

Report on
Job Satisfaction of Non- Managerial Employees
A Case Study on “A-ZEIQ CONSULTANTS GmbH”

By

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An internship report submitted to the Department of Business Administration
in partial fulfillment of the requirements for the degree of
Master of Business Administration

Department of Business Administration
BRAC University
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Declaration

It is hereby declared that

1. The internship report submitted is my original work while completing my degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through complete and accurate referencing.
3. The report does not contain material which has been accepted or submitted for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

Dr. Nitai Chandra Debnath

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Subject: **Submission of Internship Report.**

Dear Sir,

With humble honor and respect, it is my great pleasure to submit the internship report on 'Job Satisfaction' with special reference. It has been a joyful and enlightening experience for me to work in "A-ZEIQ CONSULTANTS GmbH" and prepare this internship report.

Therefore, it is a humble request to you to accept the report for your judicious evaluation. I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,



Chowdhury Rashid Abdullah

ID # 16264032

BRAC Business School

BRAC University

Date: October 01, 2021

Acknowledgement

First, I would like to thank The Almighty Allah for giving me the mental strength to complete my internship. I am glad to complete the report successfully. “BRAC University” and “A-ZEIQ CONSULTANTS GmbH” both provided enormous support and guidance for my Internship program.

It was a great experience while going through the intern period and preparation of this report. I am very much grateful to my Internship Supervisor, **Dr. Nitai Chandra Debnath**, for his guidance and support during the report preparation.

This was a good way of learning, and I appreciate for giving me the proper line of directions. For giving an excellent opportunity to make my report, I would like to give special thanks to-

- Mahmudul Alam – CEO, A-ZEIQ CONSULTANTS GmbH.
- Gibin Binu Joseph – CEO, A-ZEIQ CONSULTANTS GmbH.

Executive Summary

Job satisfaction is a vital and argumentative issue in industrial Psychology and behavioral management in an organization. Employee motivation can be changed by developing organizational climate, or environment satisfaction is a specific subset of attitudes held by executive members. It is the attitude one has towards their job. Stated another way, it is one's affective response to the profession. Moreover, it means attitudes related to the job. It is concerned with such specific factors as wages, supervision, the steadiness of employment, work conditions, social relation, fair treatment of the employer, and other similar items. Job satisfaction is related to different socioeconomic and personal factors, such as Age, Sex, Incentives, Working Environment, Education, duration of work, etc.

Employee job satisfaction keeps their workforce engaged and motivated to face the dynamic and ever-increasing challenges of maintaining productivity. In the present era of globalization, the varied and changing demands of consumers put consistent pressure on employers to satisfy their needs and be competitive in the business. Furthermore, environmental stresses, rising health costs, and a diverse workforce are constantly challenged by management. Creating a comfortable work environment and motivating people towards exceptional performance at the workplace achieves work-life balance.

The present paper will highlight different factors affecting job satisfaction in a consultancy-based company in Germany.

Keywords: Job Satisfaction; Incentives; Skill; Social Security; Working Conditions.

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List of Acronyms

HRM

Human Resource Management

IT

Information Technology

PNP

Passau Neue Presse

DHL

Dalsey Hillblom Lynn

IAD

Institutional Analysis Development

DGB

Deutscher Gewerkschaftsbund

Glossary

Thesis	An extended research paper that is part of the final exam process for a graduate degree. The document may also be classified as a project or collection of extended essays.
Glossary	An alphabetical list of key terms
Appendix	A section or table of subsidiary matter at the end of a book or document.

Chapter 1: Introduction

1.1 Background of the Study:

HRM means the philosophy, policies, procedures, and practices related to the management of people begin an organization. Nowadays, every organization is facing high competition. Therefore organizations try to do the right thing at the right time. In that situation, HRM plays a significant role in achieving organizational goals. 'Satisfaction' is one of the powerful concepts in Human Resource Management. Employee satisfaction is a measurement process of workers' happiness with their job and working environment. Any company can be benefited from moral workers, and those happy workers help to increase production; they take fewer days off and stay loyal to the company.

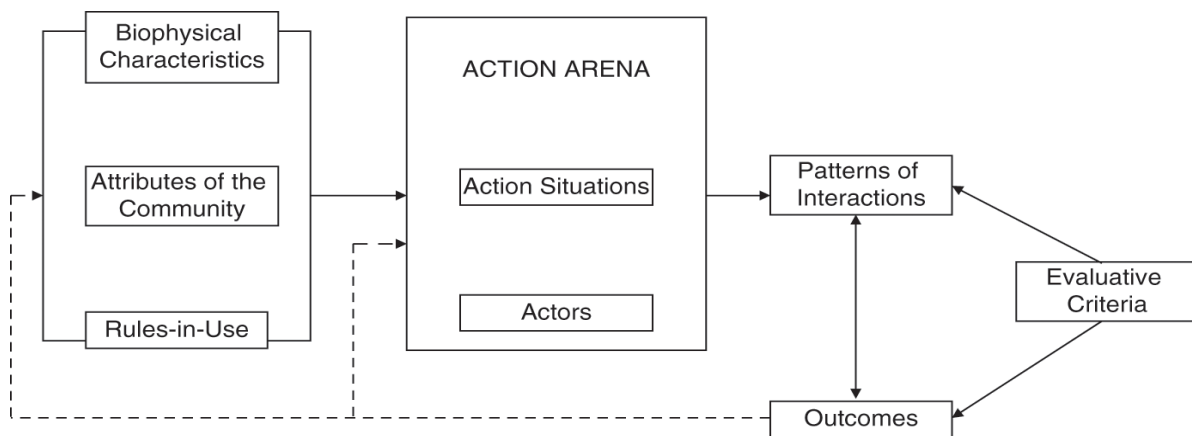
Job satisfaction has linked with motivation, although it is different from one another. Employers should implement several factors for improving or maintaining high employee satisfaction. Job design aims not only to enhance job satisfaction but also to improve job performance. Moreover, design methods include several tasks such as job rotation, enlargement, and enrichment. Furthermore, job satisfaction is influenced by the management style, culture, pay, work responsibilities, variety of tasks, employee involvement, empowerment, autonomous workgroups, promotional opportunities, the work itself, and co-workers. It is an emotional feeling that expressed the appraisal, affective reaction, and attitude to their profession. Weiss (2002) said that job satisfaction is an attitude of cognitive evaluation of different objects such as behaviors, emotions, and beliefs. According to this definition, our jobs are considering our feelings, thoughts, and behaviors.

The following documentation is a research report completed based on analyzing the impact of physical, psychological, and environmental factors on the job satisfaction of non-managerial members working at “A-ZEIQ CONSULTANTS GmbH” .

“A-ZEIQ CONSULTANTS GmbH” has mainly concerned, with consultancy work which provided trained and experienced people to other organization according to their demands. Germany is a developed country but they need some improvement on several sectors such as medical sector, production sector and agriculture sector. They need trained and experienced people to this development and our organization has provided training and supply efficient workers in different sector.

1.2 Theoretical Framework

In 2009 an American political scientist named Elinor Ostrom had developed the Institutional Analysis and Development framework (IAD). The IAD is a "multi-level conceptual map" because it *explains and predicts* outcomes by formally exploring and documenting the structures of the government, the positions of different actors, and the developed rules and regulations for individuals to extract commons resources. The IAD framework helps to understand the action problems for the short term with the existing structure. In this report, I will use the IAD framework to find out the job satisfaction procedure of our non-managerial employees. There are four actions: physical attributes, community attributes, institutional attributes, and actors in this framework analysis.



According to this framework, "A-ZEIQ CONSULTANTS GmbH" and PNP are the physical attributes when "Deutscher Gewerkschaftsbund" (DGB) is community attributes. However, Germany's Federal Ministry of Labour and Social Affairs is our institutional attribute, with all non-managerial employees as actors. DGB is an umbrella organization because it represents the interests of its unions and their members as collective bargaining, does not organize strikes, and does not engage in union activities in workplaces to the local government, European and international bodies. Moreover, it contributes to wages, working conditions, and political decision-making processes because it works as a German confederation of trade unions. The actions of this organization are controlled by the Federal Ministry of Labour and Social Affairs. The federal ministry makes the rules and regulations, sets minimum wages, and does many other labor-related activities. For example, the minimum per hour salary for this year 2021 is 9.50, decided by this ministry.

1.3 Objectives of the Study:

The report's **primary objective** is to empirically study the significance and impacts of physical, psychological & environmental factors on job satisfaction of non-managerial employees. To fulfil the primary objective, the **secondary purposes** of this report are the following.

- To know about Consultant sector in Germany
- Analysis of Job satisfaction
- Future of consultancy service in Germany

1.4 Scope:

- The scope of this report consists of my observation and experience acquired in “A-ZEIQ CONSULTANTS GmbH.”
- This report focuses on the Job satisfaction of Employees in Germany.

1.5 Methodology:

This report is prepared based on data collected from different employees of "A-ZEIQ CONSULTANTS GmbH." Also, this report contains additional Data which is collected from various sectors.

The report is prepared with a systematic procedure had to follow from topic selection to final report. The study, data sources had to be discovered, collected, filtered, classified, analyzed, and presented in a specific systematic manner.

All the data is collected from primary as well as secondary sources. This report is prepared based on the Employees' perception. Face-to-face conversation with officers and staff was the primary source of data. But I have to admit that the primary source of my report was 'secondary' by nature.

1.6 Limitations:

Even though a great effort is given to prepare this report, it might have some limitations. The main lackings of this report are the followings

- ✚ Only three months is not enough for the study.
- ✚ Short time to consult with the officer to gain enough information
- ✚ Some updated information is not available.
- ✚ Providing all kinds of information is not possible due to the confidentiality factor.
- ✚ The staff and employees were occupied most of the time with their work. Interviewing them was not easy.

Instead of these limitations, the report has been prepared with great effort.

Chapter 2: Literature Review

This chapter's main objective is to address different definitions, theories, and perspectives viewed by numerous authors and management scientists concerning satisfaction. Therefore through a literature survey, analyses will be able to study and describe the general position of the subject concerned. Also, through this literature survey, the researcher explained the factors affecting job satisfaction, outcomes of satisfaction, and previous research related to job satisfaction.

