

JOB AND LIFE SATISFACTION OF THE EMPLOYEES OF THE PHARMACEUTICAL COMPANIES IN THE DISTRICT OF HARIDWAR, UTTARAKHAND: AN ANALYSIS

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Abstract: This study attempts to identify and evaluate various factors that affect the job satisfaction level of employees in different pharmaceutical companies situated in the Haridwar district of the State of Uttarakhand. The researchers have identified various factors in primary research and include 8 factors of job satisfaction in the study. The variables are identified on the basis of the information collected by the researchers and relevant literature review. The job satisfaction factors which are studied includes relationship with the staff members, general internal state of the employees, working conditions, opportunities for growth, promotional opportunities, job security level, workload, and biasness level. The sample size consists of 125 respondents. The primary data has been collected with the help of a questionnaire, observation, and focused group discussions (FGDs). The measurement tools involve chi-square test, correlation and regression analysis, and p-value. The study reveals that 6 variables have a positive correlation and 2 variables have a negative correlation with job satisfaction. The study also depicts a positive association between job satisfaction and life satisfaction of the employees.

Keywords: Pharmaceutical Sector, Job Satisfaction, Life Satisfaction, Primary Data

INTRODUCTION

A job plays a significant role in an individual's life. In the current scenario where the LPG (Liberalisation, Privatisation, and Globalisation) model is applicable in every economy, getting a good job where the employee is satisfied is quite difficult. Job is one of the essential components of life. According to Warr et al. (1979), job means the tasks undertaken in a particular setting, whereas work is taken to cover job as a collection of individual tasks that a worker performs. Job satisfaction plays a vital role in any industry. It is directly associated with the human resources of an organisation, and human resource is one of the most important resources for effective utilisation of other resources of the organisation. A high level of satisfaction of human resources may be beneficial for an organisation in many ways, as it will enhance the quality of products and productivity of the employees. On the other hand, a low level of satisfaction of human resources may adversely affect the organisation and its customers as well. According to Wanger

and Gooding (1987), employee satisfaction is supremely important in an organisation because it is what productivity depends on. According to Locke (1969), job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Several factors can influence a person's level of job satisfaction, such as working conditions, salary, and relationship with subordinates, peers, supervisor, and so on. The happier people are in their job, the more satisfied they are said to be. Job satisfaction is all about the feelings of an individual about their job. Several studies revealed that individuals with a high level of satisfaction in their jobs are likely to be more productive and are less likely to resign, than employees with less satisfaction. Steyn and Van Wyk (1999) define job satisfaction "as the degree to which individuals feel positively and/or negatively about their jobs". Vroom (1964) explains the importance of job satisfaction in an organisation as, "if employees are not satisfied with the task assigned to them, they are not certain about factors such as their rights, working conditions are unsafe, co-workers are

not cooperative, the supervisor is not giving them respect and they are not considered in the decision-making process, resulting them to feel separate from the organization". He further said that an unsatisfied employee costs the organisation greatly. This is because an unsatisfied employee cannot utilise their capability or potentiality, which results in a low level of output efficiency.

Life satisfaction refers to a process in which everything is in balance. It is related to the perception towards life and the level of happiness an individual has in their life. There are several factors which affect the level of life satisfaction of an employee, and job satisfaction is one of them. The available literature depicts that job satisfaction plays a significant role in the life satisfaction level of an employee. The satisfaction level of job and life affects the efficiency and productivity of an employee, as happiness is the prime motive for work.

LITERATURE REVIEW

According to Kotler (2003), satisfaction can be classified as a person's feelings of pleasure or disappointment, resulting from comparing a product's perceived performance or outcome in relation to his or her expectations. Therefore, job satisfaction means the gap between the expectations of the individual from their job and unmet needs. According to Chaudhary and Banerjee (2004), employee's morale plays a significant role in job satisfaction and it decides the organisation's efficiency. It means, higher the morale of the employees, higher the organisation's efficiency, and vice-versa. Job satisfaction plays a significant role in the performance of an employee. Therefore, the level of job satisfaction of the employees of an organisation should always be high. According to Cranny et al. (1992), improving job satisfaction is the responsibility of every individual in the organisation, be it managers, supervisors, human resource specialists, or employees.

