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**Abhishek Gadhave**  
Assistant Professor, Department of Agriculture Business Management, Mahatma Phule Krishi Vidyapeeth, Rahuri, College of Agriculture Business Management, Baramati, Pune, Maharashtra, India

**Balasaheb Pawar**  
Professor, Department of Agriculture Business Management, Mahatma Phule Krishi Vidyapeeth, Rahuri, College of MBA (Agriculture), Shivajinagar, Pune, Maharashtra, India

**Reshma Shinde**  
Assistant Professor, Department of Agriculture Business Management, Mahatma Phule Krishi Vidyapeeth, Rahuri, College of Agriculture Business Management, Baramati, Pune, Maharashtra, India

**Corresponding Author:**  
**Abhishek Gadhave**  
Assistant Professor, Department of Agriculture Business Management, Mahatma Phule Krishi Vidyapeeth, Rahuri, College of Agriculture Business Management, Baramati, Pune, Maharashtra, India

## Study of job satisfaction among the employees of chemical industries from thane district

**Abhishek Gadhave, Balasaheb Pawar and Reshma Shinde**

### Abstract

Job Satisfaction reflects the extent to which an individual's expectations, needs, and desires are met in their work environment. Job satisfaction directly leads to the performance appraisal of employees. Most significant factors responsible for knowing the satisfaction level of employees i.e. age of employees and happiness at job were studied at Chemical Industries from Thane district based on information primarily gathered through questionnaires. The research methodology comprises of analytical tools such as Employee Net Promoter Score, Graphical Methods, Percentages & Averages employed for processing and analysis of data. Eighty employees from various departments were given the questionnaire set in the Chemical Industries from Thane district. The attributes studied to know the happiness at job were salary, working hours, working environment, employee relationship, working condition, appreciation from seniors, job security, rewards and compensation. The Employee Net Promoter Score revealed that the majority employees are satisfied and would suggest the company to others looking for a job.

**Keywords:** Job satisfaction, employee happiness, employee net promoter score, happiness at job

### Introduction

Job satisfaction refers to the overall level of happiness, fulfillment, and good sentiments an individual experience in their job. It reflects the extent to which an individual's expectations, needs, and desires are met in their work environment Job satisfaction can be measured in three ways: cognitive (Evaluative), affective (or emotional), and behavioural. Job satisfaction measures also differ in the amount to which they measure feelings about the job (affective job satisfaction) or cognitions about the job (cognitive job satisfaction), according to researchers. For the growth of any organization, It is critical that their personnel are happy with their jobs and the working environment because this pushes them to do their best in their respective sectors.

The word "Job Satisfaction" was brought to the spotlight by Hoppock in 1935. He examined 32 research on job satisfaction conducted prior to 1933 and discovered that it is a combination of environmental and psychological factors that cause an individual to say, "I am satisfied with my job." The description above represents the range of variables that influence a person's contentment but says nothing about the nature of work satisfaction. Edwin A. Locke (1976) [9] defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

Spector (1997) [8], 14 frequent aspects are listed: appreciation, communication, teammates, fringe benefits, job conditions, nature of the work, organisation, personal growth, policies and procedures, promotion prospects, recognition, security, and supervision.

Job satisfaction is influenced by various factors, including

1. The nature of the work, the tasks involved, and the level of challenge or complexity can impact job satisfaction. Individuals who find their work interesting, engaging, and aligned with their skills and passions are more likely to experience higher job satisfaction,
2. Positive relationships with coworkers, supervisors, and team members contribute to job satisfaction. Supportive and respectful interactions, effective communication, and teamwork can enhance job satisfaction.
3. Employees who have access to training programs, mentorship, and avenues for professional growth are more likely to be satisfied in their jobs, achieving a balance between work responsibilities and personal life is important for job satisfaction. When employees have the flexibility to manage their work obligations alongside personal and family commitments, it promotes job satisfaction.
4. Recognition for one's accomplishments and contributions, along with appropriate rewards

and compensation, positively influence job satisfaction. Feeling valued and appreciated for one's work can enhance overall job satisfaction.

5. A sense of job security contributes to job satisfaction. When employees feel secure in their positions and have confidence in the stability of their employment, it reduces stress and enhances job satisfaction.
6. The overall culture and values of the organization impact job satisfaction. A positive and supportive work environment, where employees are respected, included, and have a voice, promotes higher job satisfaction.
7. Job satisfaction is also influenced by the alignment between an individual's personal values, goals, and the mission of the organization. When employees feel that their work is meaningful and contributes to something they value, it enhances job satisfaction.

