

Factors Influencing Job Satisfaction Among Employees of Engineering Firms in Pakistan

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Abstract

Engineering firms play the most vital role in the development of any country. This study finds out the factors which are of utmost importance for the job satisfaction of employees in engineering firms. To enhance gains and familiarize them with the dramatic changing environment, it is significant for them to attain management competence by increasing employee satisfaction in the organization. The study points out that there is a variety of aspects that compensation, work environment, and supervisor support and job security even the job itself affect a person's level of job satisfaction. The more contented the people are with their job, the more satisfied they are deliberated. The findings suggest that motivation enhances employee satisfaction.

Keywords: Employee Satisfaction, Supervisor Support, Working Environment, Job Security

1. Introduction

Human resource is the most valuable and most substantial asset because of which all the resources of business tend to operate in a healthy style. So, productivity only goes up whenever human resources are satisfied with their jobs. The employees who are much content with their jobs remain less absent from the workplace, less marked for leave, highly fecund, better commitment towards the organization and satisfaction level would be relatively higher (Lease, 1998). According to Spector (1997), organizational psychology of employee satisfaction is the broadest researched topic. Some of the researchers are of the view that whether a person is truthfully satisfied with his job or not can be measured by a combination of environmental, physiological, psychological circumstances. It is also stated that the rise of positive emotion in a person just because of his job experience tends to job satisfaction (Nausheen and Yan, 2012). Employee satisfaction enlightens how gratified an employee is with the job being done by him. It is comparatively a newer term used in Pakistan because earlier the individuals have to adapt to the professions of their fathers or families. In modern times, there are several employment opportunities for individuals. In the private sector, one has to face a lot of competition so the company must take care of that right person so that desired profits could be earned (Athar et al., 2013). When the individuals are more satisfied with their jobs, they make an extra effort to effectively fulfilling their tasks. If the person is not satisfied with his position, he would always try to leave the company and that goes against the company because employees who leave companies, will create a gap for some time and cause the loss for the company which is not a good practice for the company.

The easy way to get information about employees' satisfaction is working out on that particular thing by which employees' attitude towards the job can be observed. So, in other terms, it is not easy to measure employee satisfaction (Mosammod and Nurul, 2011). Factors that can

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influence employee job satisfaction level are not less in numbers. These include level of pay and benefits, appraisal system fairness, working conditions quality, safety culture, social relationships, leadership, tasks included in the job, interest, and challenges created by the job, job description clarity. Motivation and job satisfaction are not the same things but linked with each other. Performance and job satisfaction may be increased by how the job structure is designed. It can be designed in a better way when the factors which influence the employee job satisfaction are clearly defined or known, so the better job design can lead towards better results for which thorough understanding of factors related to hiring, enhancement, and retention of the group of employees are needed.

In a developing country like Pakistan, it is not much less competitive and tough to get a job in a multinational organization and if a person gets the job, he is considered privileged and lucky. Even getting employed after such a hectic and lengthy procedure, we cannot say that whether a person is satisfied with his job or not.

The above discussion shows that achievement of satisfaction of an employee to have the developed organization commitment is not the simplest thing to do but at the same time, some factors can be utilized in this regard. Some of the factors which affect employee satisfaction are Compensation, Job Security, Supervisor Support and Work Environment even the job itself (tasks involved, challenges to be faced, interest). Compensation is interpreted differently by different people. For most people, it is known to be wages, reward and compensation, which is provided to the people in return for their efforts or contributions they have made towards the organization. Better and market competitive salaries make employees satisfied with their jobs and narrow his focus towards a single objective which is better performance in his job. In case if salaries are not being provided up to mark, employees personal expenses are not going to be met effectively and as a result, the employee is going to look for another job (Saeed et al., 2013).