There are various factors which affect the level of job satisfaction of the employees of an organisation, such as motivation, performance, leadership attitude, conflict, moral, and so on. Dinler (2008) and Wright and Davis (2003) in their study emphasise on 2 factors, viz., nature of the job and the interest level of the worker. According to them, the level of job satisfaction increases when the worker finds his work more interesting and different.

Some researchers utilise Maslow's need hierarchy theory to measure the level of job satisfaction of the employees. They use Maslow's 5-level need hierarchy, ranging from physiological needs, safety, belongingness and love, and esteem, to self-actualisation. According to Kuhlen (1963),

Worf (1970), and Conrad et al. (1985), job satisfaction is all about need fulfilment.

Reilly (1991) emphasised on the feelings of the worker, and their attitude and perception towards work. According to him, job satisfaction is the feeling that a worker has about their job or a general attitude towards work or a job, and it is influenced by the perception of one's job. According to Spector (1997), job satisfaction means how people feel about their jobs and various aspects of their jobs.

Mullins (1999) relates job satisfaction with the personal feeling of achievement of the employee. He says that job satisfaction could be associated with a personal feeling of achievement, either quantitative or qualitative. According to McNamara (1999), job satisfaction refers to one's feelings or state of mind regarding the nature of their work.

McShane and Von Glinow (2005) define job satisfaction as a multi-faceted concept, which is a combination of past and present gratifying feelings that result when one evaluates his or her work role.

There are several factors which affect the level of job satisfaction of an individual. Job satisfaction is a cumulative result of comparisons between what the job provides and what they desire in several areas. Friedlander and Margulies (1969) identified that a harmonious relationship at the workplace plays a significant role in job satisfaction. In their study, they found that if the relationship of a worker with their management and staff is good, then the level of job satisfaction is also good, and vice-versa.

Cherrington (1994) found that the general internal state of an individual affects the level of job satisfaction at a high level. According to him, a positive internal state is created by positive experiences, such as friendly colleagues, good remuneration, and harmonious relationships with supervisors, and so on. On the other hand, a negative internal state is created by negative experiences, such as low pay, adverse working conditions, and so on.

According to Spector (1997), job satisfaction should be measured in degrees and examined from multiple viewpoints using multiple constructs or categories. This is because one individual may place more importance on one factor and others may place low importance on the same factor.

Arnold and Feldman (1996) emphasised on the working conditions-related factors. According to them, working condition plays a significant role in determining the level of job satisfaction of an individual. They further said that

temperature, lighting, ventilation, hygiene, noise, working hours, and resources are a part of the working conditions. Robbins (2001) also said that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. Baron and Greenberg (2003) emphasised on working conditions and said that adverse working conditions can impact poorly on the worker's mental and physical well-being.

Compensation is another variable which may affect the level of job satisfaction of a worker. According to Arnold and Feldman (1996) monetary rewards play a very important role in determining job satisfaction. However, some researches show that compensation as an individual factor cannot affect the level of job satisfaction of an employee. The research conducted by Bassett (1994) reveals that a handsome salary cannot be the only factor of job satisfaction; even highly paid employees may be dissatisfied if they do not like the nature of their job. Another study conducted by Schwepher (2001) revealed that there is no significant relationship between job satisfaction and pay. According to Zobal (1998), Chiu et al. (2002), and Moncarz et al. (2009), compensation is a tool for retention, motivation, and turnover.

A list of factors had been identified by Obisi (2003) in his research. Such factors include adequate salary, smooth working conditions, parental management, job security, skill enhancement opportunities, support, and cordial relationship with supervisors, peers, and subordinates. According to him, such factors affect the level of job satisfaction of a worker and must be considered by the management for the growth of the employee and the organisation as well.

According to Pergamit and Veum (1999), Sclafane (1999), and Peterson et al. (2003), promotional opportunities also play a significant role in job satisfaction. Kreitner and Kinicki (2001) say that the positive relationship between job satisfaction and promotion is dependent on perceived equity by employees. Locke (1976), in his study, found that the degree of promotion has a stronger impact on job satisfaction in comparison to recognition and achievement.