2.1 Job Satisfaction

A Hawthorne study was one of the most critical studies of job satisfaction. Elton Mayo (1924 -1933) was conducted at the Harvard Business School to determine the effect of various conditions on workers' productivity (Indumathi. T, Govind Urmila, Srimathi. V, 2019). These studies showed the Hawthorne Effects that mean increase productivity temporarily due to novel changes in work conditions. It provides strong evidence that people work not only for the payment but also other factors in job satisfaction.

Scientific management also had a significant impact on the study of job satisfaction. According to Taylor (1911), there was only one best way to perform any task. He contributes to a change in industrial production philosophies through the modern assembly lines, shifts works, and hourly wages. Therefore industries significantly increased their productivity through a faster workforce. Researchers are finding the answer to new questions regarding job satisfaction because workers became exhausted and dissatisfied and left their jobs. Maslow's (1943) hierarchy of Needs Theory is known as job satisfaction theory or a motivation theory that explains five specific needs to satisfy the employees.

2.2 Dimensions of Job Satisfaction

According to Luthan (2002), there are three generally accepted dimensions of job satisfaction.

1. Job satisfaction is a response with emotion to a job situation.
2. It is determined by overall outcome or expectations. For example, suppose organizational participants feel that they work much harder than others in the same organization but receive fewer rewards. In that case, they will probably have a negative attitude towards the work.
3. It represents several attitudes, they are:
 - Pay
 - Promotion opportunities
 - Working conditions
 - Co-worker relationship
 - Supervision
 - The work nature

2.3 Need Hierarchy Theory for Job Satisfaction

Abraham Maslow's (1943) hierarchy of needs theory is one of the most widely mentioned theories for motivation. Maslow saw human necessities in the form of lowest to the highest demand that work as a motivator. As per his theory, these needs are:

Physiological needs:

The primary physiological needs for the people are food, water, warmth, shelter, sleep, medicine, and education. These are essential needs for sustaining human life. Maslow believed that until these needs were satisfied to maintain life, no other motivating factors can work.

Security or Safety needs:

These need to be free of physical danger and uncertainty of job, property, food, shelter, and emotional disturbance.

Social needs:

As social beings, people always try to satisfy their need for affection and build relationships.

Esteem needs:

According to Maslow (1943), once people begin to satisfy their needs, they want to be held in esteem both by themselves and others satisfaction as power, prestige status, and self-confidence. It includes internal esteem factors like self-respect, autonomy, and achievements and external esteem factors such as social status, recognition, and attention.

Need for self-actualization:

Finally, Maslow (1943) represents the need for growth, achieving one's potential, and self-Fulfillment. It is maximum potential needs that are substantially satisfied; the following need becomes dominant. From the motivation standpoint, the theory would say that although no need is ever fully gratified, a substantially satisfied need no longer motivates, so if someone wants to encourage another one need.

2.4 Factors Affecting Job Satisfaction

There are several factors influencing Job Satisfaction clustered as physical, psychological, and environmental factors as below:

2.4.1 Physical Factors of Job Satisfaction:

Payment

Money rewards are multi-complex and multisided job satisfaction factors. Money gives people an opportunity to satisfy their primary needs and fosters satisfaction of higher levels of needs.

Those who make more money are little more satisfied than those who make considerably less. Moreover, relatively well-paid samples of individuals are only trivially more satisfied than relatively poorly paid samples" (Judge et al., 2010). Employees more often perceive their salary level as a reflection of how management estimates their contribution to its activity. Employees get greater satisfaction from indulgences receivables if they receive some extent independently indulgences from the whole package.

Working groups

Direct effect on job satisfaction makes the very nature of workgroups. Working group serves a single worker as a source of support, comfort, advice, and enjoyment from the same job. Generally, any “good” working group gains joy and pleasure from the job. On the other hand, when the opposite situation is observed, it is hard to get along with the people; the given factor negatively impacts job satisfaction.

Welfare Services

Welfare includes anything done for the comfort and improvement of employees and is provided over and above the wages. Welfare helps keep the morale and motivation of the employees high to retain the employees for a longer duration. Labor welfare includes various facilities, services, and amenities provided to workers for improving their health, efficiency, economic betterment, and social status.

Use of skills and abilities

Everyone has skills and abilities. Some are unique aptitudes and talents, which may include musical skills (singing, playing an instrument, composing music), artistic skills (drawing, painting, sculpting), athletic skills (running, jumping, throwing), or any other ability that comes easily and naturally. Some skills and abilities are used in daily work life. The company should identify which skills and abilities are available to the employee and give opportunities to improve them.

2.4.2 Psychological Factors and Job Satisfaction:

Health and Safety

Organizations constantly face a critical environmental challenge for managing safe and healthy work environments is one of the most pressing environmental challenges facing organizations. According to Maslow's (1943) Hierarchy, physiological needs are the first stage in job satisfaction. Good health and safety bring more benefits that are healthy workers are more productive and can produce at a higher quality. In contrast, long as the workplace is healthy and safe; it will create a pleasant and secure impression in employees' minds towards work.

Job Nature

The primary source of satisfaction is, of course, the job itself. Researches, dedicated to job characteristics and carried out in correlation with working place projecting, testify that the very content of work and its implementation represent the two most essential motivation factors correlated with labor. As research indicated, other main components of job satisfaction are exciting and challenging jobs without redundancy and job giving a man one certain status. Hill (2008) argued that "The most dedicated Employee maybe get job satisfaction when they are going to deal with a workload that is far too heavy and deadlines that are impossible to reach. The stress level of the workplace is raised due to short of deadlines between employees and supervisors."

Job Security

This term means that a particular employee will have their job for a long time due to the low probability of losing the job. Positive job security nature also adds more value to an organization's image and reputation as the job offered has the guaranteed security and reliability. Also, job security has a significant influence in increasing the job satisfaction of its employees. Once the Employee is confident about not losing the job, it will create no mental stress where the Employee can fully concentrate on the work they perform. An employee with a high level of job security will often perform and concentrate better than an employee in constant fear of losing a job. Although this fear can increase motivation in certain situations, a lack of job security can be a source of distraction and result in excess stress and low morale that hinders an employee's overall performance (Thornton, ND).

Job promotion

Companies provide promotions to their employees considering experience, service and some companies reward promotions through measuring employees' talents and capabilities. There is a positive correlation between promotions and job satisfaction, which can be found by using the data from the 1989 and 1990 waves of the NLSY and Pergamit and Veum (1989) (Kostas, ND). When companies prioritize current employees to apply for a vacancy when it arises, employees can achieve their individual goals through obtaining promotions. Such a situation increases employees' satisfaction, and they contribute more to productivity.

2.4.3 Environmental Factors and Job Satisfaction:

Working conditions

One more factor imposing a moderate impact on job satisfaction is working conditions. If conditions are good, staff could easier manage their job. If lousy working conditions were available, it would be more difficult for employees to implement their work. Otherwise, working conditions affect job satisfaction similar to the working group's influence. If all were favorably around, there would not be problems with job satisfaction.

Management style & culture

Organizational culture is the organization's pattern of beliefs, expectations, and values as in company and industry practices. A major organizational factor to which new employees must be socialized is the culture of the group they are joining. An appropriate job design focused on the content of jobs alone has led to both recognizing the importance of management style and organization culture. Central to improving the quality of working life is a participative, open style of management involving employees in decisions that affect them, including the design or choice of the technology itself. Personnel policies, including those related to pay and benefits, should attempt to develop trust among all members and sections of the organization and a confident partnership approach to trade unions.

Chapter 3: Survey and Job Satisfaction Analysis

3.1 Introduction

This chapter mainly analyzes the methodology of the study. It further describes the population of the study, sample selected, sampling techniques used in determining the model, data collection methods used, and strategies in which the collected data is being analyzed.

This study covers a sample of 75 employees selected randomly from the “Passau Neue Press (PNP)”. Generally, our organization “A-ZEIQ CONSULTANTS GmbH” gives the trained worker to different organization like PNP. All employees were selected randomly, and all of them represented the factory department, which is putting papers inside the machine, fill the box with newspaper, make the wood box and send the newspaper thorough DHL to customer. Moreover, all of the employees were non-managerial level. This chapter covers the data presentation and analysis of the study.

The data analysis part will be divided into two sections. The first part will deploy to analyze and present general and demographic information. On the other hand, the second part will deploy to analyze employee response concerning each factor. It clarifies each factor’s relative importance and position among all aspects.

3.2 Demographic profile of the surveyed sample

Gender distribution

Sex	No of employees	% Share
Male	40	53%
Female	35	47%
Total	75	100%

Table 1: Demographic profile - Gender distribution

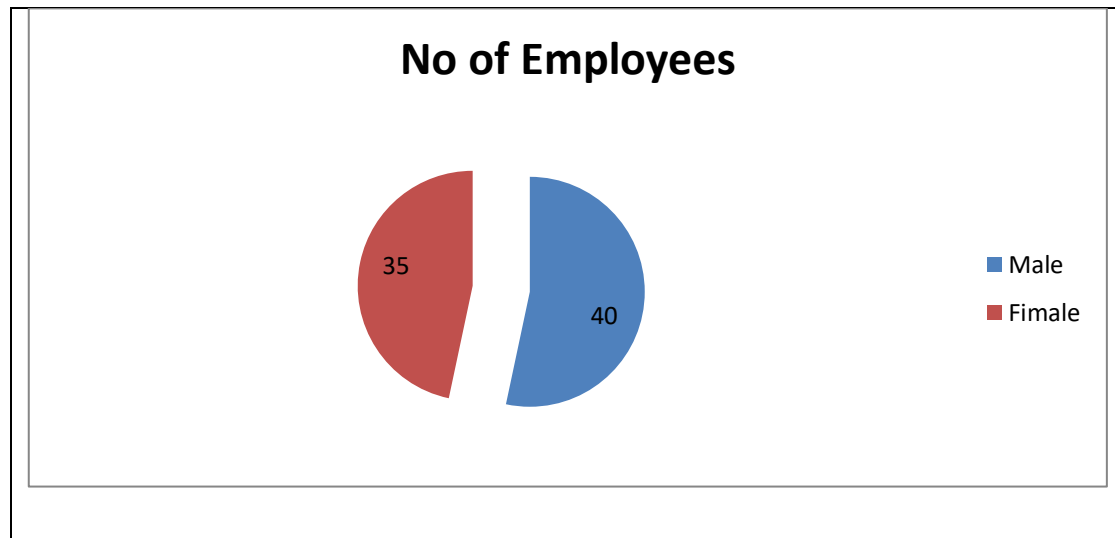


Figure 1: Demographic profile - Gender distribution

The sample consists 75 of non-managerial level employees. Out of the sample, 40 were male, and they represented 53% of the sample. Rests of the 35 employees were female, and they represented 47% of the total sample. According to that, the male population is the dominant fraction of the sample.

