

A STUDY ON JOB SATISFACTION AMONG EMPLOYEES IN AL SARAH LLC COMPANY – SULTANATE OF OMAN

Hanae Errhouni

Ph.D. Research Scholar, Human Resource Management – Continuing Education

Department: Adult and Continuing Education, University of Madras, Chepauk, Chennai 5

Abstract

*The HR function now holds a strategic role within the various organizational structures of the global economy, the proof of this being the endless debates on Human Resources issues between decision makers, leaders, employees and trade unions, not to mention the spectacular development of this discipline within universities and business schools all over the world. Hence we would expect there to be a direct link between this evolution of the function, the investment in human capital and the benefits generated in the development of the companies' performance. The purpose of employee welfare is to bring about the development of the whole personality of the workers to make a better workforce. The very logic behind providing welfare schemes is to create efficient, healthy, loyal and satisfied labour force for the organization. The purpose of providing such facilities is to make their work life better and also to raise their standard of living. Hence, this article aims to highlight the practice of Human Resources Management in the developing economies and to define the effect of welfare programs on work incentives and the labour supply in developing countries by giving reference to a concrete case study and its results in the field of **employee welfare and to what extent it shapes out the job satisfaction of the employees.***

Keywords: *Employee welfare, Performance, Job Satisfaction, Communication, Productivity, Motivation, etc.*



***Scholarly Research Journal's** is licensed Based on a work at www.srjis.com*

INTRODUCTION

"Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job dissatisfaction". By Andrew J DuBrins

Job satisfaction has been defined in several different ways and a definitive designation for the term is unlikely to materialize. A simple or general way to define it therefore is as an attitudinal variable: Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. This makes job satisfaction an issue of substantial importance for

both employers and employees. As many studies suggest, employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. However, employees should also 'be happy in their work, given the amount of time they have to devote to it throughout their working lives.'

REASONS AND EFFECT OF LOW JOB SATISFACTION

Reasons why employees may not be completely satisfied with their jobs:

1. Conflict between co-workers
2. Conflict between supervisors
3. Not being opportunity paid for what they do.
4. Have little or no say in decision making that affect employees.
5. Fear of losing their job.

Effects of low job satisfaction

1. High absenteeism
2. Absenteeism means it is a habitual pattern of absence from duty or obligation.
3. If there will be low job satisfaction among the employees the rate of absenteeism will definitely increase and it also effects on productivity of organization.
4. In the above diagram line AB shows inverse relationship between job satisfaction and rate of turnover and rate of absenteeism.
5. As the job satisfaction is high the rate of both turns over and absenteeism is low and vice versa.
6. High turnover
7. In human resource refers to characteristics of a given company or industry relative to the rate at which an employer gains and losses the staff.

CAUSES JOB SATISFACTION

There are five main models of job satisfaction which specify the causes according to **Kreitner and Kinicki (1998)**. The five models are namely: need for fulfilment, discrepancy, value attainment, equity and trait / genetic components, a brief discussion on the models will follow.

NEED FULFILMENT

Kreitner and Kinicki (1998) is of the opinion that satisfaction is determined by the degree to which the characteristics of a job allows an employee realize their needs.

DISCREPANCIES

This model suggests that satisfaction is an outcome of expectations that are met. Met expectation is the variation between what an employee expects to receive from the job, such as pay and promotional opportunities and what is actually received (**Kreitner & Kinicki, 1998**). Hence, if an employee's expectation is higher than what is received it will ultimately result in dissatisfaction. Various theories focus on the needs and values of people such as Maslow's hierarchy of needs, ERG theory, two factor and McClelland's needs theory (**Grobler et al., 2002**).

VALUE ATTAINMENT

Value attainment according to **Kreitner and Kinicki (1998)** is the degree to which a job allows the fulfilment of the employees work values. **Locke (1976)** argues that employees' values would determine what would satisfy them on the job ultimately. In light of this, it is believed that since employees hold various values their job satisfaction levels will also therefore differ. According to **Anderson, Ones, Sinangil and Viswesvaran (2001)** the theory would predict that the discrepancies between what is desired and received are dissatisfying only if the job facet is of utmost importance to the employee.

EQUITY

The level of job satisfaction experienced by employees is related to how fairly they believe they are being treated in comparison to others, this is according to the equity theory that was developed by Adams in 1965 (**Cockcroft, 2001**). A result of inequitable situations is that employees may experience dissatisfaction and emotional tension, thus motivated to reduce (**Spector, 2000**).

TRAIT/ GENERIC COMPONENTS

Several studies had indicated that employees are likely to experience job satisfaction when they are able to utilise all their skills and knowledge on the job, perform varied tasks, and experience positive employee-manager relations, organisational culture.