Job satisfaction directly leads to the performance appraisal of employees. Most significant factors responsible for knowing the satisfaction level of employees are age and happiness at job. The data was analysed using information gathered mostly through questionnaires. The questionnaires were delivered to 80 employees from various departments.

### Materials and Methods

This chapter will explain the methodology adopted to fulfill the objectives under the study. In order to arrive at proper conclusions, it is necessary for investigator to adapt appropriate methods and procedures. The approach used during data gathering, compilation, and various sorts of scientific analysis is critical to the success of any project.

#### 1. Objectives of Study

**Primary objective:** To study the job satisfaction among the employees of Chemical Industries from Thane district.

#### Secondary objective

1. To study the individual and job factors impacting the job satisfaction among the employees of Chemical Industries in Thane district.
2. To study the attributes of happiness in job satisfaction.

#### 2. Research Design

The research study was conducted in three steps:

1. Creating an appropriate questionnaire.
2. Data collecting and survey.
3. Data analysis.

#### 3. Location of Study

The study was conducted at four different chemical industries from Thane district.

#### 4. Sampling Design. Selection of samples (employees)

Samples were purposively selected from four different chemical industries located in Thane district. Sample size of 20 employees was randomly selected from each of the department *viz.* procurement, manufacturing, marketing and sales. In this way, 80 employees were selected for the study.

### 5. Pilot Study

Before distributing the questionnaire among the respondents, five questionnaires were distributed among five employees to know the response as a pilot study. It was revealed from the filled in questionnaire that they all were clear about the questionnaire and well set for the conduction of study. The questionnaire was finalized and distributed among the selected sample.

### 6. Collection of Data

Project was based on both the primary and secondary data. Specially designed pre-tested schedule was used as a research instrument for collecting the information. Data was collected from the year 2019-2020.

### 7. Sources of Data

1. **Primary data:** While collecting the primary information employees of industries were interviewed and observed.
2. **Secondary data:** In addition, secondary sources such as company records, company website and internet were also tapped.

### 8. Analysis of Data

After collection of data, it was analyzed in accordance with the objectives outlined for investigation. Various analytical tools employed for processing and analysis of data were Employee Net Promoter Score, Graphical Methods, Percentages & Averages.

### Results and Discussion

#### 1. Age of the Respondents

Employee happiness and age are directly related. It is widely assumed that younger workers are less happy with higher demands than their senior counterparts. It is important to note that individual differences within age groups are significant, and not all individuals within a particular age group will have the same levels of job satisfaction. Personal factors, work characteristics, and organizational factors can all interact and impact job satisfaction.

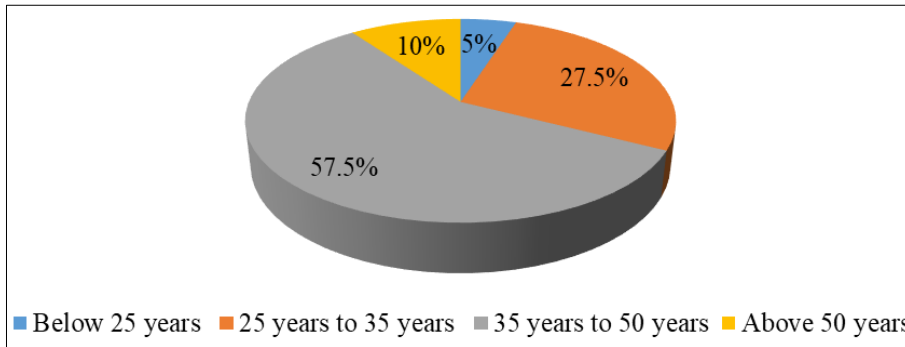
**Table 1:** Age of the Respondents

Age group	No. of respondents	Percentage
Below 25 years	04	5
25 years to 35 years	22	27.5
35 years to 50 years	46	57.5
Above 50 years	08	10

(Source: Primary Data)

#### Interpretation

Out of the 80 respondents, 05 per cent of the respondents belonged to the age group of below 25 years, 27.5 per cent of the respondents belonged to the age group of 25 years to 35 years, 57.5 per cent of the respondents belonged to the age group of 35 years to 50 years and 10 per cent of the respondents belonged to the age group of above 50 years. The average age of the respondents was 39 years.