Fairness of treatment is another identified factor which affects the job satisfaction level of the employees. According to Adams (1965), in evaluating fairness, individuals first assess the ratio of their contribution to the resulting economic or social compensation, and then compare the ratio with that of referent others. In his equity theory, Adams says that receiving comparatively both too much, i.e., overcompensation, and too little, i.e., under-compensation, is evaluated as

unfair. According to James Brown (2007), fairness means equal treatment and receiving the same services and benefits as other people.

Willem et al. (2007) discussed retention and non-retention of employees in an organisation. They said that employees will compare themselves with their colleagues in terms of salary and their inputs to their job, and may leave an organisation if they are not satisfied and contented.

Chakrabarty et al. (2008) emphasise the role of mentoring and supervision in employee job satisfaction. According to them, the finest way in which supervisors can portray themselves as role models is to personally demonstrate proper techniques so that employees could understand how the job should be done.

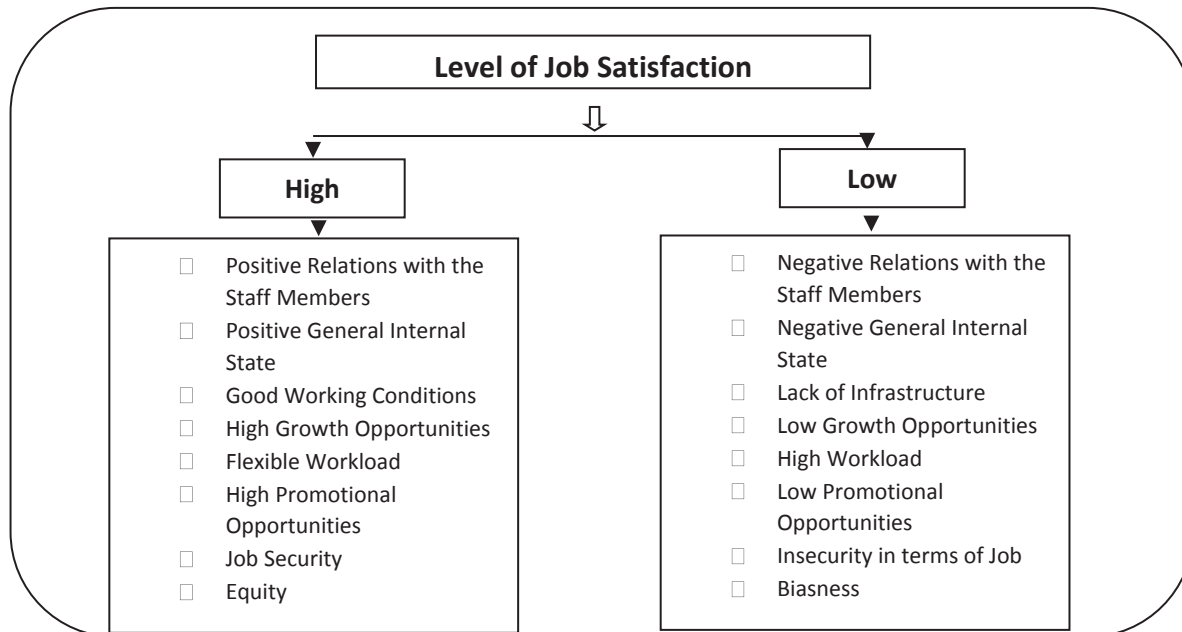
Diener et al. (1985) related life satisfaction with the assessment of an individual's own life and their current status. Pavot and Diener (1993) say that the level of life satisfaction of an individual can be measured through the self-assessment and subjective judgements of themselves. Ozdevecioglu (2003) relates life satisfaction with the emotional attitudes outside of one's working life. Keser (2005) identifies several factors of life satisfaction, i.e., feelings, determination in achieving goals, positive individual identity, being physically at peace with oneself, and well-being in the context of economics, safety, and social relations.

According to Near (1984), job satisfaction is an important component of life satisfaction, and during a certain time period, job satisfaction is very helpful in the predication of the life satisfaction level. Rice et al. (1980) say that job satisfaction plays the role of mediator between the relationship of working conditions and life satisfaction.