HISTORY AND BACKGROUND OF THE STUDY

One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924-1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction. Scientific management also had a significant impact on the study of job satisfaction.

Frederick Winslow Taylor's 1911 book, *Principles of Scientific Management*, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labour and piecework towards the more modern approach of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction. It should also be noted that the work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work.

Some argue that Maslow's hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. This model served as a good basis from which early researchers could develop job satisfaction theories.

SCOPE OF THE STUDY

This study is carried out at AL SARAH L.L.C COMPANY, GHALA Industrial Area, Muscat - Sultanate of Oman. The scope of the study on influenced on job satisfaction of employees in different dimensions, such as work relationship, work satisfaction, rewards and recognitions, etc.

Job satisfaction should be major determinants of an employee organizational behaviour. A

satisfied employee will be having positive attitude towards his or her job and would go beyond the normal expectation in his or her job.

COMPANY PROFILE

AL SARAH L.L.C is a part of AL RAJHI Group of Companies is having its registered corporate office at GHALA Industrial Area, Muscat - Sultanate of Oman. The company is known in the market for more than two decades especially in building contracting.

AL RAJHI Group sets the objective of exceeding customer expectations through continuous improvement in quality. The company seeks improvement and innovation in every element of its service.

1989, **Al Sarah LLC**, a building contracting company has been setting the industry standard for performance and technical innovation in construction. Its commercial construction company with over two decades of experience as a general contractor, construction manager and design builder they have built their reputation by performing the highest quality work and providing the most innovative solutions on the widest range of demanding and high profile projects.

THE VISION

Our vision is to be the Oman's largest Construction, Ready-mixed Concrete supply and Block Making Company of unique, signing under the prestigious projects for tomorrow's world of business, harmonizing innovative and progressive technology with its experience, excellence and high-calibre work.

THE MISSION

The aim of the company is to establish a platform for the transfer of foreign technology and to form a basis for its further development in Oman. AL RAJHI Group will certainly go very far with its efforts in order to bring our country at par with other developed countries through:

- Undisputed leadership in Project Management
- Services with high level of professionalism
- Profitable growth

OBJECTIVES OF THE STUDY

a) Primary objective

- To study the job satisfaction level of employees in ALSARAH L.L.C COMPANY.

b) Secondary objective

- To identify the areas determining the job satisfaction in the organization.
- To suggest the measures to motivate the employees job satisfaction in the organization.

HYPOTHESIS

- There is no statistical significant relationship between the job Satisfaction and the Feedback received from the management.
- There is statistical significant relationship between the job Satisfaction and the Feedback received from the management.

STATEMENT OF THE PROBLEM

Job satisfaction among employees –A study on employees’ job satisfaction in ALSARAH L.L.C COMPANY, GHALA Industrial Area, Muscat, sultanate of Oman.

RESEARCH DESIGN

Research design is the arrangement of condition of collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. For the study a descriptive research design is under taken.

Research type : Descriptive
Research approach : Survey method
Research instruments : Questionnaire
Contact method : Personal contact

DATA SOURCES

When deciding about the method of data collection. It is necessary to keep in mind the two types of data namely primary and secondary.

PRIMARY DATA

Primary data is collected through a questionnaire constructed exclusively for the ALSARAH L.L.C Company ltd and also interacted with the employees in the organization.

SECONDARY DATA

The Secondary data is collected from the records of the human resource department of ALSARAH L.L.C Company ltd, journals and books.

DATA ANALYSIS AND INTERPRETATION METHOD

The collected data has been tabulated in the form of frequency tables to increase its usefulness in a manner that enables the researcher to relate critical points with the study objectives. Analysis of data also requires the use of statistical measures.

SAMPLING

POPULATION

The population of 300 employees, who are working in the ALSARAH L.L.C Company.

SAMPLING TECHNIQUE

Random sampling technique has been used by the researcher for conducting the survey.

SAMPLE SIZE

Sample size consists of 100 employees of ALSARAH L.L.C Company.

FINDINGS

1. 29% respondents belongs to the age group between 18 to 27 years, 36% belongs to age of 28 to 37 years, 25% belongs to the age group of 38 to 47 years, 10% belong to the age group 48 years and above.
2. 93% respondents are male and 3% respondents are female.
3. 65% respondents are married and 35% respondents are unmarried.
4. 5% of the respondents are having qualification in master degree, 9% of the respondents are having bachelor Degree, 19% having diploma and 77% of the respondents are having school diploma & below.
5. 95% respondents are in permanent designation, 3% respondents are contractual and 2% respondents are temporary designation.
6. 19% of the respondents are having the experience below one year, 38% of the respondents are having the experience of one to four years, 22% of the respondents are having the experience of five to eight years, 14% of the respondents are having the experience of nine to twelve years and 7% of the respondents are having the experience of above twelve years.
7. 40% of the respondents are earning the salary below RO. 150, 23% of the respondents are earning the salary between RO. 150 to 300, 21% of the respondents are earning the salary

between RO. 400 to 700, 16% of the respondents are earning the salary more than RO. 800.