Age distribution

Age group	No of employees	% Share
18-20	10	13.33%
21-30	28	37.33%
31-40	22	29.34%
41-65	15	20%
Total	75	100%

Table 2: Demographic profile - Age distribution

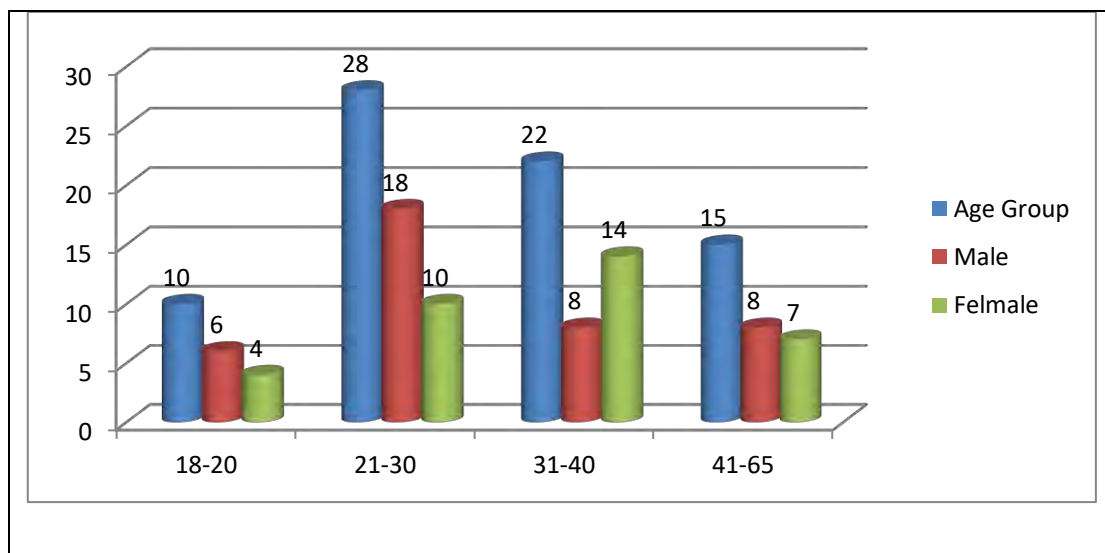


Figure 2: Demographic profile - Age distribution

At the beginning of the study, all employees have categorized age-wise. Thereby total sample was divided into four categories. The first category is the 18-20 age range. 10 of employees were belonging to that category and represent 13.33% of the total sample. The second category is the 21-30 age range. There were 28 employees in that category, and they represented 37.33% of the total sample. The third category is the 31-40 age range; 22 employees were there and represented 29.34% of the total sample. Even though there is one employee in 41-65 age range and it represents 20%. According to that 21-30 range is the largest of the sample.

Service period

Period of service	No of employees	% Share
Bellow 1 year	11	14.67%
Between 1-3 years	35	46.66%
Between 4-5 years	13	17.33%
More than 5 Years	16	21.34%
Total	75	100%

Table 3: Demographic profile based on service period

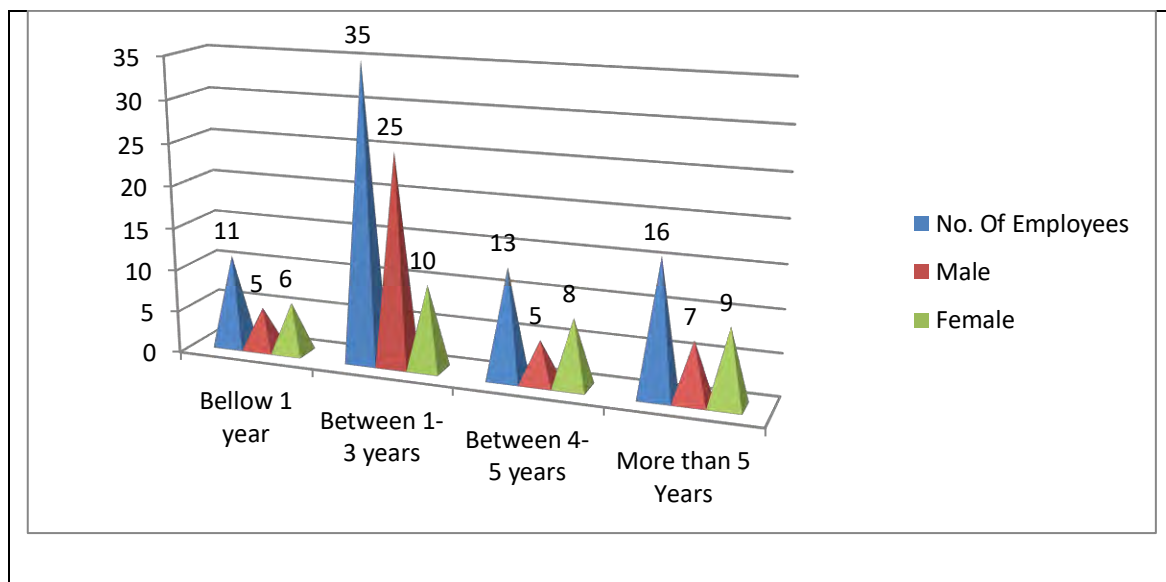


Figure 3: Demographic profile based on service period

This component represents the number of years of employee service with the company of employees have worked less than one year, and they represented 14.67% of the sample. The employees, who are employing greater than one year and less than four years, were 35 of the sample and represented 46.66% of the total sample. Thirteen of the employees, who worked more significant than four years and less than five years, were represented 17.33% of the sample. That is the category beyond seven years. They represented 21.34% of the total sample.

3.3 Analysis of Employees' Response

Positive attitude towards co-workers:

Level	No of employees	% Share
Strongly disagree	8	10.67%
Disagree	5	6.66%
Neutral	22	29.33%
Agree	25	33.34%
Strongly agree	15	20%
Total	75	100%

Table 4: Analysis of positive attitude towards co-workers

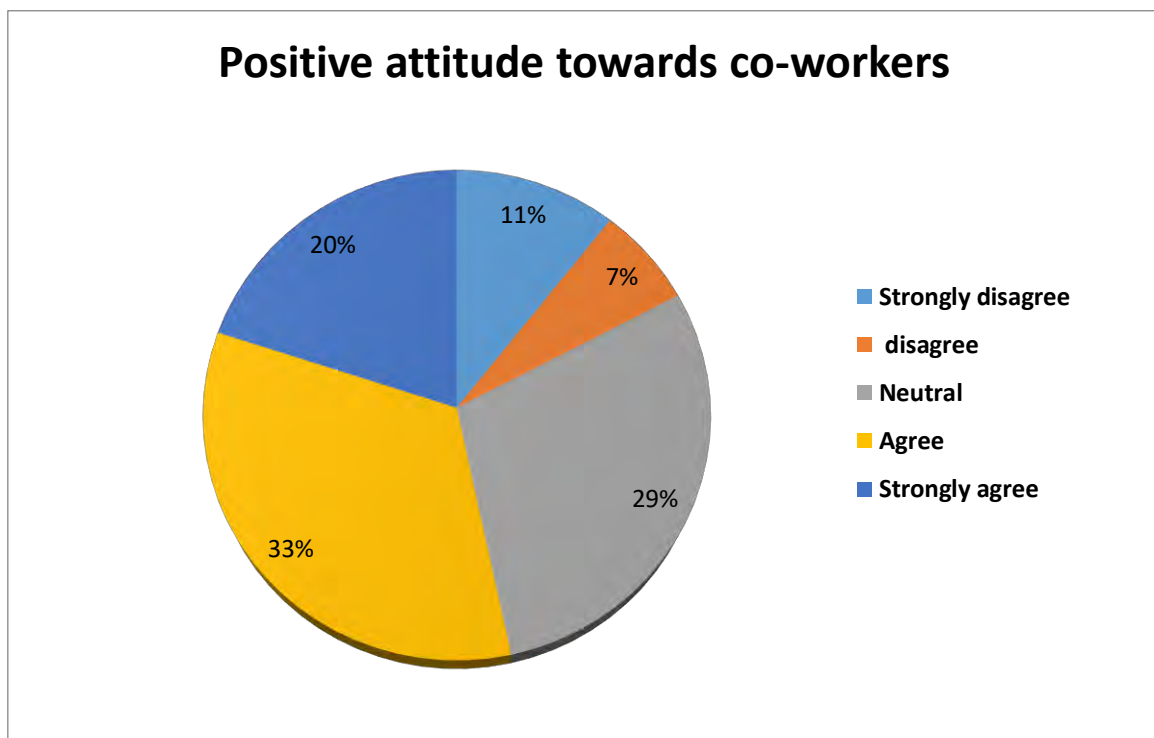


Figure 4: Analysis of positive attitude towards co-workers

Satisfaction over health and safety:

Level	No of employees	% Share
Strongly disagree	7	10%
Disagree	12	16%
Neutral	19	25%
Agree	24	32%
Strongly agree	13	17%
Total	75	100%