**Fig 1:** Age of the Respondents

**2. Happiness at Job**

Despite a wealth of positive psychological research on the link between happiness and productivity, company success has typically been viewed as a by-product of happy employees rather than as a direct result of happiness at work. The work environment is typically a determining factor in workplace happiness. Due to the increased workload brought on by economic uncertainty and increased competitiveness over the past 20 years, maintaining a degree of enjoyment at work has gained importance and relevance. A rising number of academics and top executives believe that one of the key factors contributing to successful outcomes at work today is happiness. Companies that have happier employees than average actually do better financially and have happier customers. As a result, it is advantageous for businesses to

establish and retain leadership and work conditions that will enhance employee happiness.

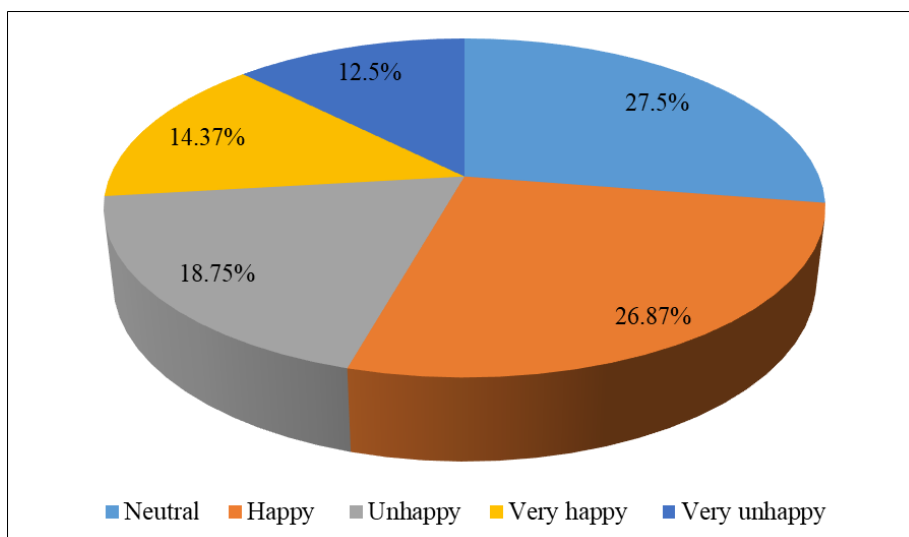
Money and sensual pleasures are not intrinsically linked to happiness, although they can have an impact on how happy someone is at work. However, it has been found via considerable research that independence and autonomy at work have the biggest impact on an employee's degree of satisfaction. Other significant aspects include knowledge acquisition and the capacity to set one's own working hours. Eight separate characteristics were created to measure employee happiness and attitude toward their jobs, which helps to determine employee work satisfaction in the chemical industries in the Thane district. There were several options on the following 5-point Likert scale that respondents could select from while responding to survey questions:

**Table 2:** Happiness of Employees during the Job at the Chemical Industries from Thane district

Parameters	1 Very unhappy	2 Unhappy	3 Neutral	4 Happy	5 Very happy	Total
Salary	08	14	22	24	12	80
Working hours	06	15	20	25	14	80
Working environment	12	18	26	18	06	80
Employee relationship	16	14	19	19	12	80
Working condition	10	21	24	17	08	80
Appreciation from seniors	14	16	23	16	11	80
Job security	10	12	18	25	15	80
Rewards and compensation	04	10	24	28	14	80
Mean	10	15	22	21.5	11.5	80
Mean Percentage	12.50	18.75	27.50	26.87	14.37	100

(Source: Primary Data)

The above table shows different parameters for evaluation of happiness of employees at job.



**Fig 2:** Happiness of Employees during the Job at the Chemical Industries from Thane district

### 1) Salary

Salary is an essential aspect of a job for most individuals, as it provides financial stability and serves as a reward for their time, skills, and effort. A higher salary often allows individuals to meet their basic needs, support their lifestyle, and achieve financial goals. It can also contribute to a sense of value and recognition for their work. While a higher salary can positively impact job satisfaction to some extent, research suggests that it is not the sole or primary determinant of job satisfaction.

**Interpretation:** Out of the eighty respondents, the maximum numbers of employees were happy with their salary paid by the company.

### 2) Working hours

Finding a balance between work and personal life is crucial for job satisfaction. Organizations that prioritize work-life balance, provide flexibility, manage workload effectively, and support their employees' well-being often have higher levels of job satisfaction among their workforce. Working hours can have a significant impact on job satisfaction. The amount of time individuals spend on their job and the flexibility they have in managing their work-life balance can greatly influence their overall contentment and well-being.