Job Security is an important factor and if the employee feels safe and secure in his job, he will be producing even better results if a person is sure that his job is in no danger of recession or contract end but only of his poor performance then he will not think of shifting his focus towards anything insignificant. Supervisor support is considered to be a measure to which an organization takes care of its employees and supports them, it's a big boost for the employees, after all, day hard work and efforts when the appreciation is received by the supervisor, it boosts up the employee in a positive manner and prepares himself to perform better with every new day beginning. Work environment depends upon three factors which are policies made by the use of principles, the corporeal environment where the employee works, the ethics and value upon which an organization is founded and if all three are good, it will lead to a healthy working environment which is better for achieving results, as working a place is a place where an employee spends a great time of his life so a positive and good working environment is going to be a big boost for the employee (Neog and Barua, 2014). Motivation can be of various types like appraisals, foreign trips, rotation, task completion dinners. Motivation is considered to increase employee satisfaction level as depicted by many researchers, but the extent up to which it will do have not been measured especially for the engineering sector. We have asked various questions to the employees of the selected engineering firms relating to the factors contributing to the satisfaction level of the employees. Motivation is considered as a moderator in this study to examine its impact on the performance of employees.

Engineering firms include a vast number of fields like Power, Fertilizer, Sugar, Telecom, Cement, IT, Water Services, Railways, Air Transport etc. According to the research conducted by Ahmed and Ahsan (2011) globally 69 per cent of economic output, 35 per cent of employment and nearly 20 per cent of global trade is due to engineering firms. In Pakistan, the engineering sector had a 39 per cent contribution in GDP in 1960-1961, which is 2019-2020 have been increased to 53.3 per cent, therefore it comes with no doubt that it is the largest

contribution in GDP of Pakistan. The growth rate is found to be 5.7 per cent but as far as the revenues are concerned, this sector shares the 26 per cent revenue receiving in the form of taxes. Although different researches on the same topic have been conducted yet no one has done the same research for particularly engineering firms in Pakistan.

2. Literature Review

Employee Satisfaction is not something new it has been researched by many authors previously.

It is the difference or contradiction between the expectations which a person has got regarding his job and things he is practically achieving. It is also cited in Robins et al., (2005) that employee satisfaction is nothing but an attitude of the general type of a person towards his job. There is a linear correlation existing between the individual's life and the job he is doing currently, employee satisfaction is related to the satisfaction a person has got in his personal life so it means if a person is satisfied with his life proceedings, he will be happy with his job as well (Lodahl and Kenjer, 1965). According to another research, employee satisfaction lies in the balance between input and output (Sousa-Poza & Sousa-Poza, 2000). The satisfaction level of the employee gets an effect by the salary, communication, autonomy organizational commitment and environment of the workplace as stated by (Fisher et al., 1992).

According to Frederick Herzberg, 2-factor theory extrinsic factors (supervision, pay, policies) lead to work dissatisfaction where intrinsic factors lead to work satisfaction. According to Herzberg, these factors might help achieve or at least raising the employee satisfaction level for the employees. An organization committed employee will have got total employee satisfaction both of extrinsic and intrinsic type. The level of employee satisfaction is achieved through proper management and pleasant staff relationships; however, these results contradict the findings suggested by Herzberg which believe that supervision is irrelevant to employee Satisfaction (Marguiles and Friedlander, 1969).

Feldman and Arnold, (1983) promoted the factors like operating hours, sound, ventilation, safety, lighting, temperature, and resources as part of conditions of work. The working conditions which ultimately provides better physical comfort and convenience to the worker will attract and enhance his desire to work in that particular space. Kamal and Hanif (2009) explains that individual will be happy, satisfied, engaged in his job if the company makes such policies to improve their pay scales, facilities, working environment and these things will ultimately lead towards the happiness of the company's customers. R & D employees are normally less attached to their companies and respond more immediately towards the appreciation and recognition from their companies. A person will be happy with his job if his requirements are being fulfilled by the company considering those needs are basic and universal (Sousa-Poza & Sousa-Poza, 2000). The non-supervisor counsellor may enhance confidence by providing access to the world outside the organization to the employees. It was stated in another study that if mentoring is provided by the supervisor, the intentions or attitude towards remaining in the same organization and skill development is affected (McManus and Russell, 1997). It is stated that the supervisor is of not much importance or is neither very crucial factor but yet it has got some positive effect on the satisfaction by the employees as supervisor plays a very important role in organizational changes (Griffing, 2001). According to another study, the finest way by which a role model can be created by the supervisor is that he demonstrates that how the job should be done to employees with the use of proper techniques and demonstrations (Brown et al., 2008).

A survey was carried out between knowledge acquisition activities and the role being played by the leadership just for examining the relationship and link between leadership styles and knowledge acquisition attributes (Politis, 2001). A study revealed that the motivation and satisfaction of the employee depend largely upon the compensation from the employer and that

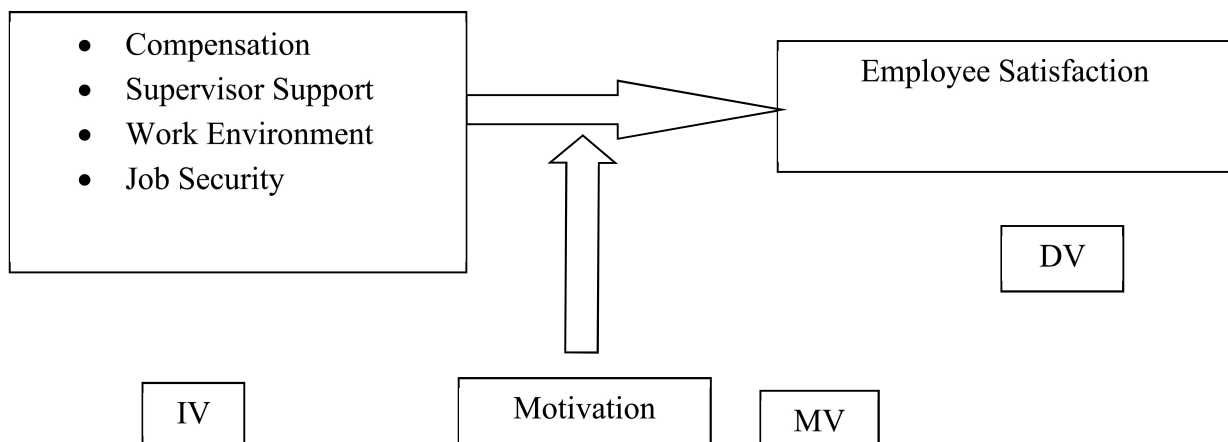
satisfied employee is easily available to be retained in the company for a long time so that company can cut off their new hiring's cost (Biswas, 2011).

It was stated that employees will be making an effective effort for completing their work if employees are much satisfied and happy with their jobs (Denton, 2000). Employee satisfaction is the likeness of work by the employees hence in a way they supported Spector's view. It was defined that employee satisfaction as an emotional attachment and commitment of the employee with the employer. A sentiment that an employee holds a significant attitude towards the job that is influenced on a larger scale by the motivation level of the employee (Reilly, 1991). Saeed et al., (2014) found in their investigation with 200 employees belonging to the telecom sector that fairness, working condition, pay, promotion are the key factors towards employee satisfaction. Compensation and money also play an important role in employee satisfaction. Dissatisfaction and satisfaction from the job are solemnly dependent upon the completion of the employee's desires by the employer and the employer needs to fulfil all the authentic needs of the employee (Mulinge and Mullier, 1998). Different people have treated compensation differently. The compensation is the reward provided by the employer to the employee for the services taken from his side as described by American Association. The salary was found to be the most crucial factor for satisfaction the employees for the employees working in the automobile industry. The survey provided information regarding different characteristics of the job and the way employees gave them their ratings regarding satisfiers and motivators. Reimbursement is rated as the top element for the satisfaction of the job and salary increment as a result of performance is the foremost significant aspect of employee's motivation (Kathawala et al., 1990). Compensation is also considered to be a significant tool for preservation and revenue. This is the most significant tool for motivating the employee at the best rate (Chiu et al., 2002; Zobal, 1998; Moncarz et al., 2009). It was described in the theory that compensation plays the part of a communication tool which defines that organization feeling that the particular employee is important for the company (Chiu et al., 2002) Many researchers have found that the workforce could be motivated and can be made stable if there is an improvement in employee satisfaction. According to a study employee satisfaction lies greatly in salary and bonuses annually and on festivals as well (Neog and Barua, 2014). Among the factors like working environment, salary, supervisor support, job security greater contribution is made by the salary factor. Promotion, Pay, Fairness are the important factors regarded as important as studied by (Parvin and Kabir, 2011; Saeed et al., 2013; Waqas et al., 2014). While some researchers concluded that the working environment is the most critical factor for employee satisfaction (Qasim et al., 2012).

As per the literature review, it has been concluded that the factors compensation, job security, working environment and job security all crucial factors for employee satisfaction. If the motivation is provided to the employees, productivity will be even better and employees perform better hence the efficiency of the organization will increase by margins.

3. Research Methodology

Following is the research model that highlights the factors influencing job satisfaction amongst employees in engineering firms in Pakistan.



The present study hypotheses are:

H1: Compensation enhances employee satisfaction of selected engineering firm employees.

H2: Supervisor Support increase employee satisfaction level in selected engineering firm employees

H3: Working environment has a great amount of impact on selected engineering firm employee's satisfaction.

H4: High Job Security has a positive impact on employee satisfaction level in selected engineering firms

3.2 Research Design

This is a descriptive type of research in which the data have been collected from all level of engineers employed in different selected engineering firms all over Pakistan through a survey. This survey consists of different type of simple questions in the form of the Minnesota Satisfaction Questionnaire which is self-administrated and not enough guidance is required by the engineers for its fulfilling as every engineer has shared his experience-based data. Table 1 shows the details of selected engineering firm employee.

Table 1: Details of Selected Engineering Firm Employee

Company	Employees in Research
Descon Engineering Limited	36
Descon Power Solutions	28
Pakistan Atomic Energy Commission	12
Hyundai Engineering	08
ICI Pakistan	05
Water Engineering & Management Services	04
Choren Pakkord Food Company	05
Schneider Electric Pakistan	06

Sample Selection

A simple Random type sampling technique is effective for the study as per its nature. This technique is considered to be the least biased and most generalized technique as stated by Parvin & Kabir (2011). We have selected 100 engineers as the sample size.

Variables

For finding out the relation between employee satisfaction and selected factors, the following variables selection have been done.

Independent Variables:

1. Compensation
2. Supervisor Support
3. Work Environment
4. Job Security

Dependent Variable: Employee Satisfaction

Mediating Variable: Motivation

Research Instrument

In this study, the main instrument that helps us in gathering desired information is Minnesota Satisfaction Questionnaire (MSQ). This method measures employee satisfaction in all manners and consist of questions from each variable that are used for finding out the desired results.

The questionnaire which is employed and directed towards a specific job target consists of 2 groups. In Group A, the questions are needed for finding the satisfaction level of employees regarding the hypothesis developed and the results to be achieved, whereas, in Group B, we ask the respondents to enter his details like his name, Experience, Company and designation in

that particular engineering firm. The basic and most important reason for using Minnesota Satisfaction Questionnaire is that it provides a clear-cut picture and help in extracting data for the particular factors regarding satisfaction and dissatisfaction of the employees. Other reasons for choosing this instrument include its simplicity, flexibility, fast pace, and easier administration to devising desired results and conclusions.

Scales Treatment

The respondents are asked to designate their answers in Likert type five-point scale which measures the level of satisfaction or dissatisfaction they feel with their jobs.

4. Results and Discussions

After surveying 100 Engineers from renowned organization all over Pakistan, the results achieved are being discussed.

4.1 Descriptive and Correlation Analysis

Table 2 exhibits the frequency obtained for different demographic related variables.

Table 2: Demographic Data of the Respondents

Description	Number of respondents	Frequency
Age		
Below 30 Years	56	56 %
30-40 Years	21	21 %
40 – 50 Years	23	23 %
Gender		
Male	79	79 %
Female	21	21 %
Education		
Bachelors of Engineering	100	100 %
Experience		
Less than 10 years	87	87 %
More than 10 years	13	13 %
Designation		
Manager	32	32 %
Engineer	68	68 %
Technician	0	0 %

All the results of the questions are interpreted and their average is taken in the form of a percentage, which shows the percentage of people who believe that particular variable has got a significant role in affecting employee satisfaction in engineering firms of Pakistan. Figure 1 exhibits frequency in percentage for each variable.