Table 5: Analysis of satisfaction over health and safety

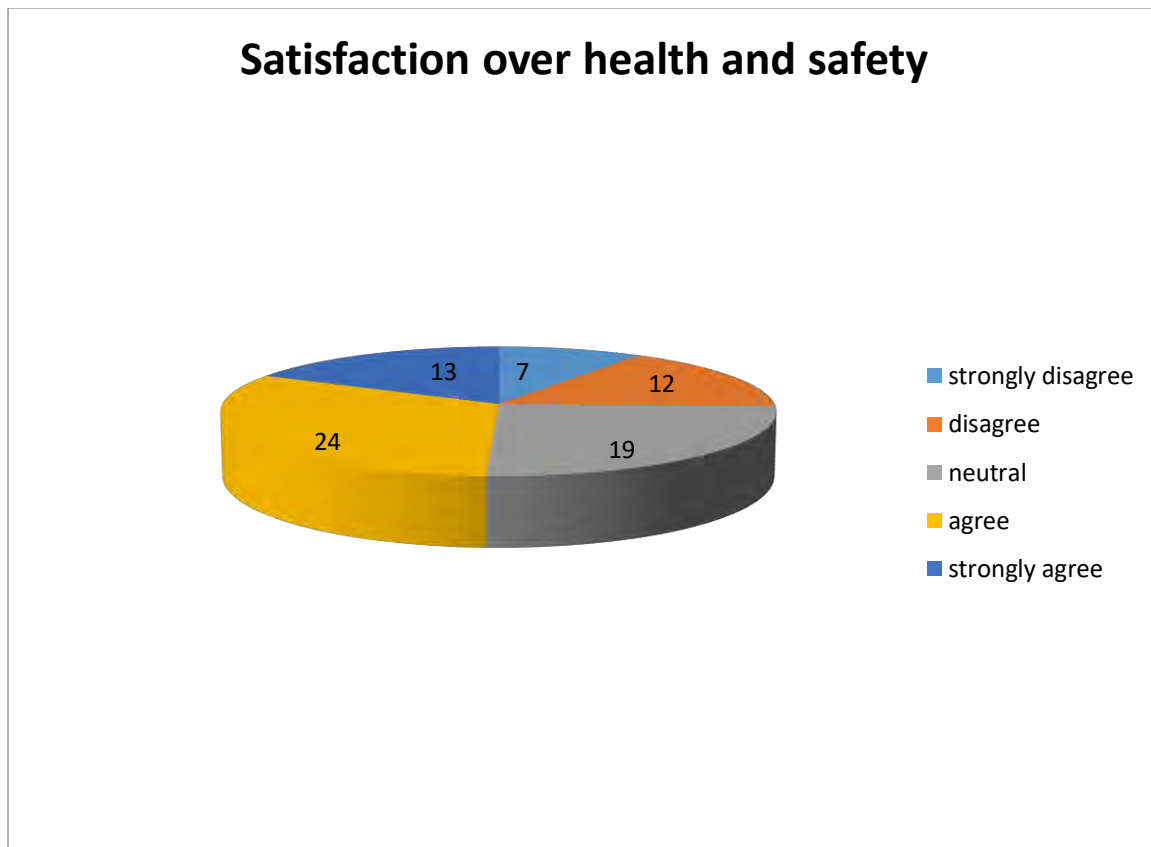


Figure 5: Analysis of satisfaction over health and safety

Work load and responsibilities distribution are satisfactory:

Level	No of employees	%Share
Strongly disagree	10	13%
Disagree	13	17%
Neutral	17	23%
Agree	25	33%
Strongly agree	10	13%
Total	75	100%

Table 6: Analysis of work-load and responsibility distribution

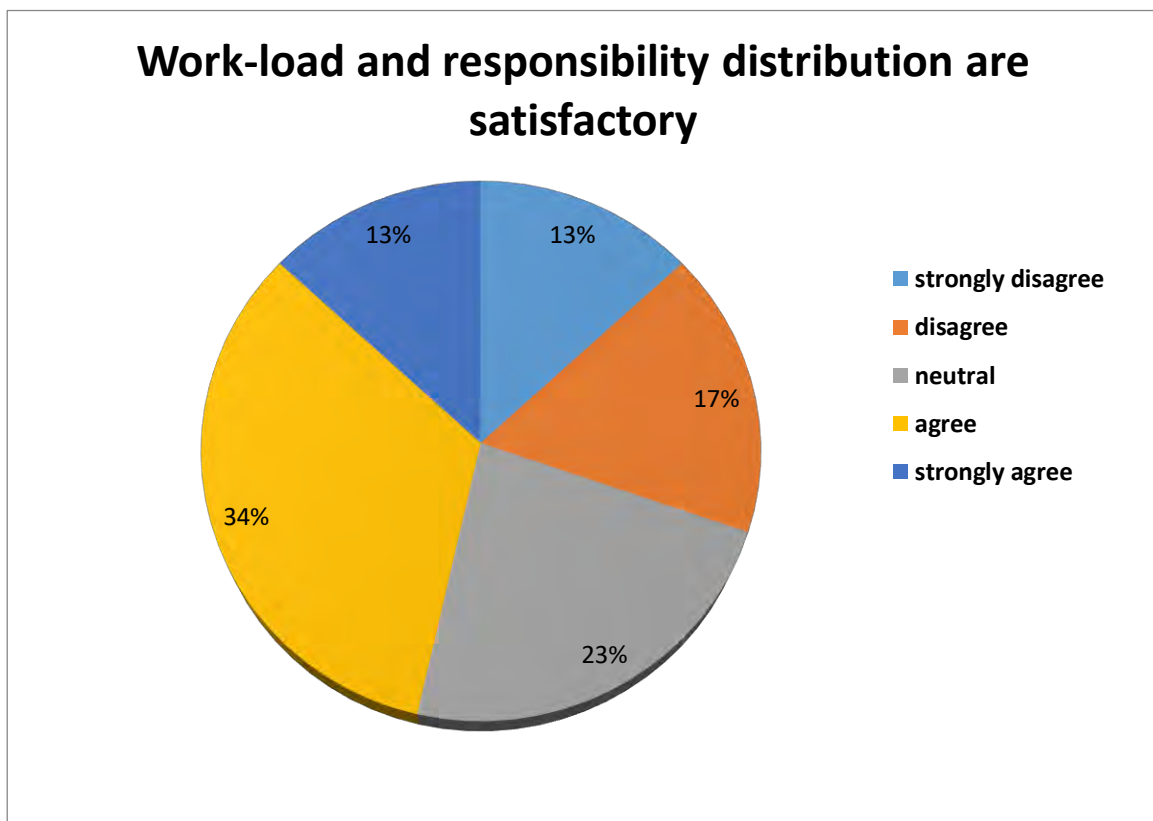


Figure 6: Analysis of work-load and responsibility distribution

Positive attitude towards the current job security:

Level	No of employees	% Share
Strongly disagree	13	18%
Disagree	12	16%
Neutral	25	33%
Agree	16	21%
Strongly agree	9	12%
Total	75	100%

Table 7: Analysis of attitude towards job security

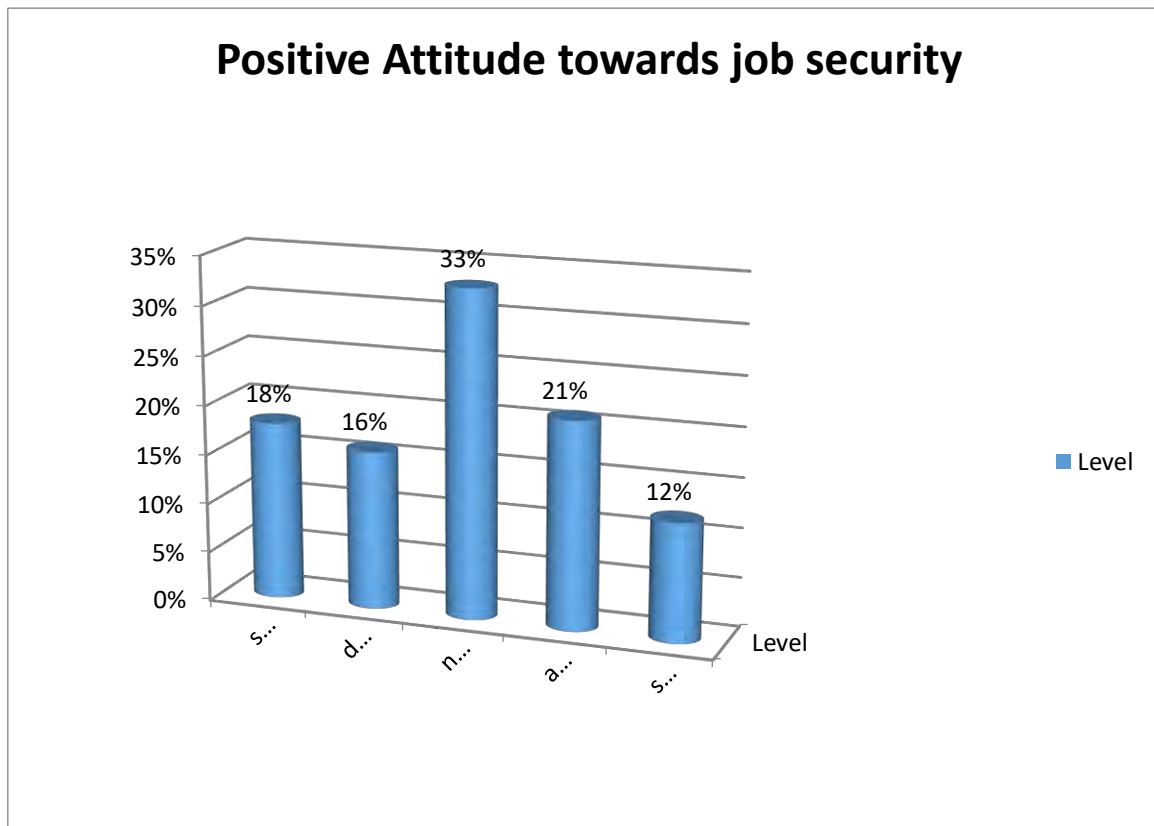


Figure 7: Analysis of attitude towards job security

Satisfaction over the existing promotion strategies:

Level	No of employees	% Share
Strongly disagree	13	17.33%
Disagree	15	20%
Neutral	17	22.67%
Agree	20	26.67%
Strongly agree	10	13.33%
Total	75	100%

