

Factors Affecting Employee Job Satisfaction In Bhaktapur Municipality Office

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ABSTRACT

Job satisfaction is the crucial requirement for ensuring the efficient operation of the organization. Several scholars across various fields have used the construct of job satisfaction as a focus of their research. This study aims to identify the factors affecting the job satisfaction of employees.. Among the 585 employees working in Bhaktapur Municipality, 100 employees were selected based on disproportionate stratified sampling to collect information using structured questionnaire. Descriptive and analytical research design was used. Correlation and regression analyses were used to check the hypothesis. The findings indicate different factors like the working environment, the task itself, job security, wages, pay, and grades have a significant effect on job satisfaction, whereas recognition and supervision have a positive but insignificant effect on it. Among different factors, wages, pay, and grades have a higher effect on job satisfaction. This study provides a roadmap for higher authorities to apply different techniques to satisfy their employees.

Keywords: Job Satisfaction, Recognition, Working Environment, Supervision, Performance

I. Introduction

Employees are the true assets of an organization and play a crucial role in the functioning of an organization. They contribute and strive hard to deliver their best action and achieve the assigned target within the stipulated time frame. Organizational culture, organizational performance, and organizational effectiveness are directly linked to the attitude, behavior, and interest of employees. So employees must be prioritized and valued by every organization.

Both researcher and managers have continuous interest on job satisfaction (Bajpai & Srivastava, 2004). Job satisfaction has been a general topic in most organizations since an individual's job performance generally depends upon his or her job satisfaction level. Rajput, Singhal and Tiwari (2016) explains that Job satisfaction influences the employees' attitude, loyalty, support, and dedication towards the organization. Many studies were made about job satisfaction by different researchers in various sectors such as education, banking, construction, hotels, etc, but no research yet in civil service. In order to fill this gap, this study focuses on the civil service sector. Civil servants are involved in rendering services to the citizens of the country, and they play an important role in the country's all-around development. If employees in civil service are unhappy with their work, it will directly affect the output of their work. So, it is essential to measure the job satisfaction level of employees working in government organizations and identify factors that are associated with their job satisfaction.

These present days, many organizations are facing issues of employee turnover, absenteeism, and other employee-related problems. Skilled but dissatisfied employees always strive for newer and greater opportunities. Employees under civil service have begun to turn their focus to other career opportunities. Therefore it is necessary to investigate these movement in order to understand employee behaviour and job satisfaction. So, management should give priority to factors affecting employees' job satisfaction for organizational growth and productivity.

This study seeks to advance our knowledge about the behaviour of public sector workers. The issues raised would help the government official in formulation of human resource management strategies and taking appropriate actions to reduce factors which leads to job dissatisfaction.

II. Literature Review

Various literature and studies have been investigated to identify the factors affecting employee job satisfaction. This section throws light on the personal and organizational determinants that influence the satisfaction of employees in their workplace.

Job Satisfaction

Most of the literature regarding organizational behaviour consists of job satisfaction issues. They show that job satisfaction reduces absenteeism rate and turnover. Each and every employee has his/her own attitude and perception towards a particular job. Robbins (1989) states that job satisfaction is an employee's general attitude towards his or her job. Similarly Arnold and Feldman (1986) opined that job satisfaction comprises the overall positive and negative feelings of an individual, which plays a significant role in maintaining healthy relationships between management and employees. He also added that the comparison and discrepancies between what an individual expects from the job and what the job actually gives, in reality, determine the job satisfaction or dissatisfaction in an employee. Therefore, job satisfaction is the

outcome of employees' perception of how the job fulfills their expectations. Employees are the most precious asset to an organization because management gets the work done by working with and through people to achieve its mission and goal (Fulmer & Ployhart, 2013). Motivation is an instrument that exerts job satisfaction in employees, which ensures the management gets effective work performance from employees. Motivated and satisfied employees perform in their best possible way, which is a crucial factor that is required for organizational productivity enhancement.

