

Factors Associated with Employee Job Satisfaction: A Case Study on National Film Corporation, Sri Lanka

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Abstract: The aim of this study is to determine the most important factors affecting the job satisfaction of employees. Job satisfaction means the amount of favourableness towards one's job. This was a case study at the National Film Corporation in Sri Lanka, which applied a descriptive research design and a cross-sectional analysis. The study involved collection of primary data from a sample of 52 employees from various departments of the National Film Corporation. This study is based on questionnaire method, and the non-probability sampling method of convenience sampling was used in the study. Through a widespread literature research, few factors were identified. Out of those factors most influential factors were identified using the collected data. The data was analyzed using SPSS and Excel software. A normality test was done to check on the data given by respondents, and a reliability test was carried out to test the degree of reliability of the data gathered from the respondents. Correlation Analysis was done to find the association between variables. This study revealed that there are five main factors associated with employee job satisfaction. They are fringe benefits, organizational structure, job security, and freedom and relationship with colleagues. Numerous recommendations of this research are emphasized and recommended to the government and stakeholders. Limitations and course of action for future direction of research were also discussed.

Keywords: Employee satisfaction, Human capital, Job satisfaction

Introduction

In the modern world employees have become the main strength of the company or the organization that they work for. The productivity of the company depends on the performance of its employees. So the satisfaction of employees is becoming a part of organizational strategy. Job satisfaction is a vital part of any professional organization. It affects to the attitude that one develops towards one's job in due course of time or the positive feeling one gets from the job. With the growth of industrial revolution this topic has expected tremendous significance as the success of any organization depends on the competence of its employees and it can only be achieved if a worker is satisfied with his working conditions. It is observed that if a worker is not satisfied with his work, then both the quantity and quality of his output tend to agonize. On the other hand, if the satisfaction of employees increases, then there is an improvement in both the quality and the quantity. An organization has a great chance of being successful when employees are properly directed towards accomplishing corporate goals (Gupta & Subramanian, 2014).

Promotional opportunities and learning prospects are important in an organization. Next, the employee will be motivated and satisfied if the business grows in time while expanding their operations both locally and internationally (Ozsoy, 2019). In a complex and dynamic environment, leader of the organization used to create the

environment in which employee feel trusted and are empowered to take decisions in the organization which leads to enhance motivation level of employee and ultimately organizational performance are enhanced. Smith and Rupp (2003) stated that performance is a role of individual satisfaction, organizational strategy, and resistance to change. Likewise, Luthans and Stajkovic (1999) concluded that the advancement of human resources through rewards, monetary incentives, and organizational behaviour modification has generated a large volume of debate in the human resource and sales performance field. A study done in Sri Lanka found out that pay and benefits, interpersonal relationships, and job security greatly affect the level of employee motivation and to the level of job satisfaction. That study stated that the company should motivate their employees to achieve better company bt providing higher employee satisfaction (Kumarasinghe, 2012).

Though the Sri Lankan film industry is doing a great service to the country, day by day its presence gets demolished. Due to the easy access to internet people watch films at their homes without going to film halls. This situation makes employees in the film corporation less motivated and less satisfied to do their work. Hence, when compared with other organizations, it has been identified that the Sri Lankan Film Corporation could also achieve a higher production level than the current rate, if the employees in it have a higher job satisfaction.

So the main objective of this study is to identify the factors associated with the job satisfaction among the employees in the National Film Corporation, Sri Lanka. This study also intended to reveal the current level of satisfaction among the staff members of the National Film Corporation, Sri Lanka.

Methodology

This was a case study at the National Film Corporation in Sri Lanka, which implemented a descriptive research design and a cross-sectional analysis. The study involved collection of primary data from a sample of 52 employees from various departments of the National Film Corporation, Sri Lanka.

The non-probability sampling method of convenience sampling was used in the study. Convenience sampling is a non-probability sampling method where subjects are selected based on their accessibility and this causes less hassle for both researcher and participant to fill the questionnaire given to them (Kothari, 2004). Questionnaires were used to collect primary data. The questions covered five areas in relation to fringe benefits, organizational structure, job security, freedom and relationship with colleagues, which are the variables that affect employee job satisfaction.

The data has been analysed using statistical models so as to arrive at the established research hypotheses and objectives. The descriptive data was analysed using SPSS and Excel software. A normality test was done to check on the data given to respondents and a reliability test was carried out to test how reliable the data which was gathered from the respondents was. Correlation Analysis was done to find the association between variables.

To come up with conclusions the following hypotheses were made.

H1: There is a significant relationship between employee job satisfaction and fringe benefits

H2: There is a significant relationship between employee job satisfaction and organizational structure

H3: There is a significant relationship between employee job satisfaction and job security

H4: There is a significant relationship between employee job satisfaction and freedom

H5: There is a significant relationship between employee job satisfaction and relationship with colleagues

Data Analysis

A. Demographic Features of the Sample

This study aimed to establish the gender structure of the identified sample. So 75% (39 respondents) were male and 25% (13 respondents) were female. There were 32 married respondents (61.5%) while the percentage of unmarried respondents was 38.5% (20 respondents). Accordingly, the majority of the sample was the married respondents. The majority of the sample had more than 15 years of experience (44.23%). The second majority at 32.69% includes those who have experience of between 10 to 15 years. The lowest number of respondents had experience of less than 5 years (9.62%). Only 13.46% of the sample had experience of 5 to 10 years.