Table 8: Analysis on satisfaction over promotion strategies

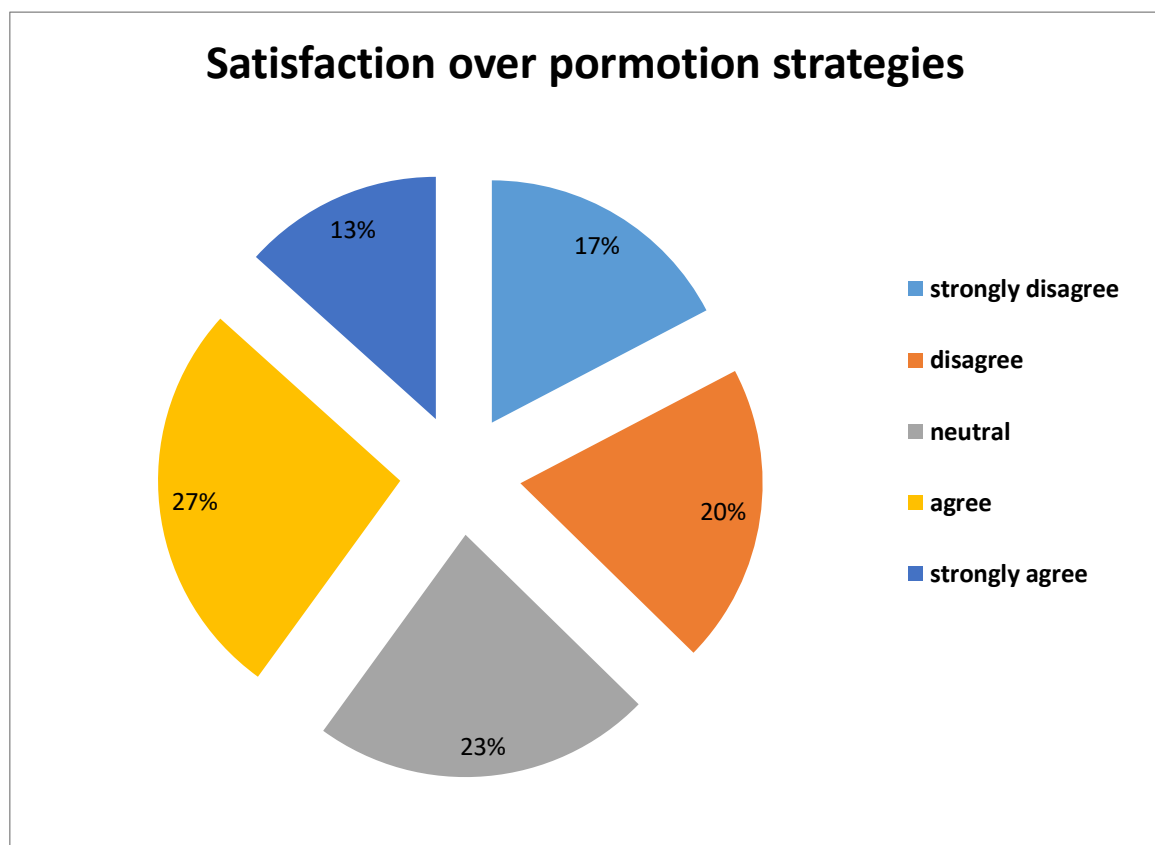


Figure 8: Analysis on satisfaction over promotion strategies

Payments are of satisfactory level:

Level	No of employees	% Share
Strongly disagree	17	22%
Disagree	12	16%
Neutral	13	18%
Agree	18	24%
Strongly agree	15	20%
Total	75	100%

Table 9: Analysis of payments' satisfactory level

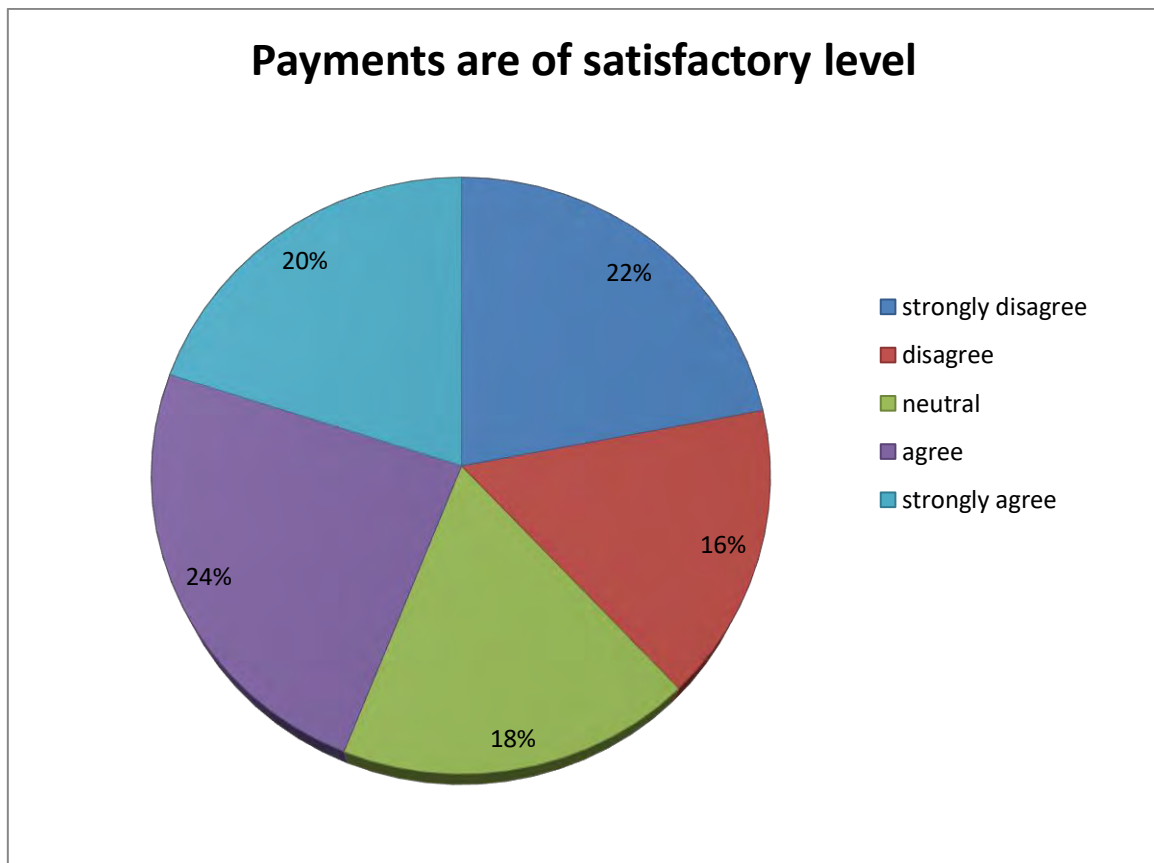


Figure 9: Analysis of payments' satisfactory level

Whether current welfare services address employee needs:

Level	No of employees	% Share
Strongly disagree	17	23%
Disagree	12	16%
Neutral	12	16%
Agree	24	32%
Strongly agree	10	13%
Total	75	100%

Table 10: Analysis of welfare services and employee needs

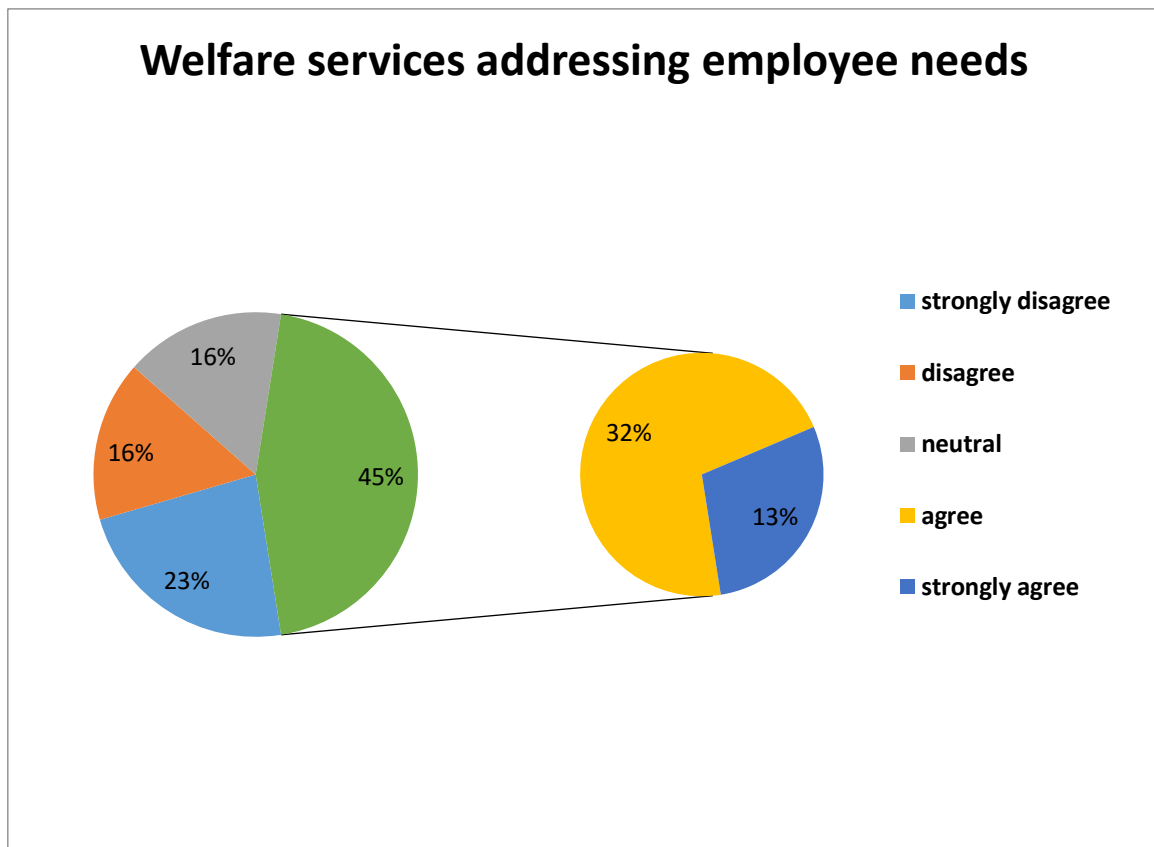


Figure 10: Analysis of welfare services and employee needs

Attitude towards using employee skills and abilities:

Level	No of employees	% Share
Strongly disagree	3	4%
Disagree	5	7%
Neutral	30	41%
Agree	24	32%
Strongly agree	13	17%
Total	75	100%

