS.

Some of the important factors influencing job satisfaction are listed as here under:

1. The stability of the organisation is assured; it has bright opportunities for progressing in career, and it has the in-built mechanism and capacity to withstand market odds.
2. The organisation moves ahead in terms of enhanced reputation.

3. Employees feel that growth opportunities and career development, and avenues for the development of competencies are available for them in the organisation.
4. Approach of the organisation is employee-centric and development-oriented and not punitive in nature.
5. There is teamwork and a climate of mutual trust, and dignity for every assignment of work.
6. The worklife is challenging with scope for innovation and there is appropriate and timely reward for good performance.
7. There is no discrimination of any kind and all issues concerned with human rights are respected and promoted.
8. The worklife and personal life (which includes family life and community life) are independent without each one influencing the other; and employees have the aptitude to perform their role effectively to achieve expected targets.
9. Transparent and healthy communication of both vertical and horizontal is present and there is scope for more of informal communication with minimal/no hindrances of hierarchy.
10. The policies and programmes are proactive and employee-centered. There are more opportunities for informal interpersonal relations and the system of bureaucracy is to a minimum.
11. Promotions or upward mobility in both hierarchy and responsibility are based on merit, and performance-based and competitive pay package are in operation.
12. Human being are the crucial assets and every employer must take care of the employees in such a way that they show better performance and are satisfied with their job.

Data and Methods

Speed, innovation, quality, and customer satisfaction are the key issues that corporate are paying prime attention in order to survive and excel in the present competitive business scenario. Behind every successful organisation, the contributions of insubstantial assets like the knowledge, human capital are more prominent (Becker et al, 2001). It is this precious resource that can make the organisation and take it to heights too, and the absence of right kind of resource may even mar its very existence.

While talent hunt is a crucial exercise, retaining the same is even more important in the development of the organisation to achieve the desired objectives. Failure to incorporate retention strategy may even end up with higher turnover rates. It is a general phenomenon in the IT sector that the retention of employees is not longer in duration. Package-based service has changed the working scenario in the IT sector. Hence, the major concern of the employer is to ensure that the employees remain satisfied and are free from undesirable work-related stress.

To know the extent of job satisfaction experienced by the employees of both IT and manufacturing sector, a sample frame consisting 200 employees (100 employees, 50 each of two manufacturing units, and another 100 employees, 50 each of two IT sector located in Bengaluru and Mysore cities), has been chosen by adopting simple random sampling technique and following the inclusion criteria of -

1. Employees who have put-in a minimum of one-year continuous service in the organisation; and
2. Employees who are on the permanent rolls.

It is well established through many empirical evidences that job satisfaction/dissatisfaction is correlated with the professional life stress. Cushway (1994) has stressed that employers need to pay attention to the possibility of work-related stress among employees. This would pave way for ensuring that the employees remain satisfied with the worklife and their long association with the organisation is assured.

Hence, the study is also intended to establish the relationship, if any, between job satisfaction of employees and their perceived professional life stress.

In addition to a Performa of personal and work details, Job-Satisfaction Instrument, developed by Mishra et al (1977) and Professional Life Stress Scale, developed by Fontana (1989) have been administered on all the subjects. Job-Satisfaction instrument includes eleven important areas viz., security, monetary remuneration, service conditions, future advancement, recognition of good work, social circle, working conditions, nature of job, supervision, accommodation, and leave facilities. These eleven areas have been split into 41 statements combining both positive and negative statements. The responses are recorded against each statement on a five-point scale – ‘most favourable’ to ‘most unfavourable’. A score of 1 is given for the response ‘most unfavourable’ and a score of 5 is given for the response ‘most

favourable'. In case of negative statements, the scoring is reversed. Higher score indicates higher level of job satisfaction. The total score indicates the real position of the level of job satisfaction.

All the respondents have been administered Professional Life Stress Scale. This instrument is intended to make the person understand about his/her thinking of his/her own life. The scale has 24 items with close-ended responses. The items are related to both personal and professional life. The total score indicates whether stress is considered as a problem in professional life; if so does it reveal the range of stress from moderate to severe level requiring support and care. Higher score indicates higher level stress.

The scores of respondents on both the instruments have been converted into mean percentage score.

$$\text{Mean Percentage Score} = \frac{\text{Score Obtained}}{\text{Max. Possible Score}} \times 100$$

The leisure time of the employees was made use of in collecting the data. Ethical issues like informed consent have been obtained from the respondents before administering the tools of the study. The data, thus collected, have been processed and presented in the form of comparison between manufacturing and IT organisations and within the combined group of 200 employees of both manufacturing and IT organisations.

Results and discussion:

Background of employees

The respondents of both manufacturing and IT organisations are young and are in the formative years of their professional career. Eighty percent of respondents are male and a good number are married.

