

## A Study on Job Satisfaction among the Employees of Oriental Ready Mix Company Sultanate of Oman

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### ABSTRACT

Job satisfaction is a subject of interest for many researchers and experts in the field of management. Job satisfaction has a direct impact on the motivation and productivity of the individual, team and organization. This research contributes in the area of human resource management and aims to Study the level of job satisfaction among employees of Oriental Ready Mix Company LLC, Sultanate of Oman. This research identifies the reasons behind the differences in performance among the employees and satisfaction levels pertaining to their job in the context of organization.

**Keywords:** Productivity, Job satisfaction, Motivation, Organization, Sultanate of Oman

### INTRODUCTION & REVIEW OF LITERATURE

Job satisfaction is defined as a feeling or state of mind of an employee towards his work and organization. Job satisfaction is influenced by various factors like the nature of work, quality of work, relationship with the immediate supervisor, compensation, benefits, job security, working culture and environment. Job satisfaction represents an individual's willingness to perform his task with a positive attitude resulting in a positive outcome. In today's scenario, managing the employees is a key concern with the management. Studies and researches have demonstrated a large impact of job satisfaction on the motivation of workers, while the level of motivation has a positive impact on productivity, performance of any business organizations.

Job satisfaction is a major factor in any organization to drive its employees in order to confer efficient results. Motivation is the key factor resulting in job satisfaction. Motivation theory of an organization is the best way to satisfy the employees which results in better performance and an outstanding yield which in turn leads to increased productivity in the organization. Job satisfaction plays a critical role when it comes to effectiveness and efficiency of any business. It is the employees within an organization who are considered as

the best asset and the ladder to success. When the organization regards its employees considerably and keeps them satisfied then involuntarily it stays in the market for long without any conflicts/problems.

### Problem Statement

Human resource professionals are an important organizational link to human capital embodied with employees. Therefore, as organizations prepare for a changing workforce, it is imperative for the HR professional to be aware of the characteristic employees and how they contribute to their motivation and job satisfaction. The human resource professional should utilize their resources in an effective manner, in order to meet the individual and organization goals/ objectives. However, the employees' performance is influenced by many factors, the most important of which is job satisfaction. Human resource management tries to create job satisfaction among employees. It is a common belief that a satisfied employee at work is more productive and generates positive vibes among other employees. Job satisfaction hence increases the morale and loyalty of employees in an organization which will lead to increase in the overall organizational effectiveness.

This research focuses on job satisfaction and how it can lead to increase in performance of

employee within the organization (Oriental Ready Mix Company LLC).

### Theoretical Concepts and Framework

Job satisfaction plays a very critical role when it comes to effectiveness and efficiency of the organization. Satisfaction among employees in an organization can be considered as the best way towards its success. When the organization regards its employees considerably and keeps them satisfied then involuntarily it stays in the market for long without any conflicts/problems.

Job satisfaction is an employee's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. This means that, the organization needs to considered satisfaction of its employees within

the framework of job so as to achieve high performance among employees. Driving force in any organization is the work and efforts of its employees which will result in achieving the goals without any annoyance.

The main purpose of this study is to learn more about job satisfaction in Oriental Ready Mix Company LLC. Oriental Ready Mix is a part of Oriental Group, which started its operations in the year 2009 in Sultanate of Oman. It specializes in producing ready mix concrete. The major concern of this study is to know how job satisfaction is being attained among employees and how this can be further improved. This report also suggests and provides solutions to Oriental Ready Mix Company LLC to get more effectiveness from their employees.



### LITERATURE REVIEW

Vroom defines job satisfaction as a key factor among employee in a workplace. He define job satisfaction as affective orientation on the part of individuals toward work role which they are presently occupying (Vroom, 1964).

One of the most often cited definitions on job satisfaction is given by "Spector", according to him job satisfaction has to do with the way people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. Job satisfaction represents a combination of positive and negative feelings that workers have towards their work. When an employee enters a business organization, he brings with him needs, desires

and experiences which determine his expectations. (Davis et., 1985).

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of goals that lead to a feeling of fulfillment (Kaliski, 2007).

Job satisfaction can be defined as the extent to which an employee is content with the rewards

his job, particularly in terms of intrinsic motivation. Job satisfaction is linked to that individual's behavior in the work place (Statt, 2004). The term job satisfaction refers to the attitude and feeling people have about their work. Positive and favorable attitude towards the job indicate job satisfaction likely, negative and unfavorable attitude towards the job indicate job dissatisfaction.

Job satisfaction is the collection of feeling and belief that people have about their job. People's degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to have attitude about their job, people also have attitude towards various aspects such as nature of work, coworkers, supervisors or subordinates and their pay (George et al., 2008)

Job satisfaction is a complex and multi phased concept which can mean different things to different people. Job satisfaction is usually linked with motivation; job satisfaction is more of an attitude, an internal state. It could be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

### **Objectives of the Study**

- To study job satisfaction among employees of Oriental Ready Mix, LLC. Company.
- To know what factors lead to increase in job satisfaction among employees.
- To know the major factors of dissatisfaction among employees

### **RESEARCH METHODOLOGY**

Descriptive research is carried out in this re. This method is adopted when the purpose is to generate systematic information about the employees. The sample of study is selected based on convenient random sampling. Size of the sample is 50 employees (both Omanis and non-Omani employees) within Oriental Ready Mix LLC Company. Two types of data have been collected (Primary Data & Secondary Data). Primary Data collected through survey questionnaires and secondary data collected through Internet, books, Journals etc.