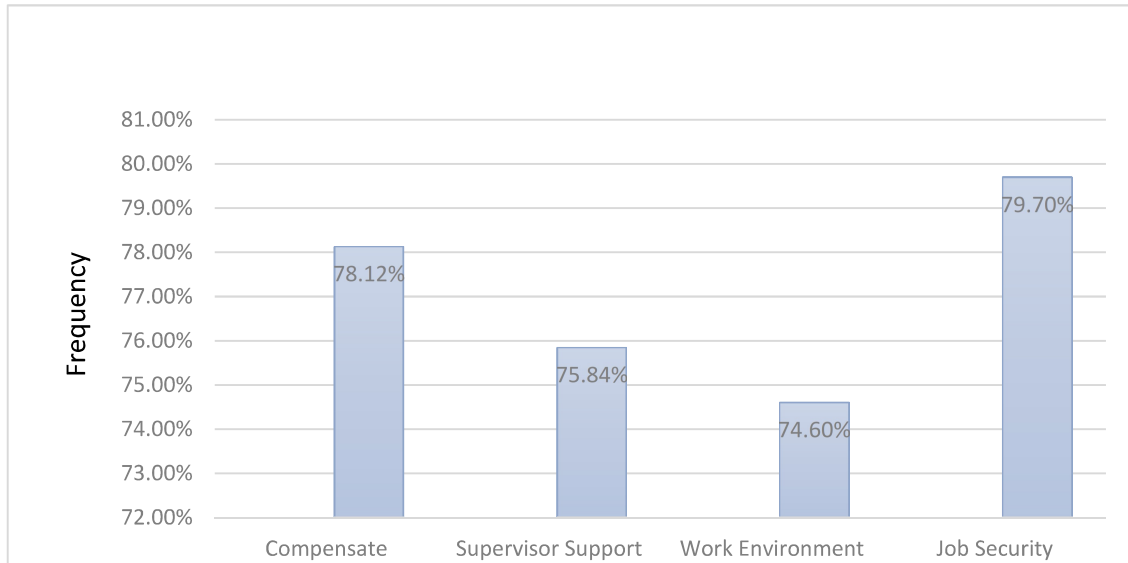
Figure 1: Frequency in percentage for each variable

Figure 1 represent the frequency of the data achieved through survey. It is quite obvious that most of the respondents have come with the results of agreeing with averaging above seventy-five per cent, which means that all of these variables have got a relation with employee satisfaction.

The correlation coefficients obtained for different questions related to different variables are shown in Table 3.

Table 3: Pearson Correlation Analysis

	Employee Satisfaction	Compensation	Supervisor Support	Work Environment	Job Security
Employee Satisfaction	1				
Compensation	.69**	1			
Supervisor Support	.42**	.65**	1		
Work Environment	.34**	.56**	.91**	1	
Job Security	.60**	.87**	.62**	.50**	1

4.2 Regression Analysis

In Table 4, it can be observed that the value of R-square is 0.49, which means that there is a 49 per cent variation in employee satisfaction due to compensation, supervisor support, work environment and job security. F value is 23.61 which is quite good as significance level 0.00. The compensation beta value is 0.873, with a t-value of 4.907, which represents the amount of change in employee satisfaction due to compensation. Supervisor Support beta value is 0.241, with a t-value of 2.457, which represents the amount of change in employee satisfaction due to supervisor support. The work Environment beta value is 0.341, with a t-value of 3.592, which indicates the amount of change in employee satisfaction due to the work environment. The job security beta value is 0.600, with a t-value of 7.415, which shows the amount of change in employee satisfaction due to job security. All the results are compatible with the studies by (Saeed et al., 2014 and Neog & Barua, 2014).

Table 4: Estimates of Employee Satisfaction without Moderating Variable

Model	B	Std Error	Beta	T	Sig.	Lower Bound	Upper Bound
Constant	1.726	0.385		4.486	0.00	0.962	2.490
Compensation	0.873	0.178	0.806	4.907	0.00	0.520	1.226
Supervisor Support	0.285	0.116	0.241	2.457	0.016	0.055	0.515
Work Environment	0.326	0.091	0.341	3.592	0.001	0.146	0.506
Job Security	0.663	0.089	0.600	7.415	0.00	0.486	0.841

Model Summary

Model	R	R Square	Adjusted R Square	Std Error of Estimate	R Square Change	F Change	Df1	Df2	Sig F change	Durbin Watson
1	0.706	0.499	0.477	0.419	0.499	23.618	4	0.95	0.00	2.109

Now the regression analysis has been performed between all independent, moderating variable and dependent variable to explore the impact of moderating variable of motivation on the dependent variable of employee satisfaction. Table 5 exhibits the results of regression analysis by including moderating variable.