8. 22% respondents said yes, 49% respondents said no and 29% respondents not sure about their happiness, towards coming to job every day.
9. 53% respondents said yes, 31% respondents said no and 16% respondents not sure about maintaining good balance between their work life and family life.
10. 59% respondents said yes, 26% respondents said no and 15% respondents not sure about their workplace free of harassment and/or intimidation.
11. 22% respondents said yes, 49% respondents said no and 29% respondents not sure about their opportunities at work learn and grow.
12. 34% respondents said yes, 49% respondents said no and 17% respondents not sure about satisfied with their job in ALSARAH L.L.C Company.
13. 33% respondents said yes, 38% respondents said no and 29% respondents not sure about their job give them a feeling of accomplishment and pride.
14. 23% respondents said yes, 42% respondents said no and 35% respondents not sure about their career opportunities in ALSARAH L.L.C Company.
15. 37% respondents said yes, 47% respondents said no and 16% respondents not sure about the adequate training and resources given to them, to do their job well.
16. 29% respondents said yes, 57% respondents said no and 14% respondents not sure about good healthy work environment provided by the organization.
17. 28% respondents said their relationship with their employers and co-workers are feel good, 48% respondents said fair and 23% respondents said poor about their relationship
18. 44% respondents said yes, 27% respondents said no and 29% respondents not sure about their manager and supervisor provide them with continuous feedback to help them to achieve in their job.
19. 23% respondents said yes they are satisfied with the bonus and incentives given to them, 68% respondents said no and 9% respondents said not applicable to them.
20. 12% respondents said their overall compensation package is good, 54% respondents said fair and 35% respondents said poor about their compensation package

21. 27% respondents said their feeling towards the welfare scheme is good, 51% respondents said fair and 22% respondent said poor about their welfare scheme.
22. 21% respondents said yes, that they are satisfied with the appreciation or rewards provided to them by the management, 61% respondents said no and 18% respondents said not applicable to them.
23. 34% respondents said they feel good, 41% respondents said fair and 25% respondent said poor about their satisfaction towards their job position in Alsarah L.L.C Company.
24. 19% respondents said yes, that they are appreciated and recognized for their contribution, 61% respondents said no and 20% respondents said don't know about this.
25. 15% respondents said they feel good about the pay level against their contribution, 19% respondents said fair and 66% respondent said poor about their pay level against their contribution.
26. 23% respondents said yes, that their efforts at works are appreciated by others, 48% respondents said no and 29% respondents said not sure about the appreciation.
27. Based on the chi square test it is been found that there is no relationship between the Feedback and overall satisfaction of the employee in the company.
28. It is also been identified that there is no relationship between the appreciations or reward received from the management and overall satisfaction of the employee in the company.

SUGGESTIONS

1. Most of the respondents could not manage their work and family life so the organization should help them to overcome this difficulty.
2. Most of the respondents not sure about career opportunities in the organization, so the organization should facilitate career opportunities and make aware of them through promotion.
3. Many respondents are not happy with the appreciations and rewards provided by the management, so the organization should provide with better reward system to motivate the employees.
4. Most of the respondents feel they are not recognized for their contribution, so the management should recognize their contribution through incentives and appreciations.
5. The work environment could be enhanced. It could be made healthy and friendly

6. Bonus and incentives provided to the staff can be increased.
7. The present Reward system should be thoroughly analysed and with the evaluation and assessment of the staff it could be redone.
8. The company should come forward to offer regular feedback on the performance of their employees as they expect it.
9. The company can plan new strategies to improve the interpersonal relationship of the staff.
For e.g. get together, Discussion table etc.

LIMITATIONS OF THE STUDY

1. The sample size was confined to only 100 respondents.
2. The samples are only bottom level employees.
3. The study is restricted only to ALSARAH L.L.C company coverage; this may reflect the overall ideas of all the employees in the organization.

CONCLUSION

The organizations lack the relationship between workers and supervisors, it should be given due consideration. The organizations also lack on certain factors such as working conditions, Canteen, rest room facilities, rewards, recognition and promotion policy. Employee's welfare measures and Job security should be given utmost importance, so that the employees satisfied with their job. The organizations need to modify the reward system of the employees and promotions must be given based on merit, educational qualification and experience, and if these factors are given little more care, the company can maintain good workers with high level of satisfaction, organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity.