

## RESEARCH

## Impact of job satisfaction factors on business ethics–A study with reference to manufacturing industry in Jalgaon city

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Organizational development trains its employees to identify and solve business problems and enables them to learn from their own experiences. Business ethics and its development aim at inducing the members to be more active and confident in their performance to achieve the desired results in the long run. The aspirations and expectations of an individual assume importance in the organizational development. Their growth and development can be achieved in a supportive and challenging work environment. Hence the various parts of the organization and the jobs have to be designed in such a way that they satisfy the needs of individuals and groups as well as business ethics. This research paper examines the relationship between business ethics and job satisfaction in the manufacturing industry in Jalgaon city. The study aims to explore the impact of business ethics interventions on employee job satisfaction in the manufacturing industry. The study is based on the primary data collected through a survey of employees working in various manufacturing firms in Jalgaon city. The data were analyzed using statistical tools such as correlation and regression analysis. The findings suggest a positive relationship between business ethics interventions and job satisfaction. The study highlights the importance of business ethics interventions for enhancing job satisfaction and improving organizational performance. The research has implications for managers and practitioners who are responsible for improving organizational performance through effective business ethics.

**Keywords:** job satisfaction, business ethics, manufacturing industry, employee involvement

### Need and importance of the study

Business ethics and job satisfaction are interconnected. Business ethics issues such as training and mentoring, job responsibility, and team making are planned to improve employee job satisfaction (1). The following factors mostly impact job satisfaction and business ethics:-

**Training and mentoring:** provide employees with training and mentoring on how to solve the issues in job satisfaction. When employees feel that their organization takes efforts for the development of its employees, then it is a positive impact on job satisfaction (2).

**Job Responsibility:** gives a clear idea about the job profile by making jobs more interesting and meaningful. Employees feel that their jobs are interesting when given equal opportunities to learn and develop (3).

**Team Making:** also impacts on job satisfaction. When employees work in a happy collaborative environment, they confidently handle business issues and get job satisfaction (4).

**Employee engagement:** employees take active participation in decision-planning and problem-solving, which can also improve job satisfaction (5). When employees feel that their views are respected, then they are more likely to be satisfied with their work conditions.

### Scope of the study

The future scope of this study is promising, as organizations consider the importance of employee satisfaction in improving organizational effectiveness and achieving strategic goals.

**TABLE 1** | Industry's selection for data collection.

Company type	Circulated	Received	Rejected	Used
Large scale	400	370	10	360
Medium scale	200	172	12	160
Total	600	542	22	520

Source: author.

For the study purpose, Jalgaon city in the state of Maharashtra of India was selected because Jalgaon importance in Maharashtra from a manufacturing point of view is attributed to its strong agricultural base, thriving food processing, textile, and engineering industries, strategic location, job opportunities, government support, and export potential. These factors collectively make it a significant hub for manufacturing activities in the region, contributing to the economic development of both the city and the state.

## Sampling size and design

Primary data were collected through the survey method. The survey was conducted using a well-formulated Questionnaire. Questionnaires were prepared as per consideration of large-scale and medium-scale organizations only because generally small-scale organizations do not work on such business ethics issues. Totally 600 Questionnaires were distributed and 542 collected, out of which 520 completed questionnaires were found usable as shown in **Table 1**. The following table indicates the distribution samples in large-scale and medium-scale manufacturing companies in Jalgaon city where Human Resource Development practices are appropriately implemented.

**TABLE 2** | *t*-test showing employees' perception and job satisfaction (JS).

	N	Mean	Std. deviation	Std. error mean	t	Sig. (2-tailed)	Rank
JS1	520	3.6570	1.05720	0.04641	14.158	0.000	10
JS2	520	3.7437	1.04984	0.04608	16.139	0.000	7
JS3	520	3.7110	1.12247	0.04927	14.430	0.000	8
JS4	520	4.0578	1.04000	0.04565	23.172	0.000	2
JS5	520	4.1195	0.75157	0.03299	33.933	0.000	1
JS6	520	4.0039	0.98050	0.04304	23.324	0.000	3
JS7	520	3.9461	0.99078	0.04349	21.753	0.000	5
JS8	520	3.6936	1.12731	0.04948	14.018	0.000	9
JS9	520	3.9865	0.92676	0.04068	24.250	0.000	4
JS10	520	3.9403	0.95168	0.04177	22.508	0.000	6

Source: computed data.

**TABLE 3** | Kaiser-Meyer-Olkin (KMO) and Bartlett's test on job satisfaction.

Kaiser-Meyer- Olkin measure of sampling adequacy.		0.749
Bartlett's test of Sphericity	Approx. Chi-Square	553.886
	df	45
	Sig.	0.000

Source: primary data.

## Data analysis

The study focused on ascertaining the factors responsible for job satisfaction, employees' perception on job satisfaction, and classification of respondents based on their perception. In order to verify this objective, the researcher used factor analysis, cluster analysis, and *t*-test. These details are discussed below.

## Perception of employees on job satisfaction

The job satisfactions variables are responded by the employees in Likert's 5-point scale, which ranges from "strongly agree" to "strongly disagree." The overall opinion of employees paves the way for the researcher to rank the variables. The application of parametric *t*-test over these variables based on objective three brought the following results.

**Table 2** indicates that the mean values of ten variables of job satisfaction range from 3.6570 to 4.1195. Similarly, the *t*-values, standard deviation, and standard error mean range from 14.018 to 33.933, 0.75157 to 1.12731, and 0.03299 to 0.04948, respectively. This implies the existence of ranks among the mean values. This indicates that the employees from manufacturing companies in

**TABLE 4** | Communalities on job satisfaction.

	Initial	Extraction
JS1	1.000	0.523
JS2	1.000	0.572
JS3	1.000	0.495
JS4	1.000	0.179
JS5	1.000	0.372
JS6	1.000	0.362
JS7	1.000	0.311
JS8	1.000	0.382
JS9	1.000	0.436
JS10	1.000	0.343

Source: primary data.

Jalgaon city are strongly satisfied with the team work and cooperation in their organization. Reward and recognition and self-actualization are also strongly agreed by the employees (6). They are moderately satisfied for promotional opportunities, welfare measures, and organizational ethics in the organization (7). Fair and equitable compensation, job training and development, nature of work, and the working conditions provided in the organization moderately satisfy the employees (8).

## Factors affecting job satisfaction

The factor analysis by the principal component method was applied on all the elements of job satisfaction to derive the predominant factors. The factor segmentation was done on the basis of likelihood variables with appropriate variable loadings. Taking this as the third objective in the study, the researcher used factor analysis and the following results were obtained.

From **Table 3** it is found that the KMO measure of sampling adequacy is 0.749 and Bartlett test of Sphericity with appropriate chi-square is 553.886, statistically significant at 5%. This indicates that all the ten variables are normally distributed and suitable for data reduction process. This leads to the computation of individual variables as shown in the following communalities table.

**Extraction Method:** Principal Component Analysis.

From **Table 4** it is found that the ten variables exhibit the variance ranging from 0.179 to 0.572. This implies that the range of variance is 17.9 to 57.2%. This leads to the derivation of factors as shown in the total variance method.

**Extraction Method:** Principal Component Analysis.

From **Table 5** it is found that ten variables are reduced into two predominant factors with a cumulative variance of 39.746%. Individually the two factors have variances of 23.228 and 16.517%. This leads to individual variable loading as shown in the rotated component matrix.

**Extraction Method:** Principal Component Analysis.

**Rotation Method:** Varimax with Kaiser Normalization. a Rotation converged in 3 iterations.

**Source:** Primary Data.

From **Table 6** the factor Job Satisfaction is divided into two predominant factors. The first factor consists of five variables. Working conditions and the facilities provided create job satisfaction (0.722). Nature of work has an impact on job satisfaction (0.616). Team work and cooperation leads to high levels of job satisfaction (0.609). Organizational ethics provide overall job satisfaction (0.585). Employee welfare measures facilitate job satisfaction (0.518). Therefore, this factor can be suitably named "Conducive Environment."

The second factor consists of five variables. Fair and equitable compensation enhances job satisfaction (0.754). Job training and development improves satisfaction (0.692). Opportunities for promotion have an impact on job satisfaction (0.656). Self-actualization is a predictor of job satisfaction (0.590). Reward and recognition enhances job

**TABLE 5** | Total variance explained in job satisfaction.

Component	Initial eigenvalues			Rotation sums of squared loadings		
	Total	% of Variance	Cumulative%	Total	% of Variance	Cumulative%
1	2.500	25.005	25.005	2.323	23.228	23.228
2	1.474	14.741	39.746	1.652	16.517	39.746
3	0.980	9.803	49.548			
4	0.915	9.153	58.701			
5	0.805	8.049	66.750			
6	0.730	7.304	74.054			
7	0.727	7.270	81.324			
8	0.643	6.428	87.752			
9	0.635	6.347	94.098			
10	0.590	5.902	100.000			

Source: computed data.

**TABLE 6 |** Rotated component matrix(a) of job satisfaction.

	Component	
	1	2
JS9	0.656	
JS8	0.616	
JS5	0.609	
JS6	0.590	
JS10	0.585	
JS7	0.518	
JS4	0.403	
JS2		0.754
JS1		0.722
JS3		0.692

Source: computed data.

satisfaction (0.403). Hence this factor is named “Career Elevation.”

The application of factor analysis by the principal component method on the variables of job satisfaction clearly revealed the total variance and individual variances of the factors significantly differ. Therefore, hypothesis two is rejected at 5% level and concluded that there is a significant difference among job satisfaction.

## Findings of the study

- Employees from manufacturing companies in Jalgaon city are strongly satisfied with team work and cooperation in their organizations. Rewards and recognition and self-actualization are also strongly agreed by the employees.
- This study indicates that favorable working conditions, team work, and cooperation boost employee performance. Training and development programs update the knowledge and skill of the employees and ensure job satisfaction (9). It is ascertained that career elevation assist the growth and career achievement of the employees.
- The study also found that 42.00% of respondents are highly satisfied with working conditions, fair compensation, training and development, rewards and recognition, welfare measures, team work, and promotional opportunities. A total of 21.39% of the respondents are dissatisfied with regard to working conditions, fair compensation, training and development, and welfare measures. A total of 36.61% of employees are moderately satisfied with fair compensation, working conditions, training

and development, reward, welfare measures, and promotional opportunities in their organization.

## Conclusion

Business ethics is a wide practice that helps organizations achieve greater effectiveness. The field of organizational development continues to grow in recent years. It analyzes work processes for efficiency and accuracy with effective utilization of the resources for the company’s growth. It is an emerging profession that provides opportunities for attaining competence and developing a career.

It is found from the study that favorable working conditions, teamwork, and cooperation boost employee performance and their satisfaction. The supportive environment to share and get knowledge at the correct time gives the employees greater job satisfaction. Job satisfaction is highly related to business ethics. It provides opportunities for each employee as well as for the company to utilize their full potential. An organization consists of employees with distinctive qualities, personalities, aspirations, and motivations. When these qualities are effectively used in an organization, it is sure that the goals of the organization are achieved and the employees of the organization are satisfied. Job satisfaction of employees is therefore an important element playing a pivotal role for the success of the organization.

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