According to Kantak et al. (1992), life satisfaction is one of the important elements of work productivity and withdrawal responses, like absenteeism and turnover. Gitmez and Morcol (1994) conducted a study on life satisfaction and revealed whether socio-economic variables have an impact on the level of life satisfaction of the people. They found that people from different socio-economic backgrounds have different levels of life satisfaction.

FACTORS RESULTING IN HIGH AND LOW JOB SATISFACTION

Fig. 1 depicts various factors which may result in high and low job satisfaction of an employee.



Source: Authors.

Fig. 1

The figure depicts that the job satisfaction level of an employee is high if the organisation fulfils several conditions, such as positive general state of the employee regarding their job and organisation, good working conditions, high growth opportunities, flexibility in workload, adequate promotional opportunities, job security, and equity. On the other hand, if the organisation is not able to fulfil such conditions, then the level of job satisfaction of an employee is low.

RESEARCH DESIGN

To conduct this study, the researchers have selected the respondents from the pharmaceutical companies situated in Haridwar, Uttarakhand. The rationale behind the selection of the pharmaceutical sector is that it plays a significant role in the life of the people, and during this pandemic period, the importance of such a sector is further increased. The job and life satisfaction of the employees of the pharmaceutical sector must be ensured by the top management for efficient production. The pharmaceutical companies situated in the district of Haridwar have been selected for the study, as per the convenience of the researcher. The convenience and random sampling method has been used for the sampling. The respondents of the study include middle and lower order staff members, i.e., assistant managers and their subordinates. The research data has been collected with the help of a structured questionnaire, observation, and focused

group discussions (FGDs). The collected data has been analysed with the help of the chi-square test and p-value. To assess the association between the job satisfaction and life satisfaction of the employees, correlation and regression analysis have been used by the researchers. The study assessed various aspects of employee job satisfaction. The aspects are categorised into 8 variables, i.e., relationship with the staff members, the general internal state of the employees, working conditions, opportunities for growth, workload, promotional opportunities, job security level, and biasness level. Various hypotheses have been also formulated in this study.

DATA COLLECTION AND ANALYSIS

The data has been collected with the help of a questionnaire, observation, and focused group discussions (FGDs). The questionnaire contains several types of questions, i.e., objective, short answer, checkbox, and so on, to obtain the necessary data for fruitful results. There is a total of 157 respondents who filled up the questionnaire, out of which 32 questionnaires were not filled properly and were therefore rejected. The total correct questionnaires are 125, based on which the results have been produced. To analyse the data, the researcher has formulated several hypotheses and utilised the chi-square test as a tool to check the validity of such hypotheses. The p-value has been considered for data

analysis. The significance level used for the chi-square test is 95% and the degree of freedom is 1. The association between job satisfaction and life satisfaction has been analysed with

the help of the correlation and regression analysis. The hypotheses formulated by the researchers and their analysis are as follows.

Demographic Data of the Participants

Table 1

Sr. No.	Particulars		Data	Percentage
1.	Gender	Male	82	65.6%
		Female	43	34.4%
	Total		125	100%
2.	Education Level	Post-Graduation	78	62.2%
		Graduation	32	25.6%
		Senior Secondary	08	6.5%
		Secondary	07	5.7%
		Below Secondary	NIL	0.0%
	Total		125	100%
3.	Monthly Income Levels	More Than Rs. 1,00,000	22	17.6%
		More than Rs. 50,000 but Less than Rs. 1,00,000	29	23.2%
		More than Rs. 25,000 but Less than Rs. 50,000	34	27.2%
		Less than Rs. 25,000	40	32.0%
	Total		125	100%
4.	Department-Wise Participation	Human Resource Department	22	17.6%
		Finance & Accounts Department	21	16.8%
		Production Department	38	30.4%
		Marketing Department	26	20.8%
		Store Department	18	14.4%
	Total		125	100%
5.	Job Satisfaction	Satisfied Employees	87	69.6%
		Non-Satisfied Employees	38	30.4%
	Total		125	100%

Source: Primary Data.