George and Jones (2008) defined job satisfaction as the feeling and beliefs that an employee has regarding their current job. Their study stated that the degree of job satisfaction could be ranged from extreme dissatisfaction to extreme satisfaction since every employee has their own attitude and perception towards the job. Armstrong (2006) found that the employee is satisfied if they show a positive and favorable attitude towards the job. In contrast, the employees having an unfavorable attitude towards the job are dissatisfied with their job. He also added that job satisfaction has multi-dimensional facets consisting of attitudes towards recognition, work environment, the task itself, supervision, pay and grades, etc. He also states that the level of job satisfaction of employees plays a crucial role in organizational effectiveness and productivity. Currently, job satisfaction has become an important issue in the organization.

According to Lee and Ho (1989), there are many different factors that affect the satisfaction level of the employees.

Factors affecting job satisfaction

Arnold and Feldman (1986) explained that various factors positively and negatively affect attitudes toward their job. These factors can be divided into two major categories, namely personal determinants and organizational factors (Nel, Vandyk, Haasbroek, Schultz, Sono & Werner, 2007).

Personal Determinants

Personal determinants such as age, gender, educational level, working experience, and level of job have an impact on job satisfaction.

Age: The study made by Greenberg and Baron (2008) shows that older employees generally seem happier with their jobs than younger employees. Similarly, experienced employees are more satisfied than those who are less experienced.

Gender: Murray and Atkinson (1981) explained that gender differences affect job satisfaction. Their study shows that females focus on social factors while male complements greater value on pay, advancement, and other extrinsic aspects.

Educational Level: According to KhMetle (2003), employees who have completed a higher degree of education are not well satisfied in comparison to the employees with the qualification of an intermediate level. He also stated that the satisfaction of the job in an employee with having a high degree of education declines as the employer is unable to meet their expectations.

Years and experience: There is a direct connection between the tenure and job satisfaction of employees, according to Bedeian, Ferris, and Kacmar (1992), as mentioned in (1989). Furthermore, They argue that the employees have a high rate of expectation from a job at the time of appointment, and as they feel that their expectations are not met, the result is seen in decreased job satisfaction. They also added that as the employees working experience increases, they expect a higher level of job satisfaction so as to meet their expectations in reality.

Organizational Determinants

According to the content theory of motivation, specifically the Maslow hierarchy of needs and the Herzberg two-factor theories, job satisfaction is influenced by various organizational elements. Some of them are recognition, work environment, task itself and job security, supervision, wages, and pay.

Recognition: Tessema, Ready and Embaye (2013) explained that both monetary and non-monetary rewards are crucial for increasing employee morale. They instill confidence in employees and drive them to struggle more. Non-monetary benefits and rewards motivate the employees more than a monetary ones. Appreciation, appraisal of achievement, and showing gratitude are other major aspects that build up confidence levels in an employee in their workplace (Caligiuri, Lepak & Bonache, 2010).

Gostick and Elton (2007) showed that recognition plays a vital role in making employees satisfied with their job. The employer or the leader has to acknowledge the efforts of their employee and approve their work on a regular basis (Kouzes & Posner, 2003). So recognition is a broader concept that leads employees to achieve a higher level of satisfaction in their job.

Work Environment: Robbins (2001) believed that job satisfaction is also influenced by physical working conditions. There exists a positive correlation between working conditions and job satisfaction, according to Barnowe, Mangione and Quinn (1973). Locke (1976) stated that in order to accomplish the work efficiently, employees look for a pleasant working environment. Also, the employees can achieve their work goals if the necessary tools and equipment are available adequately.

Task itself and job security: Control over work style and speed, application of talents and abilities, and diversity are all aspects of the activity that contribute to job satisfaction. People get satisfaction from successfully coping with their surroundings. Using valued talents and abilities gives employees a sense of self-worth, competence, and self-assurance. Job pleasure results from specialization and repetition. According to Hebb (1949), a moderate degree of stimulation provides significant happiness to workers as stated in Fieldman (1983).

Supervision: Robbins (1989) expressed that the supervision capacity of the supervisor at the time of providing technical assistance and advice related to the job to his/her followers influences their level of job satisfaction. As said by Sherman and Bohlander

(1992), employee complaints and grievances related to the job are raised because of the supervisor's attitude and behavior towards them.

Pay, Wages and Grade: Individuals view their Pay as a value given to them by the organization. They always compare their efforts and pay with that of other employees ((Nel, Vandyk, Haasbroek, Schultz, Sono and Werner, 2007). According to Arnold and Feldman (1996), compensation has a significant impact on work satisfaction as people have many wants, and they have the thinking that only money allows them to fulfill their requirements.