In the case of race, 92.3% of the sample was Sinhala respondents and the percentage of Tamil and Muslim races were respectively

5.8% and 1.9%. When it considering religion, 76.9% of the sample was Buddhist respondents and the percentage of Christian, Hindu and Islam religions were respectively 15.4%, 5.8% and 1.9%. When this research considered the level of education of the sample, the majority, 18 respondents (34.6%) of the sample mentioned their maximum level of education was G.C.E. A/L, 13 respondents (25%) were educated up to their first degree. The groups who had been educated up to G.C.E. O/L and obtained a diploma were similar in this sample. They consisted of 8 respondents (15.4% of the sample). There were only 5 people who have completed the postgraduate education. That was only 9.6% of the sample.

In the case of the age group of the sample, a majority of 46.15% (24 respondents) belonged to the age group of 24 to 30, 34.62% (18 respondents) belonged to the age group of 31 to 40, and 11.54% (6 respondents) belonged to the age group of 19 to 23. This sample consisted of only 4 respondents (7.69%) who belonged to the age group of 41 and above.

B. Normality Test

Normality of the variables of this study is measured using the Skewness and the Kurtosis.

Table 1: Normality Test

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Jo Satisfaction	52	-.669	.310	-.633	.650
Fringe Benefits	52	-.354	.310	-.930	.650
Organizational Structure	52	-.618	.310	-.588	.650
Job Security	52	-.584	.310	-.013	.650
Freedom	52	-.174	.310	-.593	.650
Relationship with Colleagues	52	-.618	.310	-.588	.650

Source: Survey Data, 2019

The variables were normally distributed because of the average value of skewness for all the variables is between -1 and +1 while the average value for kurtosis of all the variables is between -2 and +2 (George & Mallery, 2010).

C. Reliability Test

The reliability of the questionnaire was determined using the Cronbach Alpha value which was derived from independent variables and the dependent variable of this study.

Table 2: Reliability Test

Factor	Number of components	Cronbach's Alpha value
Jo Satisfaction	04	0.812
Fringe Benefits	04	0.716
Organizational Structure	04	0.732
Job Security	04	0.804
Freedom	04	0.732
Relationship with Colleagues	04	0.792

Source: Survey Data, 2019

Since the Cronbach's Alpha is > 0.7 for all variables, we can conclude that the consistency level of the scale and sample is high (George & Mallery, 2010).

D. Correlation Analysis

To come up with the factors affecting the motivation of employees working at the National Film Corporation, Sri Lanka, the following hypotheses were tested using the Pearson's Correlation Test.

Table 3: Correlation Analysis

Hypotheses	Correlation	Sig value	Decision
H1	0.861	0.000	Accepted
H2	0.641	0.000	Accepted
H3	0.782	0.000	Accepted
H4	0.654	0.000	Accepted
H5	0.772	0.000	Accepted

Source: Survey Data, 2019

According to the results it can be identified that there are significant relationships between dependent variable of employee satisfaction and the independent variables of fringe benefits, organizational structure, job security, freedom and relationship with colleagues. All the independent variables show positive relationships with the dependent variable.

So when each and every independent variable increases, the employee satisfaction will also increase. The variable of fringe benefits shows the highest association with employee motivation. The lowest relationship shows by the independent variable of organizational structure.

Conclusions and Recommendations

Salary and the benefits are a key factor in employee satisfaction in an organization. Employees do jobs to get a salary hence how much they get paid plays a vital role towards retaining employees in a job. Organizational structure in an organization is the human resources and infrastructure facilities and logistical arrangements provided by an organization for the staff. Nowadays, most organizations are focused on achieving their business targets and hence, it requires additional commitment from staff. Hence organizational structure also should have a decent consideration in order to increase employee satisfaction. The relationship among employees and with management also plays a significant role in job satisfaction. Good supervision

will guide staff towards achieving the organization goals, whereas bad supervision can lead to heavy absenteeism and high turnover which are factors of poor motivation levels. In any company, employees should get a considerable amount of freedom too. If they are limited by many restrictions, they tend to dissatisfy over them. So its also necessary to have a favourable working conditions in a company.

The National Film Corporation of Sri Lanka should have a structured salary scheme customized for each role / job and grade. Necessary arrangements should be taken to launch actions to shift work arrangements from one to another. Regular training and mentoring opportunities should be given to the supervisors to upgrade their leadership skills. There should be a well-structured performance evaluation scheme wherein good/ bad talent is identified transparently and is recognized by ways of promotions / demotions. The Open Door culture wherein staffs are encouraged to meet the top hierarchy without prior appointments and also where the staffs are also given an opportunity to voice their opinion and partake in decision making should be done. By doing so, the level of employee job satisfaction in the National Film Corporation of Sri Lanka can be increase.

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Author Biography



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