Table 1 depicts the demographic data of the participants. A total of 125 participants are involved in this study, of which 82 are male and 43 are female participants. Most of the participants, i.e., 78, have post-graduation qualification. Only 7 participants have secondary level qualification. No participants have below secondary level qualification. The participants come from different income levels. Around 22 participants have a monthly income of more than Rs. 1,00,000. A majority of the participants, i.e., 40, have a monthly income less than Rs. 25,000. The participants are also divided according to their departments. A majority of the participants are from the production department. The number of production department participants is 38. This is

followed by the marketing department (26), human resource department (22), finance and accounts department (21), and lastly, the store department (18). A total of 87 participants are under the satisfied employees' category, and 38 are under the non-satisfied employees' category.

Hypothesis I

Null Hypothesis (H0): There is no association between job satisfaction and relationship with the supervisor.

Alternate Hypothesis (H1): There is an association between job satisfaction and relationship with the supervisor.

Table 2

Job Satisfaction	Relationship with the Staff Members		Total	Chi-Square	P-Value
	Good	Bad			
Satisfied	55	32	87		
Not Satisfied	15	23	38	6.11	0.01
Total	70	55	125		

Source: Primary Data.

The data shown in Table 2 is related to the relationship with the staff members. It shows that out of 87 satisfied employees, 55 have a good relationship with their staff members and 32 have a bad relationship. On the other hand, under the non-satisfied category, 15 employees have a good relationship and 23 a bad relationship with their staff members. The chi-square test shows that there is an association between job satisfaction and relationship with the staff members, i.e., supervisor, peers, subordinates, and so on. The p-value also indicates an association between these 2 variables.

Hypothesis II

Null Hypothesis (H0): There is no association between the general internal state of the employees and their job satisfaction level.

Alternate Hypothesis (H1): There is an association between the general internal state of the employees and their job satisfaction level.

Table 3

Job Satisfaction	General Internal State		Total	Chi-Square	P-Value
	Positive	Negative			
Satisfied	56	31	87		
Not Satisfied	16	22	38	5.57	0.02
Total	72	53	125		

Source: Primary Data.

Table 3 shows the data related to the general internal state of the employees. Out of 87 satisfied employees, 56 have a positive general internal state, whereas 31 have a negative general internal state. On the other hand, out of 38 non-satisfied employees, 16 have a positive general internal state and 22 have a negative general internal state. The chi-square test and p-values both have indicated that there is an association between the general internal state of the employees and their job satisfaction level.

Table 4

Job Satisfaction	Working Conditions		Total	Chi-Square	P-Value
	Good	Bad			
Satisfied	52	35	87		
Not Satisfied	12	26	38	7.38	0.00
Total	64	61	125		

Source: Primary Data.

Table 4 is related to the working conditions. It indicates that 52 satisfied employees consider the working conditions of the organisation as good, whereas 35 satisfied employees consider them bad. On the other hand, 12 non-satisfied employees consider the working conditions good and 26 say that the working conditions of the organisation are not good. The chi-square test and the p-value indicate a positive association between the working conditions of the organisation and the job satisfaction level of the employees.

Hypothesis III

Null Hypothesis (H0): The working conditions of an industry are not associated with the job satisfaction level of the employees.

Alternate Hypothesis (H1): The working conditions of an industry are associated with the job satisfaction level of the employees.

Hypothesis IV

Null Hypothesis (H0): There is no association between the opportunities for growth and the job satisfaction level of the employees.

Alternate Hypothesis (H1): There is an association between the opportunities for growth and the job satisfaction level of the employees.

Table 5

Job Satisfaction	Opportunities for Growth		Total	Chi-Square	P-Value
	High	Low			
Satisfied	48	39	87		
Not Satisfied	09	29	38	9.76	0.00
Total	57	68	125		

Source: Primary Data.

According to Table 5, 48 satisfied and 9 non-satisfied employees say that there are high opportunities for growth in a career in the pharmaceutical industry, whereas 39 satisfied and 29 non-satisfied employees say that there are very few opportunities for career growth. The chi-square test and p-value show that there is an association between the 2 variables, i.e., opportunities for growth and job satisfaction level of the employees. It means, higher the opportunities for growth, more the job satisfaction level of the employees of the organisation.