According to Kappagoda (2012), one of the elements influencing an employee's task performance improvement is work happiness. According to Indermun and Bayat (2013), there is an irrefutable link between work happiness and employee performance. They contend that psychological and physical incentives have a substantial influence on job satisfaction. They felt that employees should be rewarded and motivated in order to attain job happiness.

Pantha (2020) has conducted a study to analyze factors affecting employee job satisfaction in the banking sector in Nepal. Factors such as employee work life, work environment, promotion and reward, recognition, training and development, and job security are studied as the major factors in her study. The results obtained from her study shows that most of the employees are satisfied with their job. She recommended evaluating the level of job satisfaction through the work environment, compensation and benefit, and job security.

Sittisom (2020) carried out a research in order to study about the influence of the work environment on satisfaction as well as to evaluate if there is a significant influence of recognition from employers on the satisfaction of employees working in the organization or not. His study revealed that the work environment is the most influential factor regarding the job satisfaction of the employee. Also, the regression results of this study reflect a clear influence of recognition on the satisfaction of employees as well.

Hong, Hamid and Salleh (2013) chose 35 respondents of non-administrative employees working in a company in order to carry out the research with the objective of determining the factors that affect non-employees job satisfaction. Their research results also demonstrated that salary and pay, promotion and work environment have a major impact towards employees' level of job satisfaction.

Anin, Ofori, and Okyere (2015) examined the factors affecting employees' job satisfaction and found out that factors other than wages such as recognition, task itself, supervision, work environment, and security play a major role as a source in motivating and satisfying employees. They also recommend that appreciation and recognition should be granted to workers in order to encourage job satisfaction.

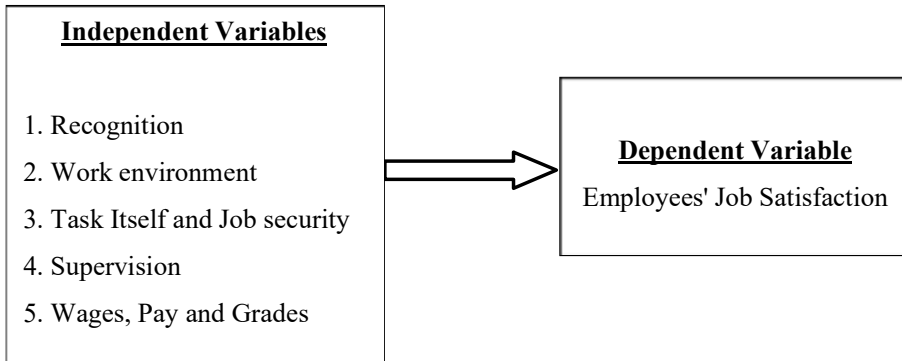
III. Research Objectives

The objective of the study are as follows:

- i. To determine the major factors affecting employee job satisfaction in the job place.
- ii. To examine the effect of identified factors on job satisfaction.

IV. Theoretical Framework

The following theoretical framework has been developed under this study:



- H1: There is a significant influence of recognition on employee job satisfaction.
- H2: There is a significant influence of work environment on employee job satisfaction.
- H3: There is a significant influence of task itself and job security on employee job satisfaction.
- H4: There is a significant influence of supervision on employee job satisfaction.
- H5: There is a significant influence of wages, pay, and grades on employee job satisfaction.

V. Research Methodology

Causal research design was applied to attain pre-determined objectives. According to the data provided by the administration department of Bhaktapur Municipality, altogether, there were 585 employees working currently. Among them, 100 numbers of employees were taken as samples for study using disproportionate stratified sampling method. Samples were chosen from different departments and sub-departments of Bhaktapur Municipality Office, including employees of ward offices. Structured questionnaires were distributed among them. Collected data was analyzed using SPSS Version 20.

VI. Results and Findings

The analysis of collected data shows the following results.

Table 1
Demographic Profile of Respondents

	Frequency	Percent
Gender		
Male	67	67.0
Female	33	33.0
Age in Years		
Below 30 years	19	19.0
30-40 years	22	22.0
40-50 years	35	35.0
50-60 years	24	24.0
Working Experience		
Below 10 years	32	32.0
10-20 years	25	25.0
20-30 years	43	43.0
Salary		
Below 30000	55	55.0
30000-40000	40	40.0
40000-50000	5	5.0
Level of Job		
First level	6	6.0
Second level	2	2.0
Third level	13	13.0
Fourth level	19	19.0
Fifth level	33	33.0
Sixth level	13	13.0
Seventh level	3	3.0
No division	11	11.0
Education level		
Up to SLC/ SEE	38	38.0
Intermediate level	23	23.0
Bachelor Degree	23	23.0
Master's Degree and Above	14	14.0
Below SLC/SEE	2	2.0

The demographic profile of respondents describe the status of respondents based on gender, age, salary, level of job, and education level. The above reports, out of 100 respondents, 67 percent of respondents were male, and the remaining 33 percent were female. The majority of employees lies between the age of 40-50 years, and a minority have been identified to be in the age of below 30 years. Most of the respondents (i.e., 43 percent) have 20-30 years of experience. Likewise, the income level of respondents showed that 55 percent of the respondent belongs to the salary group below 30000. In the same way, the respondents getting salaries between 30,000-40,000 and 40,000-50,000 are found to be 40 percent and 5 percent respectively. Similarly, the level of the job showed that the majority of respondents are of the fifth level and the minority from the second level. Moreover, the education profile shows that most of the respondents (i.e., 38 percent) have completed SLC/SEE level followed by intermediate level and bachelor degree (23%), 14 percent of the respondent have completed a master's degree and above, and 2 percent were respondent with educational qualification below SLC/SEE.

Reliability Analysis

Reliability analysis checks the properties of measurement scales and the items that compose the scales. The calculation of alpha value is calculated for the reliability test of the Likert scale question. The alpha value nearest to one, the greater will be the internal consistency of the items in the questionnaire. According to Field (2009), a Cronbach alpha equal to or greater than 0.7 indicates a good measure of reliability.

Table 2

Reliability Statistics

	Variables	No. of Items	Cronbach's Alpha
Independent Variables	Recognition	5	0.804
	Work environment	4	0.721
	Task itself and Job security	5	0.731
	Supervision	4	0.702
	Wages, Pay and Grades	4	0.914
Dependent Variable	Job satisfaction	6	0.766

Table 2 illustrates that Cronbach's alpha for every variable is greater than 0.7, which shows an acceptable degree of reliability. It confirms that the research findings would be the same if the research were to be repeated later or with the different samples of the subject.

Relationship between Gender and Job Satisfaction

Table 3

Group Statistics of Gender with Job Satisfaction

	Gender	N	Mean	Std. Deviation	Std. Error Mean
JS	Male	67	22.73	3.832	0.468
	Female	33	22.06	3.824	0.666

Table 3 shows that there is no significant mean difference between gender and job satisfaction at the 5% level of significance (p=0.412). Therefore, the test result showed that there is no relationship between gender and job satisfaction.

Table 4

Independent Sample Test of Gender with Job Satisfaction

Levene's Test for Equality of

Variances	t-test for Equality of Means								
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	.037	.849	.824	98	.412	.671	.814	-.945	2.287
JS Equal variances not assumed			.824	63.907	.413	.671	.814	-.955	2.296

Table 4 shows that there is no significant mean difference between gender and job satisfaction at a 5% level of significance (p-value=0.412).

Relationship between Age and Job Satisfaction

Table 5

ANOVA Test of Age and Job Satisfaction

		Sum of Squares	df	Mean Square	F	Sig.
JS	Between Groups	137.650	3	45.883	3.364	0.022
	Within Groups	1309.340	96	13.639		
Total		1446.990	99			

Table 5 shows that there is a statistically significant mean difference between age and job satisfaction at a 5% level of significance (p-value=0.022).

Relationship between Work Experience and Job Satisfaction

Table 6

ANOVA Test of Work Experience and Job Satisfaction

		Sum of Squares	df	Mean Square	F	Sig.
JS	Between Groups	131.734	2	65.867	4.858	0.10
	Within Groups	1315.256	97	13.559		
Total		1446.990	99			

Table 6 shows that there is no statistically significant mean difference between work experience and job satisfaction at a 5% level of significance (p-value=0.10).