**Interpretation:** Out of the eighty respondents, the maximum numbers of employees were happy with the working hours of the company.

### 3) Working environment

The working environment plays a crucial role in determining job satisfaction. It encompasses various aspects of the physical, psychological, and social conditions in which individuals work. A positive and conducive working environment can contribute to higher levels of job satisfaction. Organizations that prioritize creating a positive and supportive working environment are more likely to have satisfied and engaged employees.

**Interpretation:** Out of the eighty respondents, the maximum numbers of employees choose to remain neutral about the working environment of the company.

### 4) Employee relationship

The quality of relationships individuals have with their colleagues, superiors, and subordinates can greatly impact their overall contentment and engagement in the workplace. Positive workplace dynamics encourage cooperation and teamwork, which can lead to greater job satisfaction. People are more likely to enjoy their work and have a feeling of belonging inside the organization when they feel valued, respected, and supported by their coworkers. Prioritizing the development of a welcoming and inclusive workplace that fosters strong employee relationships is crucial for firms. By fostering collaboration, open communication, trust, and recognition, organizations can contribute to higher job satisfaction among their employees.

**Interpretation:** Out of the eighty respondents, the maximum numbers of employees were happy with the employee relationship in the company.

### 5) Working condition

The physical conditions of the workplace, such as lighting,

temperature, noise levels, ergonomics, and cleanliness, can significantly affect job satisfaction. A comfortable and well-equipped physical environment promotes well-being and productivity, contributing to higher job satisfaction. A safe workplace minimizes the risk of accidents, injuries, and health hazards. Employees who feel safe and protected in their work environment are more likely to be satisfied with their jobs.

**Interpretation:** Out of the eighty respondents, the maximum numbers of employees choose to remain neutral about the working condition in the company.

### 6) Appreciation from seniors

Appreciation from seniors can have a significant impact on job satisfaction. When employees receive recognition and appreciation from their superiors, it fosters a positive work environment and contributes to their overall sense of satisfaction and motivation. It is important for organizations and senior leaders to prioritize and actively demonstrate appreciation for their employees. Regularly recognizing and appreciating employees' contributions can have a profound impact on job satisfaction, motivation, engagement, and overall well-being within the workplace.

**Interpretation:** Out of the eighty respondents, the maximum numbers of employees choose to remain neutral about the appreciation from seniors of the company.

### 7) Job security

Job security and job satisfaction are closely intertwined, and the presence or absence of job security can significantly impact an individual's satisfaction with their work. The perceived or actual stability and continuation of employment is referred to as job security. When employees feel secure in their jobs, knowing that their positions are stable and not at immediate risk, it contributes to their overall job satisfaction. It's important for organizations to prioritize job security and communicate clearly about it to their employees. By providing a stable and secure work environment, organizations can foster job satisfaction, increase employee retention, and create a positive and productive workforce.

**Interpretation:** Out of the eighty respondents, the maximum numbers of employees were happy with the job security and safety given by the company.

### 8) Rewards and compensation

Rewards and compensation play a significant role in influencing job satisfaction. The way employees are rewarded for their work, both financially and non-financially, can have a significant impact on their overall satisfaction with their jobs. It's important for organizations to design and implement fair and competitive rewards and compensation programs that align with employees' contributions and market standards. By doing so, organizations can promote job satisfaction, motivation, and employee retention, ultimately contributing to a positive work environment and organizational success.

**Interpretation:** Out of the eighty respondents, the maximum numbers of employees were happy with the rewards and compensation given by the company.

Finally, it was concluded that out of the eighty respondents, most of the respondents were happy with all the parameters of

happiness while some preferred to stay neutral. Thus it is clear that most of the employees of Chemical Industries from Thane district. were happy and satisfied with their job.

### 3. Department-wise Job Satisfaction Level of Employees.

Chemical Industries from Thane district were divided into a well-defined functional structure consisting of various four departments viz. Procurement, Operations and Production, Research and Development, Marketing and Sales. Job satisfaction can be influenced by various factors, including the different departments within a company.