Hypothesis V

Null Hypothesis (H0): Workload is not associated with the job satisfaction level of the employees.

Alternate Hypothesis (H1): Workload is associated with the job satisfaction level of the employees.

Table 6

Job Satisfaction	Work Load		Total	Chi-Square	P-Value
	High	Low			
Satisfied	58	29	87		
Not Satisfied	22	16	38	0.63	0.34
Total	80	45	125		

Source: Primary Data.

Table 6 indicates data related to the workload of employees. Out of 87 satisfied employees, 58 indicate a high workload, whereas 29 indicate a low workload. On the other hand, out of 38 non-satisfied employees, 22 indicate a high workload

and 16 indicate a low level of workload. The chi-square test and p-value show that there is no association between workload and job satisfaction. Therefore, the null hypothesis is true and the alternate hypothesis is rejected.

Hypothesis VI

Null Hypothesis (H0): Promotional opportunities have no association with the job satisfaction level of the employees.

Alternate Hypothesis (H1): Promotional opportunities have an association with the job satisfaction level of the employees.

Table 7

Job Satisfaction	Promotional Opportunities		Total	Chi-Square	P-Value
	High	Low			
Satisfied	44	43	87		
Not Satisfied	10	28	38	7.38	0.00
Total	54	71	125		

Source: Primary Data.

Table 7 is related to the promotional opportunities data collected by the researchers. The data shows that 44 satisfied employees and ten non-satisfied employees consider high promotional opportunities in the pharmaceutical industry, whereas 43 satisfied and 28 non-satisfied employees consider low promotional opportunities in the industry. The chi-square test and the p-value have shown an association between promotional opportunities and the job satisfaction level of the employees. Therefore, the null hypothesis is rejected and the alternate hypothesis is accepted.

Hypothesis VII

Null Hypothesis (H0): Job security level is not associated with the job satisfaction level of the employees.

Alternate Hypothesis (H1): Job security level is associated with the job satisfaction level of the employees.

Table 8

Job Satisfaction	Job Security Level		Total	Chi-Square	P-Value
	High	Low			
Satisfied	25	62	87		
Not Satisfied	21	17	38	7.96	0.00
Total	46	79	125		

Source: Primary Data.

Table 8 shows that more employees consider low job security level in the industry. It indicates that a total of 79 employees consider a low level of job security, in which 62 employees are under the satisfied category and 17 are under the non-satisfied category. There are only 46 employees who consider a high level of job security in the industry. The chi-square test and the p-value have indicated that there is an association between job security and job satisfaction. It means, higher the job security level, higher the job satisfaction of the employees. The null hypothesis is rejected and the alternate hypothesis is accepted.

Hypothesis VIII

Null Hypothesis (H0): There is no association between the biasness level and the job satisfaction level of the employees.

Alternate Hypothesis (H1): There is an association between the biasness level and the job satisfaction level of the employees.

Table 9

Job Satisfac-tion	Biasness Level		Total	Chi-Square	P-Value
	High	Low			
Satisfied	62	25	87		
Not Satisfied	24	14	38	0.68	0.36
Total	86	39	125		

Source: Primary Data.

Table 9 shows that most of the employees consider that the biasness level is high in the industry. A total of 86 employees considered the biasness level to be high, of which 62 are satisfied employees and 24 are non-satisfied employees. Only 39 employees considered the biasness level to be low, of which 25 are satisfied employees and 14 are non-satisfied. The chi-square test and the p-value have shown that there is no association between the biasness level and job satisfaction. It means the alternate hypothesis is rejected and the null hypothesis is accepted.

ASSOCIATION BETWEEN JOB SATISFACTION AND LIFE SATISFACTION

Correlation and Regression Analysis between Job Satisfaction and Life Satisfaction.

Table 10

Employees' Category	N	R	r ²	P
Satisfied with Job	87	.472	.223	.000
Non-satisfied with Job	38	.312	.097	.001

Source: Primary Data.