Relationship between Salary and Job Satisfaction

Table 7

ANOVA Test of Salary and Job Satisfaction

		Sum of Squares	df	Mean Square	F	Sig.
JS	Between Groups	7.687	2	38.435	2.721	0.71
	Within Groups	1370.120	97	14.125		
Total		1446.990	99			

Table 7 shows that there is no statistically significant mean difference between salary and job satisfaction at a 5% level of significance (p-value=0.71).

Relationship between Level of Job and Job Satisfaction

Table 8

ANOVA Test of Level of Job and Job Satisfaction

		Sum of Squares	df	Mean Square	F	Sig.
JS	Between Groups	124.227	7	17.747	1.234	0.292
	Within Groups	1322.763	92	14.378		
	Total	1446.990	99			

Table 8 shows that there is no statistically significant mean difference between the level of job and job satisfaction at a 5% level of significance (p-value=0.292).

Relationship between Education Level and Job Satisfaction

Table 9

ANOVA Test of Education Level and Job Satisfaction

		Sum of Squares	df	Mean Square	F	Sig.
JS	Between Groups	83.698	4	20.924	1.458	0.221
	Within Groups	1363.292	95	14.350		
	Total	1446.990	99			

Table 9 shows that there is no statistically significant mean difference between education level and job satisfaction at a 5% level of significance (p-value=0.221).

Correlation Analysis

Correlation analysis is a statistical method used to measure the relationship between two numerically measured variables. It explains how one variable changes when other variable changes and helps to find out if there are positive, negative, or zero relationships between the variables.

In this study, the dependent variable is employees' job satisfaction, and the independent variables include recognition, work environment, the task itself & job security, supervision and wages, pay, and grades. The purpose of correlation analysis is to examine the extent to which variation in one variable occurs because of a change in one or more variables based on the correlation coefficient.

Relationship Between Dependent and Independent Variables

The table for the relationship between dependent and independent variables is shown as follows:

Table 10

Relationship Between Dependent and Independent Variables

	R	WE	TIJS	S	P	JS
R	1					
WE	.412**	1				
TIJS	.587**	.408**	1			
S	.328**	.417**	.537**	1		
P	.551**	.397**	.442**	.319**	1	
JS	.639**	.559**	.681**	.494**	.815**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Table 10 shows the relationship between the independent variables and dependent variables. The correlation coefficient between recognition and job satisfaction of employees is 0.639, which implies that there is a moderate degree of the positive relationship between recognition and job satisfaction among employees. Similarly, It shows a moderate degree (0.559) of the positive relationship between the work environment and the job satisfaction of employees. Similarly, the correlation coefficient of 0.681 implies a moderate degree of a positive relationship between the task itself & job security and job satisfaction of employees.

Moreover, it illustrates a moderate degree (0.494) of a positive relationship between supervision and job satisfaction of employees as well wages, Pay & grades have a strong degree (0.815) of a positive relationship between wages, Pay & grade and job satisfaction of employees. Again we can see positive moderate relationship among the independent factors.

Regression Analysis

Regression analysis is a statistical tool used to determine the probable change that occurs in one variable with the given amount of change in another variable. It was applied to predict the relationship among various factors of job satisfaction under this study.

Table 11

Regression Model Summary of Employee Job Satisfaction

Model	R	R Square	Adjusted R Square	Standard error of Estimate
1	0.908	0.824	0.815	1.645

Predictors: (constant), recognition, work environment, the task itself, job security, supervision, wages, pay, and grades.

Through regression, it was found that all factors taken in this study were identified as predictors of employee job satisfaction with the value of R Square 0.824,

which is highly statistically significant. The R Square value indicates that the identified factors (i.e., recognition, work environment, the task itself, job security, supervision, wages, pay, and grades) explained up to 82.4 percent of the variances in employee job satisfaction.

Table 12
Results of ANOVA for Employee Job Satisfaction

	Sum of Square	df	Mean Square	F	Sig.
Regression	1192.762	5	238.552	88.204	0.000
Residual	254.228	94	2.705		
Total	1446.990	99			

- i. Dependent variable: Employee Job Satisfaction
- ii. Predictors: (constant), recognition, work environment, the task itself, job security, supervision, wages, pay, and grades

In the above table 12, the sum of the square of regression and residual is 1192.762 and 254.228, respectively, and the mean square of regression and residual is 238.552 and 2.705, respectively. The F value of the model is 88.204 with a P-value 0.000 (<0.05), indicating that the model is fitted at a 5 percentage level of significance. This shows that the model fits at a 5 percentage level of significance.