Table 5: Estimates of Employee Satisfaction with Moderating Variable

Model	B	Std Error	Beta	T	Sig.	Lower Bound	Upper Bound
Independent Variables							
(constant)	1.726	0.385		4.486	0.00	0.962	2.490
Compensation	0.873	0.178	0.806	4.907	0.00	0.520	1.226
Supervisor Support	0.285	0.116	0.241	2.457	0.016	0.055	0.515
Work Environment	0.326	0.091	0.341	3.592	0.001	0.146	0.506
Job Security	0.663	0.089	0.600	7.415	0.00	0.486	0.841
Moderating variables							
Motivation (Training)	0.254	0.178	0.812	4.912	0.00	0.520	1.226
Motivation (Recreation tours)	0.124	0.116	0.254	2.443	0.016	0.055	0.515
Motivation (Medical policies)	0.312	0.091	0.324	3.523	0.001	0.146	0.506
Interaction terms							
Compensation* Training	0.869	0.178	0.854	4.906	0.00	0.520	1.226
Supervisor Support* Training	0.285	0.116	0.232	2.454	0.016	0.055	0.515
Work Environment * Training	0.313	0.091	0.311	3.591	0.001	0.146	0.506

Job Security* Training	0.623	0.089	0.642	7.414	0.00	0.486	0.841
Compensation* Tours	0.856	0.178	0.843	4.903	0.00	0.520	1.226
Supervisor Support* Tours	0.236	0.116	0.224	2.455	0.016	0.055	0.515
Work Environment * Tours	0.323	0.091	0.332	3.591	0.001	0.146	0.506
Job Security* Training	0.654	0.089	0.612	7.413	0.00	0.486	0.841
Compensation* Medical policy	0.865	0.178	0.823	4.917	0.00	0.520	1.226
SS* Medical policy	0.276	0.116	0.243	2.467	0.016	0.055	0.515
Job Security * Medical policy	0.323	0.091	0.332	3.582	0.001	0.146	0.506
Work environment * Medical policy	0.676	0.089	0.612	7.432	0.00	0.486	0.841

Model	R	R Square	Adjusted R Square	Std Error of Estimate	R Square Change	F Change	Df1	Df2	Sig F change
Simple Regression Results									
1	0.700	0.490	0.468	0.423	0.490	22.781	4	95	0.00
Moderation Results									
2	0.712	0.508	0.481	0.417	0.018	3.443	1	94	0.067

In Table 5, it can be observed that the value of R-square with moderating variable is 0.481 which is higher than the R square in which the moderating variable has not been included. It represents that there is a relationship between employee satisfaction and motivation.

Compensation and Employee Satisfaction

As per the research questionnaire, the frequency response has been found towards neutral to strongly agree hence supporting the fact that compensation affects employee satisfaction. Further, as the correlation was performed for the same it has been found that there is a strong bond between the satisfaction level of employee and compensation so both are related to each other, which have also been found in previous studies, for example, Saeed et al., 2013. In the regression, we have found the value of the coefficient of compensating is highly significant which means variation in the employee satisfaction is caused due to compensating.

Supervisor Support and Employee Satisfaction

As per the questionnaire, the frequency response has been found towards neutral to strongly agree hence supporting the fact that supervisor support affects employee satisfaction. Further, as the correlation analysis has been performed for the same it has been found that there exists a strong correlation between supervisor support and employee satisfaction. In the regression analysis, we have found the parameter of supervisor support is quite significant indicating that variation in employee satisfaction is due to supervisor support

Work Environment and Employee Satisfaction

As per the questionnaire, the frequency response has been found towards neutral to strongly agree hence supporting the fact that the work environment affects employee satisfaction. Further, a strong correlation between employee satisfaction and work environment has been

found. In the regression analysis, we have found the value of the parameter of work environment is quite significant which means variation in the employee satisfaction is caused due to work environment.

Job Security and Employee Satisfaction

According to the questionnaire, the frequency response has been found towards neutral to strongly agree hence supporting the fact that job security affects employee satisfaction. Further, as the correlation was performed for the same it was found that there exists a strong bonding between the satisfaction level of employee and job security. In the regression, we have found the coefficient of job security is quite significant which means variation in employee satisfaction is caused due to job security.

Motivation Role in Employee Satisfaction

Motivation like seminars, award ceremonies do play an important role in enhancing employee's satisfaction but this factor cannot lessen the impact of the factors discussed above. If the employee compensation is low as compared to the deserved salary, the motivation including medical policies, external training, seminars, and recreational tours are not going to moderate the employee satisfaction. The supervisor is not in a positive relationship with the employee and doesn't support the employee in carrying out the tasks then this itself is a de-motivational factor that can't overcome by motivations like seminars, ceremonies.

Motivation factors play a role towards the improvement of the work environment of the place where the employee is performing his job then definitely events like seminars, ceremonies will make a positive impact towards the betterment of the work environment and hence towards employee satisfaction. If the employee does not feel safe with his job, then what is the purpose of being happy with the seminar or ceremonies.

5. Conclusion, Limitations and Future Research

If employees are satisfied with their organizations, they perform in a much better way and achieve their tasks in a much shorter time hence their performance will improve by miles. So, it becomes really important for the managers and policymakers to prioritize those factors which employees believe are important for their satisfaction. The study has aimed to identify all the significant factors affecting the satisfaction level of employees in the engineering firms of Pakistan. Based on the study, it has been found that many of the employees in engineering firms believe that salary of the job is the most important factor for any employee in staying in an organization. The importance of money cannot be underestimated in normal life. Everyone needs money and everyone works hard for the money. It is the most important aspect for fulfilling our life necessities.

If incentives like overtime, bonuses on different occasions are added up then the compensation plays a most important role in the satisfaction of an employee. The service quality and overall organization performance will be improved if the employees are going to get good salaries in engineering firms of Pakistan. From this study, it has been proved that employees expect fairness from their supervisors. If the leader of the team is showing a positive attitude towards all of its employees, that would inculcate a positive attitude in the minds of all employees, motivate them to work harder. It is also quite obvious that if a person believes that the work, he is performing is going to be credited then he would try to give his best shot for recognition. As per the results deduced from the study, it has been observed that working conditions also contribute in a significant manner towards the satisfaction building of employees.

The physical environment also affects the satisfaction level of employees up to some extent. In engineering firms employed engineers, work greatly interacts with environment hence they consider work environment as an important factor in their satisfaction. A healthy working environment and relations motivate the employees towards performing their jobs in a better manner and identifying the importance of developing a positive workplace with equal

opportunities for all the employees. Job security tends to have an impact on employee satisfaction to not too much extent. In a field like engineering where technology is improving day by day, job security plays an important role but not that much. As in engineering, most jobs or employment are projects based, so employees are mostly aware of the fact that they have to find another job when the project is completed so a contract or permanent job does fascinate the employees but not by many margins. Motivation like seminars, award ceremonies do play an important role in enhancing employee's satisfaction but this factor cant lessen the impact of the factors discussed above because if a person is taking less salary, he thinks he deserves if he is not happy with his boss if he doesn't like his job work environment that much if he doesn't feel safe with his job then definitely what's the purpose of being happy with the seminar or ceremonies, so motivation like these have not got much impact on the employee satisfaction.

In every study, there are always some gaps same is the case with this study. Employee satisfaction is not a limited, it is a versatile term that depends upon more than the number of factors included in this study. In this study, the only four variables are discussed with employee satisfaction but in practical life, there are many other factors like seminars, training, medical policies, increments, appraisal, get together parties, flexible working hours, an employee of the month, recreation tours, medical insurance, death insurance, cars and other loan schemes, etc. These are some factors whom the relationship with employee satisfaction may be found out in further references. Also, in this study, the focus has been made on engineering firms only where there are other sectors as well in Pakistan. In further research, the umbrella can even be broaden using these sectors or carrying out research for them independently.

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