Table 10 exhibits the correlation and regression analysis of the relationship between job satisfaction and life satisfaction of the satisfied and non-satisfied employees. The analysis reveals that the significant level is meaningful at the 0.05 level. The relationship is counted as $r = .472$, and impact is counted as $r^2 = 0.223$, between the job satisfaction and life satisfaction of the satisfied employees, whereas the relationship is counted as $r = 0.312$, and impact is counted as $r^2 = 0.097$, between the job satisfaction and life satisfaction of the non-satisfied employees. It can be seen that the correlation and impact between job satisfaction and life satisfaction of satisfied employees are higher than those for non-satisfied employees. In the case of the satisfied employees, the job satisfaction-related factors are positively associated with the life satisfaction-related factors. It means that the life satisfaction level of an employee who is satisfied with their job conditions is high. On the other hand, the life satisfaction level of the non-satisfied employees is low, and they are not satisfied with their life conditions and want an improvement in their life situations.

RESULTS AND DISCUSSION

The study has shown that job satisfaction is one of the most important aspects that should be considered by organisations with utmost priority. It is directly associated with the efficiency and productivity of the employees. High job satisfaction level will result in high productivity. The study reveals that most of the employees who are working in pharmaceutical companies in Haridwar are satisfied with their jobs. The percentage of satisfied employees is 69.6%, and that of non-satisfied employees is 30.4%. The reasons behind the non-satisfaction of the employees includes several variables, like strict supervision, pressure at workplace, time duration of work, lack of time for personal things, wage structure, and so on. This study shows that out of the 8 variables studied under the study, 6 variables are associated with the job satisfaction level of the employees and 2 are not associated with the same. The associated variables are relationship with the staff members, general internal state of the employees, working conditions, opportunities for

growth, promotional opportunities, and job security level. On the other hand, the 2 variables which are not considered by the participants to have much of an impact on their job satisfaction level include workload and biasness level. The management should have cordial relations with their staff members so that they will be able to raise their problems with them, if any. The working conditions should also be good for work, i.e., proper lighting facility, ventilation facility, infrastructural facilities, and so on. The internal state of the employees about the organisation should be positive so that they will work to their full capability. To enhance the job satisfaction level of the employees, the organisation must provide opportunities for growth to their employees, i.e., skill enhancement programmes, cultural activities, and so on. Promotional opportunities and job security level should be adequate to enhance the job satisfaction level of the employees.

The study reveals that there is a positive association between job satisfaction and life satisfaction. It means that people who have high job satisfaction level will also have a high level of life satisfaction. There are several variables which are associated with the life satisfaction of an individual, like stress level, physical and mental health, internal family environment, happiness, social-relations, and so on. Such variables affect the productivity level of an individual in the organisation. So the organisation must ensure a balance between various job satisfaction-related factors that influence the life satisfaction level of the workers.

SUGGESTIONS

As literature has shown, job satisfaction is one of the most important aspects in an organisation, and all organisations must try to enhance the level of job satisfaction of its employees. There are several suggestions to improve the job satisfaction level of the employees of an organisation, i.e., adequate salary, health facilities, educational facilities to the employees' children, training facilities, fringe benefits, flexibility in work, and so on. The organisation may conduct motivational lectures and cultural programmes for the employees as well. As we all know, an organisation is built from the people working there, and the people are from different places and have different cultures. So, cultural programmes help maintain cordial relationships with each other, and will work as a motivational factor as well. In addition, it will enhance the knowledge of the employees.

By improving the job satisfaction level of the employees, the organisation will be able to enhance the life satisfaction level of employees. It is very helpful in improving the efficiency

of the employees, which provides a lot of benefits to the organisation, i.e., efficiency in production, and increase in the profit level and market value of the firm. The job security level factor is one of the most important variables that affects not only the job satisfaction level of an employee, but their life satisfaction as well. So, the organisation must formulate a policy regarding the job security level, which ensures that the employees shall not be terminated without any prior notice and explanation for the termination. The organisation can ensure a certain time period for each employee, which may or may not be extended further based on the performance, in this regard. Another managerial implication of the study is that a balance between job satisfaction and life satisfaction is helpful in retention of the employees, which results in cost cutting in several ways, like hiring cost, training and development cost, and so on. The organisation may introduce some counselling sessions to remove the anxiety and pressure level of the employees.

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