Table 13
Regression Coefficient for Employee Job Satisfaction

Model	Un-Standardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	SE	Beta		
(constant)	1.244	1.171	-	1.063	0.290
R	0.077	0.064	0.071	1.196	0.235
WE	0.246	0.079	0.160	3.126	0.002
TI&JS	0.342	0.072	0.288	4.765	0.000
S	0.101	0.076	0.070	1.320	0.190
WP&G	0.609	0.058	0.563	10.487	0.000

Dependent Variable: Employee Job Satisfaction

The multiple regression model of the study as per regression result is shown as:
(EJS) = 1.244+0.077 R + 0.246 WE + 0.342 TI &JS + 0.101S+ 0.609 WP&G.

The constant positive value of 1.244 describes that even if the variables of recognition, working environment, the task itself, job security, supervision, wages, pay, and grades are zero, still the job satisfaction is still positive. Since the sig of recognition and supervision is greater than 0.05, it explains they don't affect job satisfaction. while the other three variables such as work environment, task itself and job security, wages, Pay, and grades have a significant impact on job satisfaction ($P < 0.05$).

Hypothesis Testing

All the results of the proposed hypothesis set under this study are summarized in the table below:

Table 14
Summary of Hypothesis Testing Results

Hypothesis	Proposed Hypothesis	Beta Value	t- value	p-value	Hypothesis Testing Result
H1	There is a significant influence of recognition on employee job satisfaction.	0.077	1.196	0.235	Rejected
H2	There is a significant influence of work environment on employee job satisfaction.	0.246	3.126	0.002	Accepted
H3	There is a significant influence of the task itself and job security on employee job satisfaction.	0.342	4.765	0.000	Accepted
H4	There is a significant influence of supervision on employee job satisfaction.	0.101	1.320	0.190	Rejected
H5	There is a significant influence of wages, Pay, and grades on employee job satisfaction.	0.609	10.487	0.000	Accepted

VII. Discussion

The result shows that recognition has an insignificant impact on job satisfaction. It is consistent with the Danish and Usman (2010), which consider recognition and a sense of achievement has an insignificant relationship with job satisfaction. This study also demonstrates work environment plays a vital role in the job satisfaction of employees. A similar type of results was drawn by Locke (1976). These studies show that a pleasant and comfortable working environment helps to increase work efficiency. Barnowe, Mangione and Quinn (1973) explain that the physical design affects job satisfaction. A healthy environment motivates to work effectively. In the same way, the job itself and Job security also add effort to employees' job satisfaction. According to Hebb (1949), valued skills and abilities increase self-pride, confidence, and competence, which leads to job satisfaction. The study shows that the relationship between supervision and job satisfaction is insignificant. It has broken up the traditional link between supervision and job satisfaction. It is similar to the conclusion drawn by Shah, Ali, Dahri, Brohi, Maher and Hameed (2018) and Brohi, Abdullah, Arif, Dahri, Ali and Markhand (2018). They also conclude that supervisor support has an insignificant impact on Nurses, especially in the south Asian countries. In the same way, Pay has the highest significant impact on job satisfaction. It is considered the most influencing factor affecting Job satisfaction (Arnold and Fieldman, 1986).

VIII. Conclusion

This study focuses on various factors of job satisfaction. It shows working environment, the task itself, Job security, wages paid, and grade has a significant impact on job satisfaction, whereas recognition and supervision have an insignificant role. Regression analysis shows that among various factors, wages, Pay, and grade has a strong impact on the job satisfaction of employees. Similarly, it also shows there is no mean difference between job satisfaction with gender, work experience, salary and level of job but there is a significant mean difference between age and job satisfaction.

IX. Implication

The service sector plays important role in economic development. Therefore it is essential to keep employees satisfied at a healthy level. This study supports higher authorities to develop strategies to satisfy their employees. It helps to understand what is important to the employees and how an organization develop healthy relationship with its employees.

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