### **Analysis of Data: Tools & Techniques**

A structured Questioner has been used for the study. Research was conducted by using contact method through questionnaire. Simple percentage technique was used to analyze the collected data.

### **Discussion On Findings Of The Study**

- Respondent employees satisfied with their salary are 45% whereas 55% of the respondents are not satisfied, which indicates that the organization must work towards the satisfaction of its employees by increasing their salary and other benefits to its employees to enable them to perform better in future.
- Respondent employees who like their work Environment are 60% whereas 40% doesn't like their work environment, this indicates that oriented ready mix (Orimix) must work on enhancing it work environment to enable its employees.
- Respondent employees confirmed positively that there is an effect of the family issues on their work, 35% agreed whereas 65% responded with a negative answer. This indicates that, oriented ready mix (Orimix) must make efforts to help its employees in solving their family issues.
- 55% of the respondent employees reacted with a positive answer in regards to acceptance of their suggestions by the management and rest 45% of them did not agree. This indicates that oriented ready mix (Orimix) must listen to the employees and evaluate their suggestion and focus on discussions.
- 65% of the respondent employees are not worried about their future in the current job, whereas 35% are worried. This indicates that oriented ready mix (Orimix) must give the confidence and job security to the employees for better job satisfaction among them.
- 80% of the respondent employees are having a good relation with the seniors whereas only 20% responded gave a negative reply, this indicates that oriented ready mix (Orimix) must work towards enhancing further relationship among the employees to ensure best results and performance from them.
- 60% of the respondent employees replied positively about the behavior of their officers, whereas 40% disagreed, this indicates that oriented ready mix (Orimix) must work on enhancing the internal relationship among the employees especially with the superiors to ensure better understanding among the employees.
- 70% of the respondent employees get social recognition for the job, whereas 30%

disagree. This indicates that oriented ready mix (Orimix) must work on involving its employees in the social activities and work on social skills of its employees.

- 60% of the respondent employees are satisfied with the rules of appointment and promotion, 88% of the respondent employees have no health effects from their working place where as only 12 % mentioned that they have minor health issues.
- 65 % of the respondent employees feel safe about their future due to their job, 75 % of the respondent employees are getting good appreciation from their superiors and 60% of respondent are ok with increasing workload,
- Satisfaction regarding the utilization of full ability in job, 28% agreed whereas 72% did not agree. This indicates that the company needs to satisfy its employees by taking care of the suggestion of employees for improvement in work.
- Satisfaction regarding the novelty in the work, 44% agreed whereas 56% did not agree and satisfaction regarding, interest of the job, 85% agreed whereas 15% did not agree and satisfaction regarding the rewards of employees, 52% agreed where as 48% did not agree.

## **CONCLUSIONS**

Based on the study, the following conclusions can be made: Oriental Ready-Mix has many positive points in comparison with negative points be it with administration or management, As 60% of the respondent employees are satisfied with the rules of appointment and promotion. This indicates that oriented ready mix (Orimix) is fair with internal rules & regulations to ensure getting the best results and performance from them. 88% of the respondent employees have no health effects from their working place where 12 % mentioned that they have minor health issues. This indicates that oriented ready mix (Orimix) is taking care of working environment for the employees by providing the required facilities to them make them feel happy and ensuring good health.

65 % of the respondent employees feel safe about their future due to their job, this indicates that oriented ready mix (Orimix) is providing job security and stability for all employees to ensure getting the best results and performance.

Since majority i.e, 75 % of the respondent employees are getting good appreciation from their superiors, This shows that oriented ready mix (Orimix) appreciates the employees hard work and good performances to ensure getting the best results and performance from them.

Job satisfaction plays a critical role in employees' performance and productivities. In a Nutshell company is trying to implement a fair and uniform policy and maintaining transparency which is why the job satisfaction level among employee respondents is good and for the other factors of satisfaction as well.

## **SUGGESTIONS & DIRECTIONS FOR FUTURE RESEARCH**

### **Suggestions**

Management of the company need to make further necessary plans to keep other employees satisfaction level high as well. Encourage the staffs and give them the confidence of work and loyalty to the institution and to provide the entire better and self monitoring need to be enhance within the company to increase from the performance of them. The Management of the organization needs to make few changes as per the feedback of employees and also adopt different programs and plans to motivate further so as to become cent percent satisfaction organization.

### **Directions for Future Research**

Further the similar research study can be conducted on census method rather than sample method which will give fair idea about the satisfaction levels of employees. May be company can do study on motivation level of employees to know what motivates more towards the work.

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