Most of the employees of IT organisations have a background of technical education and the majority of employees are with other qualifications in the manufacturing organisations. While 68% employees of manufacturing organisations have four or more years of professional experience, 51% of the IT employees have three or less than three years of experience. In terms of pay-package and family income, the employees of IT compared to manufacturing organisations are on the higher-side (Table -1).

Determinants of Job Satisfaction

Job satisfaction is a phenomenon which cannot be assessed accurately. Higher rate of attrition is attributable to dissatisfaction of employees which may include the most promising talent which the organisation can ill-afford to have. Many information technology companies continue to face employee dissatisfaction and reduced commitment in the work place. The situation is due to economic downturn since late 2000 there was massive job reductions especially in the electronic industries. This has forced many professionals to find new avenues in other industries (Young, 2005). The situation is slightly different in India with stable economic position. The progress of Indian IT industry including IT-enabled services in the past two decades is spectacular and the revenue according to NASSCOM has gone up from mere \$ 100 million to \$ 101 billion (Vastupal, 2012).

It is found in the study that employees of IT sector have expressed satisfaction with their job compared to employees of manufacturing sector; and majority of employees (78%) have expressed that they are fully satisfied with their job. The difference in the level of job satisfaction is significant (Table 2 and 3). It is no exaggeration that IT sector is the preferred destination for many young professionals who wish to have a lucrative life with enhanced status in society. Further, the working atmosphere is of liking to the young professionals who wish to have informal relations with co-employees with little importance attached to the position one holds. The feeling of togetherness through team effort adds colour to the quality of work that each one performs. The employees with technical background are more satisfied with their job than the employees with other stream of education (Table-5). The difference between the groups is statistically significant. With the expansion of IT parks especially in Southern parts of India, the avenues for technical talent are still abundant.

Higher income level, whether in the form of pay-package for the work or family income from all sources is associated with higher level of job satisfaction (Table 6). Most of the professionals, especially those in the formative years of their career keep moving from one organisation to another either for exposure to new work and/or for better pay package. The mobility of young professionals, especially of IT sector, is much more in India. The Ma Foi Randstad Work Monitor revealed the readiness of employees to change their job in 23 countries. It indicates that India's mobility index is 140, the highest in the world. The mobility among the employees is more in Bangalore (Ma Foi Report, quoted by Deccan Herald, 2010).

Professional life stress and job satisfaction are negatively correlated, indicating that lower level of perceived professional life stress is associated with greater level of job satisfaction which is more obviously noticed in IT organisations than in manufacturing organisations (Table-8). The nature of work, by and large, is stressful in IT sector with prolonged work timings, target-oriented assignment, and availability of limited time for social and personal activities. But the IT professionals get accustomed to such kind of work over a period of time. Stress upto an optimal level is desirable and employees welcome such stressors which inevitably give-rise to either minimal or moderate level of stress. The vibrant IT employees are prepared to take up job stress. Consequently, Job satisfaction and occupational stress are related. Job satisfaction works against occupational stress. A satisfied employee is willing to take greater responsibility and develops enhanced employer-loyalty. Job satisfaction prevents shortage of talent in future and also cut costs (Saane et al, 2003). However, no significant difference is found in job satisfaction between the age groups of employees (Table-4); between male and female, between unmarried and married employees (Table 5); and between employees of varied years of experience (Table 7). All the four factors are found to be unrelated to job satisfaction.

Conclusion

The objectives of the organisation cannot be achieved without having the right kind of human resources. Hiring the right kind of talent is important; retaining the same will be even more significant, which to a great extent depends on the extent of satisfaction that an employee derives from the job that he/she performs. A satisfied employee is more likely to stay with the organisation for a longer time. Mudor and Tooksoon (2011) have inferred that HRM practices and job satisfaction are strong predictors of employee turnover. The issue of employee satisfaction cannot be described accurately on the basis of few parameters and cannot be assessed as precisely as of financial returns. This speaks that of the stake-holders, customer-consumer satisfaction is the first priority, and employees' satisfaction is no less an important issue that needs the attention of management.

The present study, which comprises a good chunk of employees of IT companies and manufacturing industries, is a rare and distinctive study in the area of job satisfaction. Most of the employees are young and are in the initial stage of professional career. Majority of these employees are male and are married. Employees with technical qualification, shorter duration of professional experience

and higher level of economic status are more frequently found in IT organisations compared to manufacturing organisations.

It is noticed that the employees of IT sector have experienced greater level of satisfaction with the job than the employees of manufacturing sector. This supports the view that HR policies and strategies do influence the satisfaction of employees; and the nature of work itself must be the focus of attention. The technical education and higher package of remuneration and higher income of the family of employees are found to be associated with higher level of job satisfaction. The level of job satisfaction of employees in general and IT in particular is negatively correlated with the level of professional life stress indicating that stress upto a certain level is to be construed as positive and healthy for optimum work performance.

Onetime assessment of job satisfaction cannot be viewed as a final reading and a rigid parameter for initiating action. Employees' satisfaction is to be assessed periodically and suitable measures are to be initiated for both enhancing their level of satisfaction, and to take timely remedial measures, if the situation demands so. Though monetary remuneration is found to be the predominant factor that is associated with job satisfaction, the same by itself would not alter the situation so dramatically. The results also indicate the need for paying attention to other factors and more so the professional life stress which is inseparable with the job itself.

Table - 1
Personal and Professional Details Of Employees

Factor	Manufacturing Organisations N:100	IT Organisations N:100	Total N:200
Age (in years)			
< 25	11	17	028
26 – 34	59	67	126
35 >	30	16	046
Mean	32	30	031
Male	80	80	160

Female	20	20	040
Marital Status			
Unmarried	46	48	094
Married	54	52	106
Education			
Technical	43	90	133
Non-technical	57	10	067
Experience in the present position			
3 years and below	32	51	083
4 years and above	68	49	117
Mean	4.7 years	3.9 years	4.3 years
Factor	Manufacturing Organisations N:100	IT Organisations N:100	Total N:200
Take-home pay (in Rs. per annum)			
Below 3 lakhs	31	10	041
3 - 5 lakhs	60	45	105
Above 5 lakhs	09	45	054
Mean	3.71 lakhs	4.75 lakhs	4.23 lakhs
Total Family Income (in Rs. per annum)			
Below 3 lakhs	16	02	018
3 – 7	66	60	126
7 lakhs and above	18	38	056
Mean	5.32 lakhs	6.47 lakhs	5.89 lakhs

**Table - 2
Job Satisfaction Of Employees**

	Manufacturing Organisations	IT Organisations	Statistical Significance
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	N : 100		N : 100		df : 198
	Mean	SD	Mean	SD	t : 5.249
Job Satisfaction	55.400	5.577	62.979	13.319	p < 0.01 Significant

Table - 3
Level of Job Satisfaction Of Employees

Level	Manufacturing Organisations N : 100	IT Organisations N : 100	Total N : 200	Statistical Significance
Full satisfaction	61	78	139 (69.5 %)	χ^2 : 6.952 df : 2 p < 0.05 Significant
Average level satisfaction	25	13	038 (19.0 %)	
Dissatisfaction	14	09	023 (11.5 %)	

Table - 4
Age (in years) and Job Satisfaction

25 and below		26 - 34		35 and above		Statistical Significance df : 2,197
N : 28		N : 126		N : 46		
Mean	SD	Mean	SD	Mean	SD	F : 0.727 Not Significant
58.765	11.067	59.853	11.153	57.631	9.984	

Table - 5
Sex, Marital Status and Job Satisfaction

Factor			
a) Sex	Male	Female	Statistical Significance
	N : 160	N : 40	df : 198
Mean	59.301	58.744	t : 0.289
SD	10.899	10.879	Not Significant
b) Marital Status	Unmarried	Married	Statistical Significance

	N : 94	N : 106	df : 198
Mean	59.084	59.284	t : 0.131
SD	10.118	11.543	Not Significant
c) Education			
	Technical N : 133	Non-technical N : 67	Statistical Significance df : 198
Mean	61.223	55.154	t : 4.645
SD	12.045	6.424	p < 0.01 Significant

Table - 6
Total Family Income (In Rs.), Annual Income (Take-Home Pay) And Job Satisfaction

Factor				
Total Family Income (in Rs)	Below 3 lakhs N : 18	3 – 7 lakhs N : 126	Above 7 lakhs N : 56	Statistical Significance df : 2,197
Mean	58.358	57.897	62.366	F : 3.417
SD	07.527	10.153	12.704	p < 0.05 Significant
Annual Income (take-home pay in Rs.)	3 lakhs and below N : 41	3 - 5 lakhs N : 105	Above 5 lakhs N : 54	Statistical Significance df : 2,197
Mean	58.355	57.361	63.379	F : 5.894
SD	08.737	10.175	12.564	p < 0.05 Significant

Table - 7
Present Experience And Job Satisfaction

3 years and below N : 83	4 years and above N : 117	Statistical Significance df : 198
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Mean	SD	Mean	SD	t : 0.034
59.159	11.086	59.212	10.762	Not Significant

Table - 8
Professional Life Stress And Job Satisfaction
(Correlation)

Manufacturing Organisations N : 100	IT Organisations N : 100	Total N : 200
r : - 0.097 p > 0.05 Not Significant	r : - 0.290 p < 0.01 Significant	r : - 0.178 p < 0.05 Significant

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