Employee Net Promoter Score (eNPS) is a technique used to measure employee satisfaction in Chemical Industries from Thane district. To calculate Employee Net Promoter Score, employees are typically asked a single question: "On a scale of 0-10, how likely are you to recommend this company as a place to work?" Based on their responses, employees are classified into three categories:

1. **Promoters (score 9-10):** These are highly satisfied and loyal employees who are inclined to refer the company to others.
2. **Passives (score 7-8):** Passives are moderately satisfied employees who may not actively promote the company but are generally content.
3. **Detractors (score 0-6):** Detractors are dissatisfied

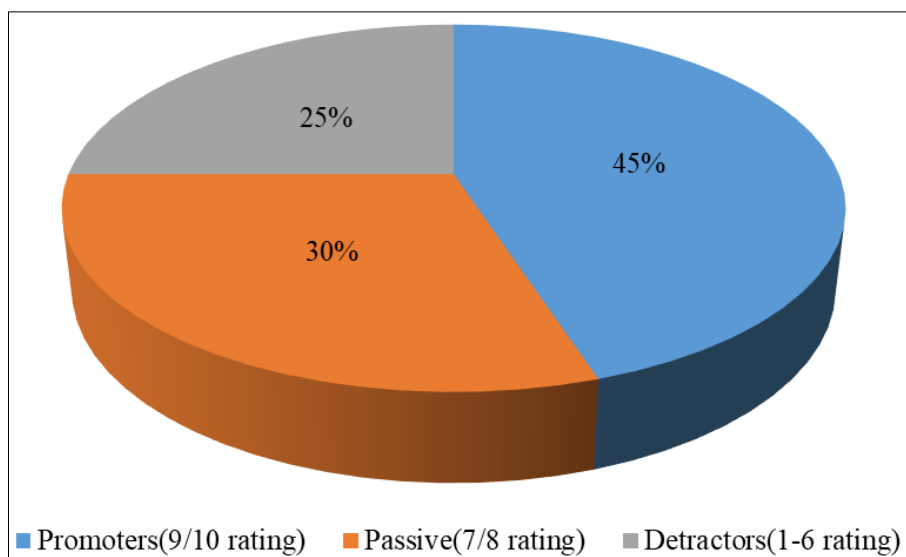
employees who may actively express negative sentiments about the company.

The eNPS is then obtained by dividing the percentage of detractors by the percentage of promoters. The final score can range between -100 and +100. A positive eNPS indicates that the majorities of employees are satisfied and would recommend the company as a place to work, while a negative eNPS suggests that there are more dissatisfied employees than satisfied ones.

**Table 3:** Department-wise Job Satisfaction Level among the Employees of Chemical Industries from Thane district

Name of the Department	Detractors (1-6 rating)	Passive (7/8 rating)	Promoters (9/10 rating)	Total
Procurement	05	06	09	20
Operations and Production	08	06	06	20
Research and Development	03	07	10	20
Marketing and Sales	04	05	11	20
Mean	05	06	09	20
Mean Percentage	25	30	45	100

(Source: Primary Data)



**Fig 3:** Department-wise Job Satisfaction Level among the Employees of Chemical Industries from Thane district

**Interpretation:** The Employee Net Promoter Score data denotes that most of the employees from all the departments, except Operations and Production department are promoters. The employees from Operations and Production department are the detractors. The eNPS calculated by subtracting the percentage of detractors from the percentage of promoters (i.e. 45-25) is equal to 20. As the eNPS calculated is positive, it indicates that the majorities of employees are satisfied and would recommend the company as a place to work.

### Findings

- A young workforce, with an average age of 39, works for Chemicals Industries. As a result, people are ecstatic and motivated at work.
- Out of the eighty respondents, most of the respondents were happy with all the parameters of happiness while some preferred to stay neutral. Employees are happy to work as an employee of Chemical Industries from Thane

district & are satisfied working for the company.

- The mean detractor rating score is 25 per cent, passive rating score is 30 per cent and the promoter rating score is 45 per cent.
- The Employee Net Promoter Score data denotes that most of the employees from all the departments, except Operations and Production department are promoters.
- The majority employees are satisfied and would recommend the company as a place to work.

### Suggestions

- Creating a favorable work environment by minimizing noise and vibration levels at the workplace, as well as continuously evaluating noise and vibration levels at particular intervals to ensure they are safe and appropriate.
- Team building tasks should be undertaken so as to develop a good relationship among employees and

senior-subordinate rapport.

- Management should lower staff workloads and ensure that work is divided evenly throughout the work group.
- Focus on the problems of Operations and Production department so as to reduce the dissatisfaction among the employees.

### Conclusion

It's crucial to remember that job satisfaction is subjective and can vary from person to person. Each individual may prioritize different attributes and factors based on their own needs, values, and expectations. Organizations should strive to understand and address these attributes to create a work environment that promotes job satisfaction and enhances employee well-being. The Employee Net Promoter Score revealed that the majority employees are satisfied and would recommend the company as a place to work.

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