Table 11: Analysis of attitude toward employee skills and abilities

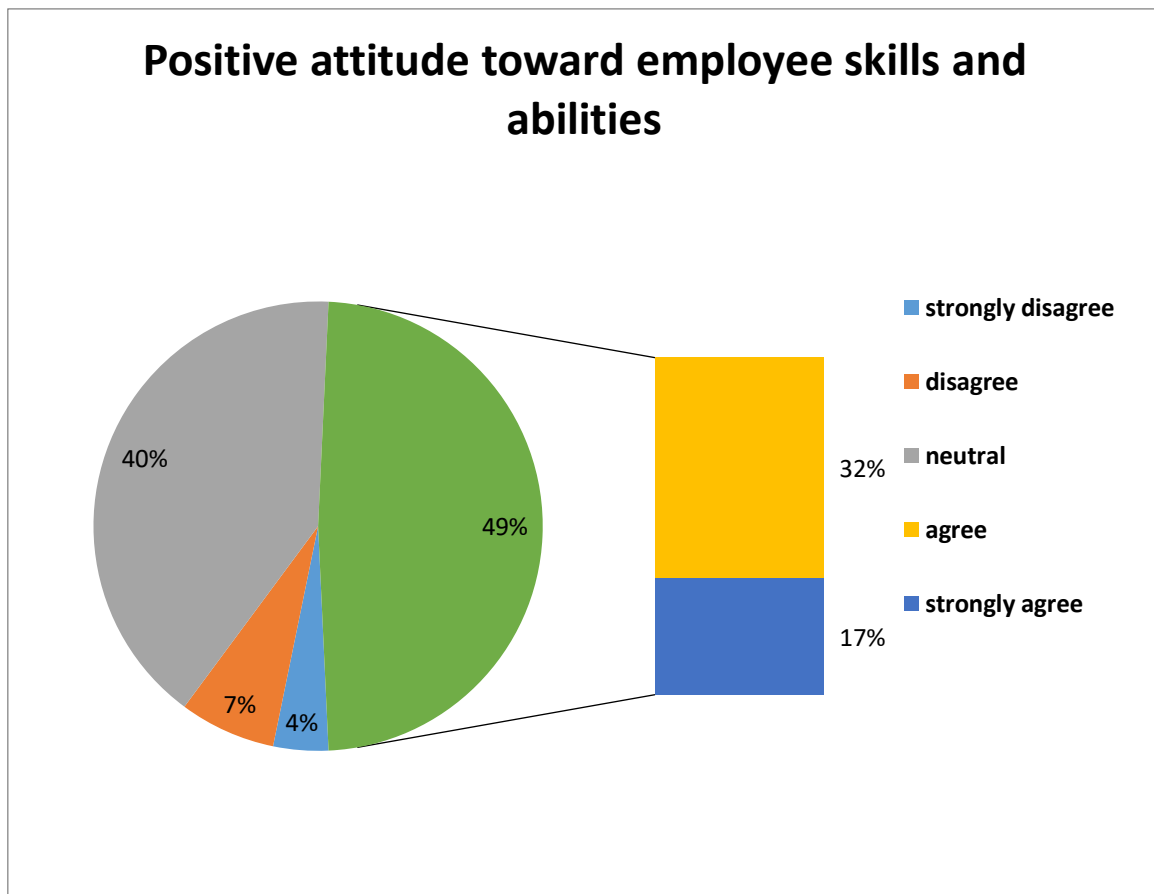


Figure 11: Analysis of attitude towards employee skills and abilities

Satisfied over the working environment:

Level	No of employees	% Share
Strongly disagree	2	2%
Disagree	10	14%
Neutral	20	26%
Agree	31	42%
Strongly agree	12	16%
Total	75	100%

Table 12: Analysis of work-environment satisfaction

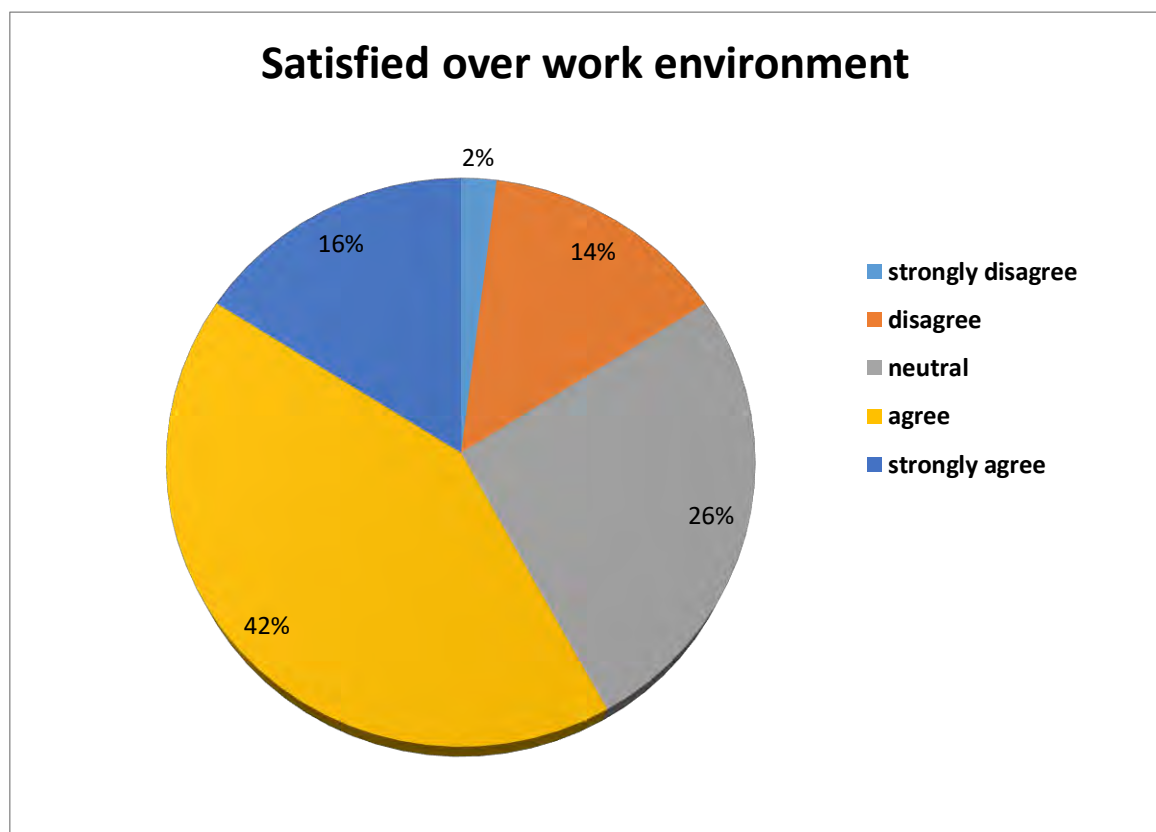


Figure 12: Analysis of work-environment satisfaction

Agreeableness to organization style and culture:

Level	No of employees	% Share
Strongly disagree	2	2%
Disagree	10	14%
Neutral	18	24%
Agree	33	44%
Strongly agree	12	16%
Total	75	100%

Table 13: Analysis of agreeableness to org. culture and style

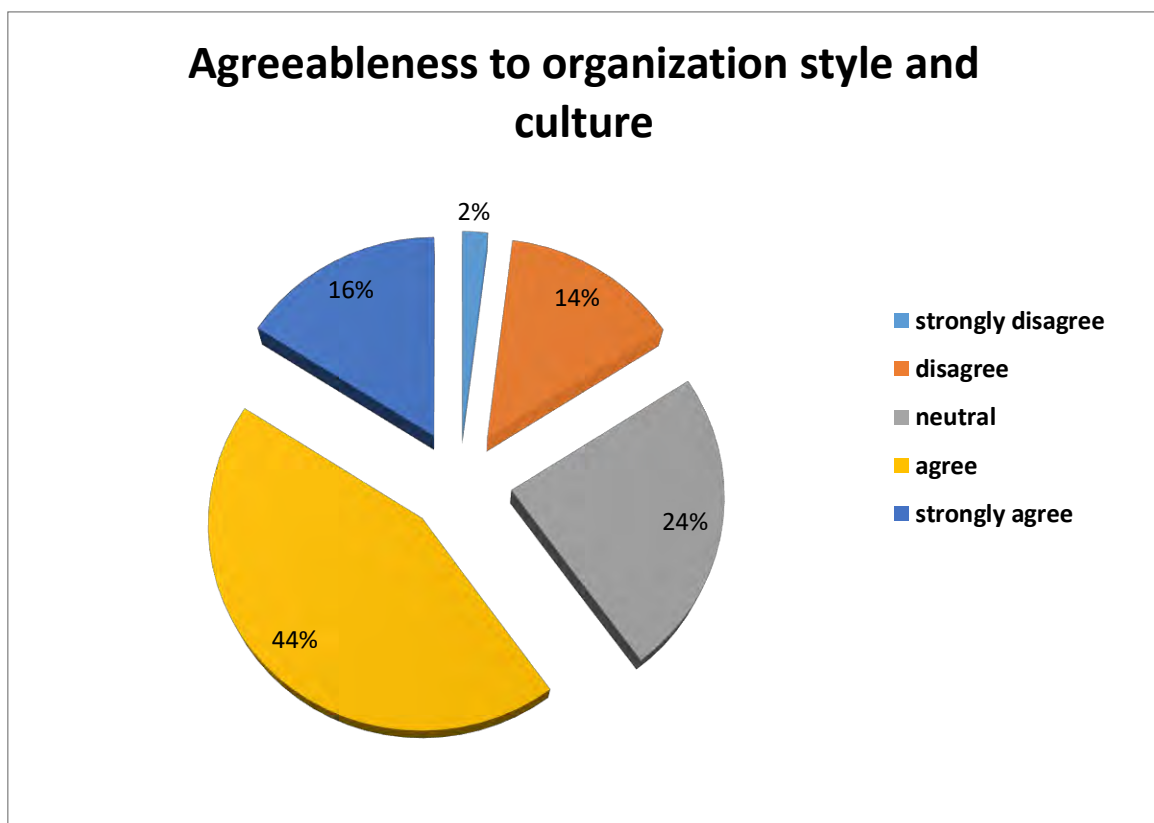


Figure 13: Analysis of agreeableness to org. culture and style

Working hours and level of satisfaction are good:

Level	No of employees	% Share
Strongly disagree	11	15%
Disagree	13	17%
Neutral	14	18%
Agree	17	23%
Strongly agree	20	27%
Total	75	100%

Table 14: Analysis of satisfaction level towards working hour

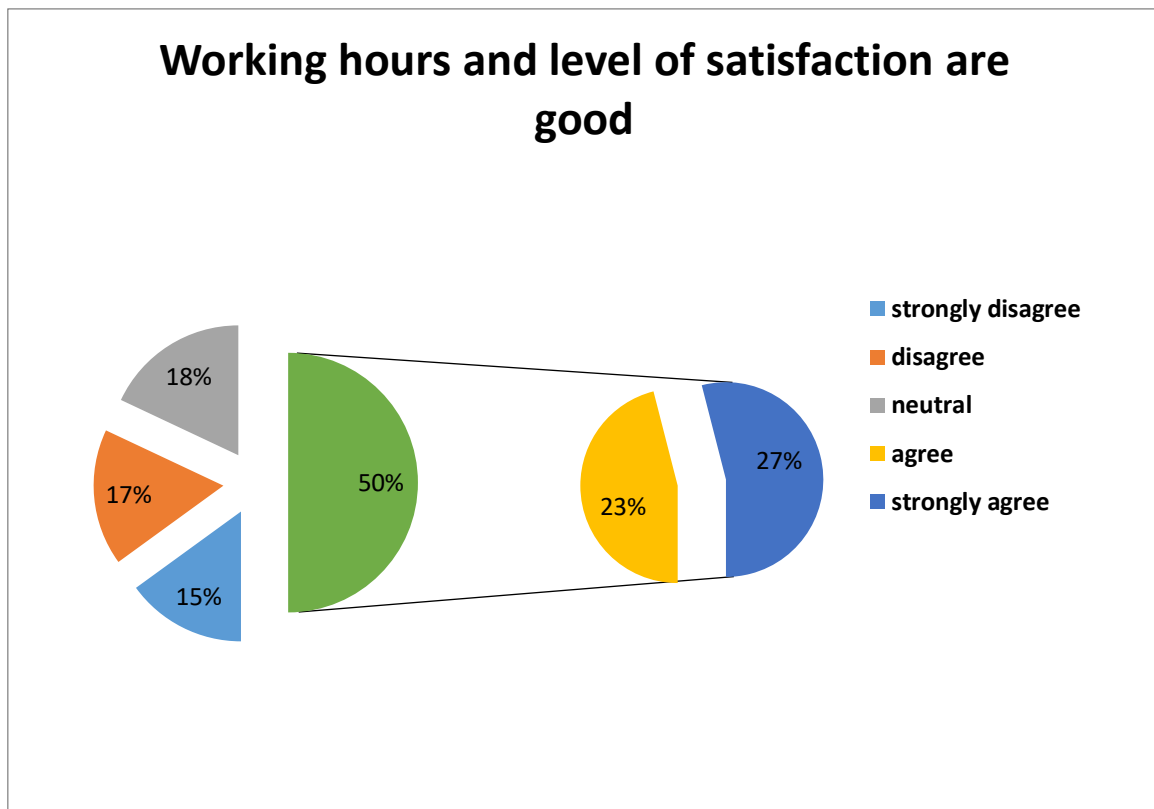


Figure 14: Analysis of satisfaction level towards working hour

Operational environment is excellent and secure:

Level	No of employees	% Share
Strongly disagree	6	8%
Disagree	12	16%
Neutral	19	25%
Agree	26	35%
Strongly agree	12	16%
Total	75	100%

Table 15: Analysis of operational environment

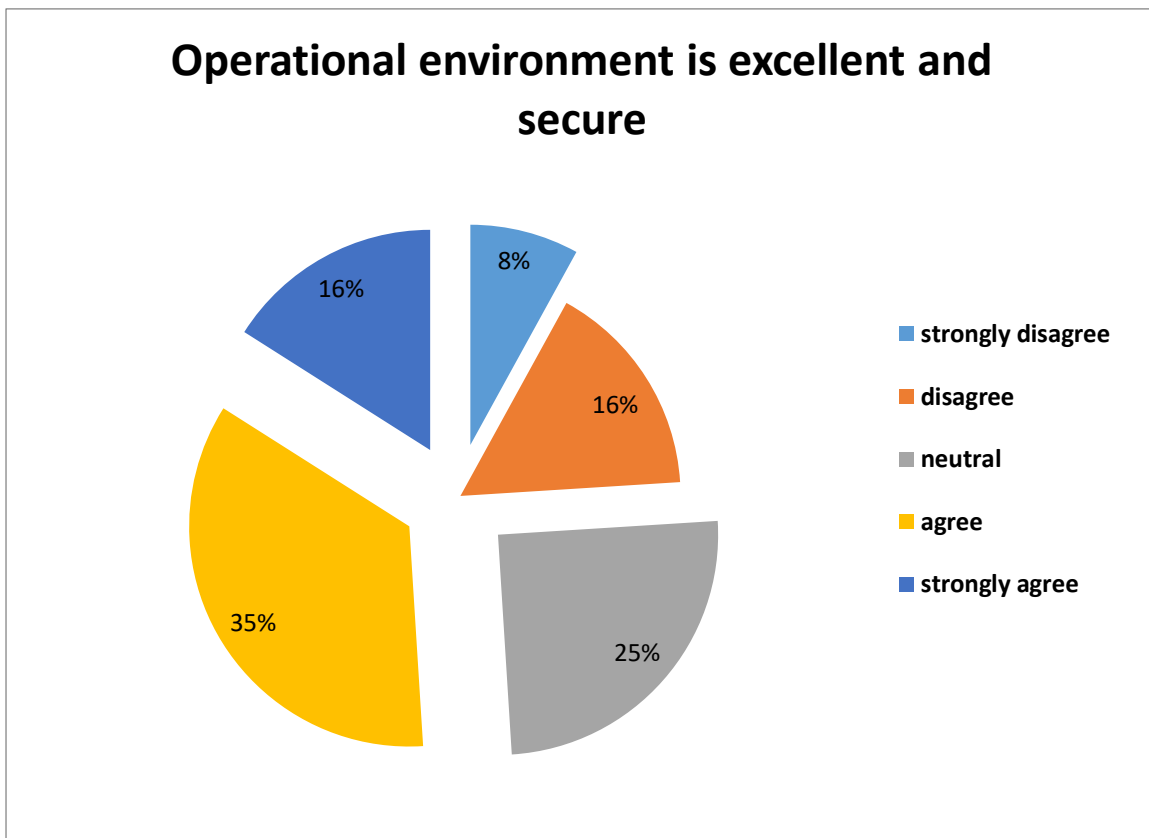


Figure 15: Analysis of operational environment

Employee can share their ideas and thoughts to “make a variation” or to add to the overall achievement of the organization:

Level	No of employees	% Share
Strongly disagree	9	12%
Disagree	11	15%
Neutral	14	19%
Agree	25	33%
Strongly agree	16	21%
Total	75	100%

Table 16: Analysis on employees' active participation towards org. development

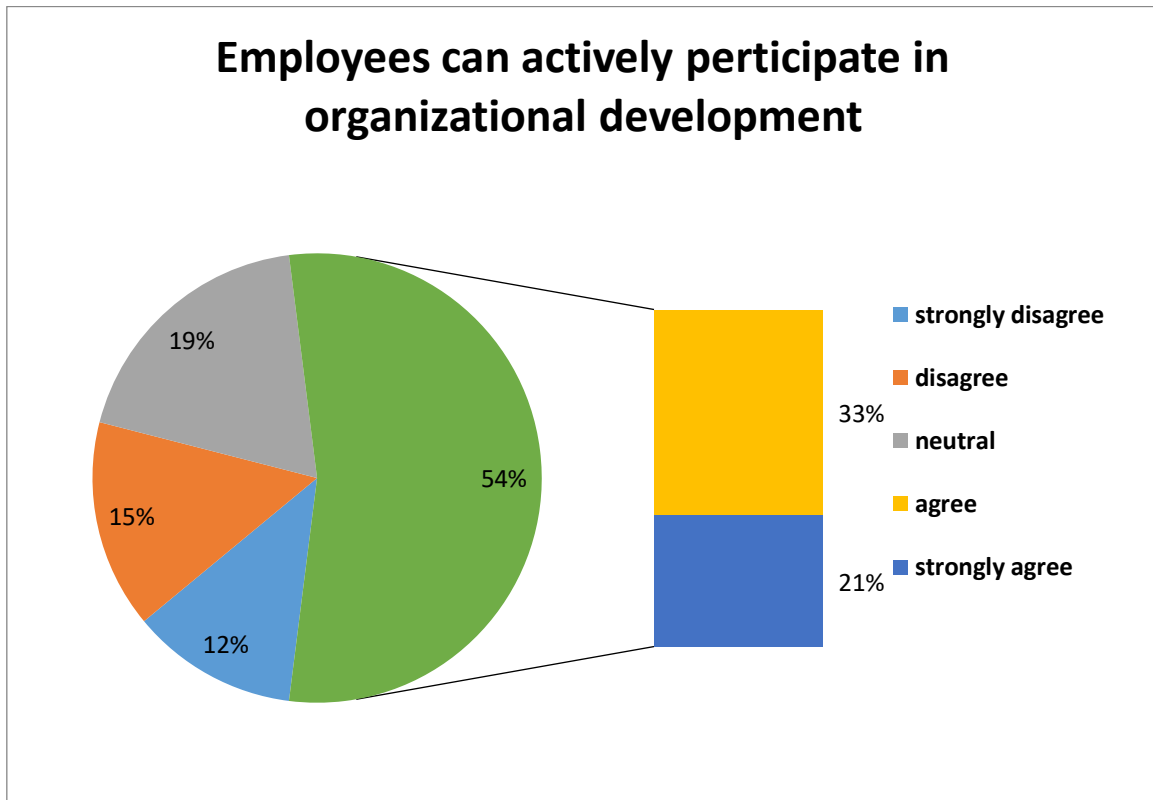


Figure 16: Analysis of employees' active participation towards org. development

Reward and Recognition to “Promote” or to add to the overall performance of the organization:

Level	No of employees	% Share
Strongly disagree	2	3%
Disagree	3	4%
Neutral	5	7%
Agree	50	66%
Strongly agree	15	20%
Total	75	100%

Table 17: Analysis on employees' active promotion for org. performance

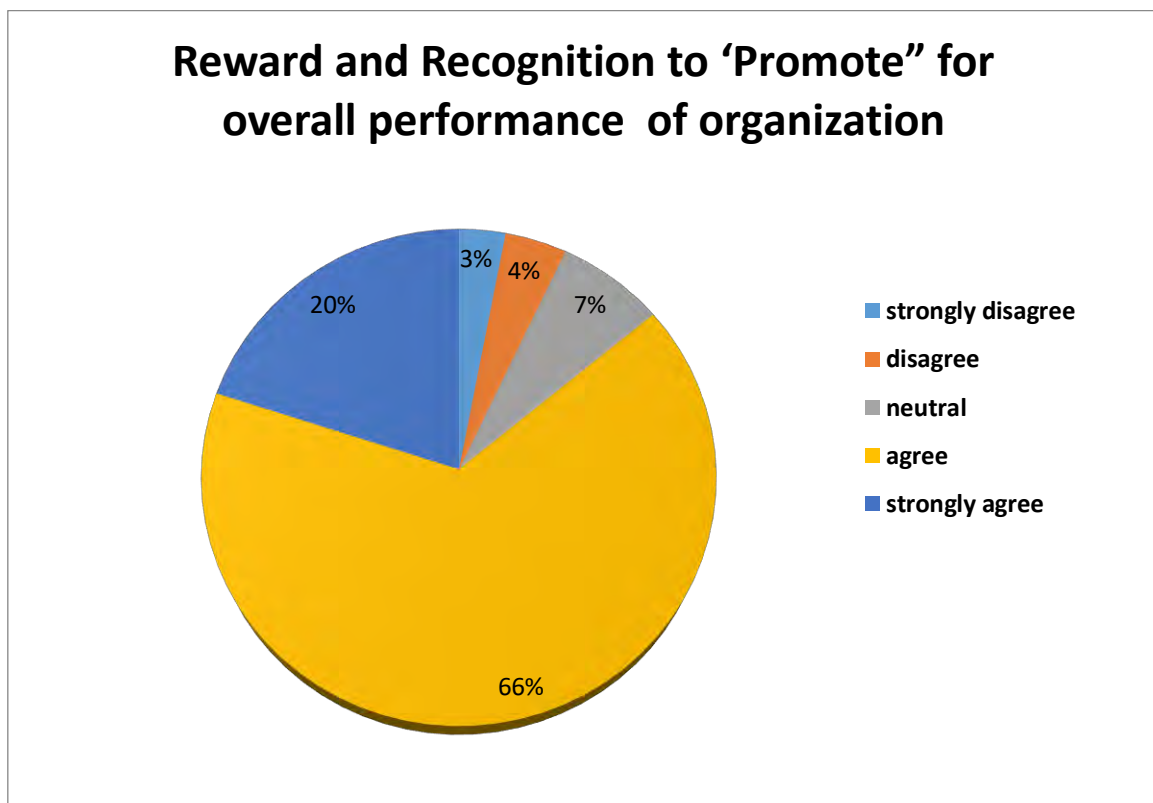


Figure 17: Analysis on employees' active promotion for org. performance

Training and development to “Efficiency” or to add to the overall performance of the organization:

Level	No of employees	% Share
Strongly disagree	2	3%
Disagree	8	11%
Neutral	12	16%
Agree	30	40%
Strongly agree	23	30%
Total	75	100%

Table 18: Analysis on employees' about efficiency for org. performance

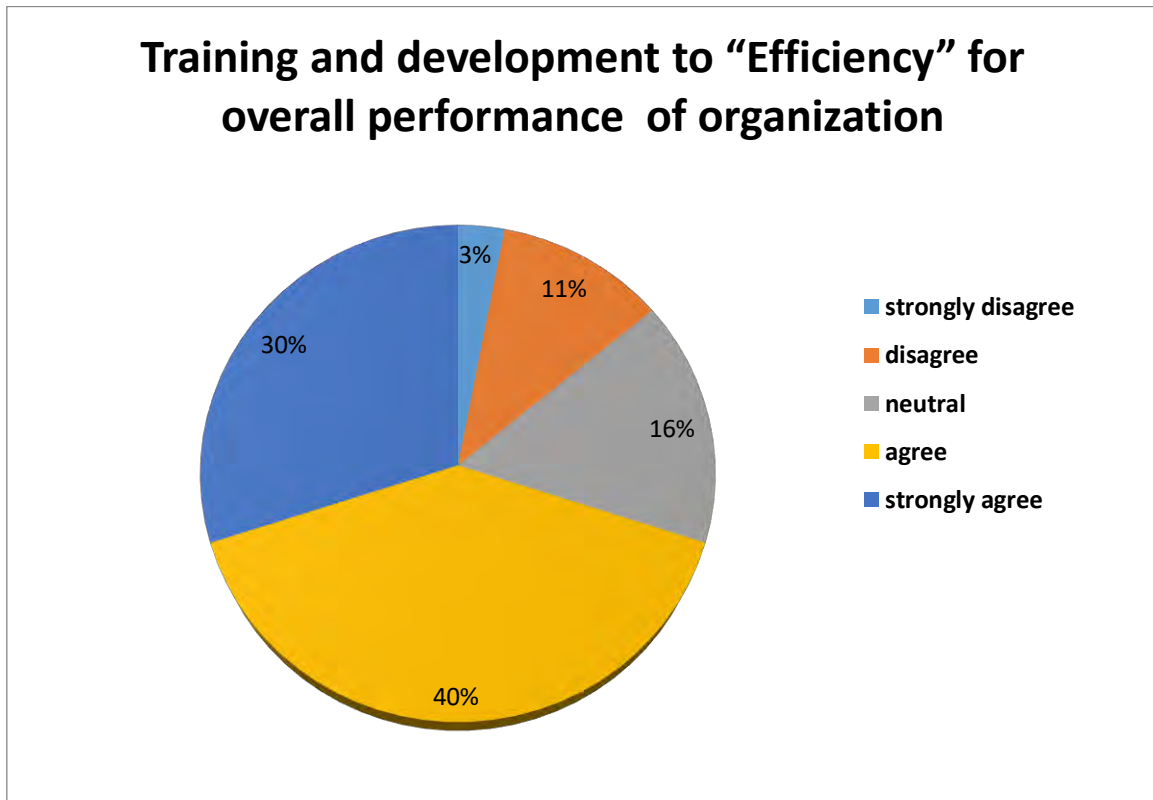


Figure 18: Analysis on employees' about efficiency for org. performance

Chapter 4: Findings and Recommendations

4.1 Findings:

Questions	Mean	SD
Positive attitude towards co-workers	18.97	6.62
Satisfaction over health and safety	17.26	5.77
Work load and responsibilities distribution are satisfactory	16.97	6.05
Positive attitude towards the current job security	16.95	5.99
Satisfaction over the existing promotion strategies	15.77	3.31
Payments are of satisfactory level	15.32	2.25
Current welfare services address employee needs	16.73	5.48
Positive attitude towards using employee skills and abilities	22.66	8.71
Satisfied over the working environment	21.58	8.89
Agreeableness to organization style and culture	21.54	9.95
Working hours and level of satisfaction are good	15.69	3.23
Operational environment is excellent and secure	18.17	6.76
Employee can share their ideas and thoughts to make a variation	17	6.01
Reward & Recognition	36.53	19.04
Training & Development	25.62	7.49

Table 19: Findings from the survey

The findings of this study represent several psychological, physical, and environmental factors that affect the job satisfaction of non-managerial level employees of “Passau Neue Press” that worker provided by the consultancy organization of “A-ZEIQ CONSULTANTS GmbH”. But those factors are not strongly involved in their job satisfaction. Because according to each factor value of the standard deviation is far from the mean. Moreover, it can be found that mean is greater than standard deviation. It indicates more of the data is clustered about the mean. However, in this research standard deviation is always maintaining far distance than mean. It refers to data are more spread out due to abnormal distribution or high variation between values and the result is less reliable. Finally, the Researcher can say that sometimes those factors affect the job satisfaction of non-managerial level employees. But some other factors may be involved in their job satisfaction.

4.2 Recommendations:

- ❖ Management should pay attention to providing a satisfying salary for employee contribution.
- ❖ Also, they should be concerned about providing additional benefits (especially financial benefits) to non-managerial employees.
- ❖ Management should pay attention to providing employee welfare services, health and safety, job security, working responsibilities, and a sound working environment for worker-level employees.
- ❖ Management should give more opportunities for promotion and develop the skills and abilities of non-managerial level employees.
- ❖ Employees are interested in having a friendly environment. Therefore, management must get more acquainted with these employees and make them see them as leaders, not bosses.
- ❖ Since employees are interested in cooperating with colleagues, management should make sure to have a working environment where good mutual collaboration and respect exist.
- ❖ Therefore, management should maintain proper grievance handling procedures in the company to support to solve their problems

Conclusion

Job satisfaction depends upon the nature of the job, assessment of the employee by our colleagues at the workplace, attitude, and behavior of the said employee concerning the assigned job. It is observed that job satisfaction is an effective tool in controlling the ill-effects of role conflicts and job-induced tension. Thus, it minimizes the labor turnover. It is also observed that greater job satisfaction has been generally related to lower labor turnover and is strongly associated with organizational commitments.

It is noticed that high job satisfaction is closely related to the feelings of effectiveness on the job. The research on the subject has put forth those building employees' competencies and self-confidence through training, feedback, and recognition should be a permanent activity of the organization. Similarly, it can only be achieved effectively by the encouragement of genuine self-confidence of the employees. Such delighted employees ultimately show extraordinary devotion to mission, vision, and enthusiasm for their work. They are excited to achieve mission-driven changes within the shortest time. To face new challenges by the individuals and groups, constant encouragement and suitable rewards are essential from the management.

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Appendix.

Questionnaire:

Please give a (☒) mark to your answer.

Positive attitude towards co-workers

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Satisfaction over health and safety

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Workload and responsibilities distribution is satisfactory

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Positive attitude towards the current job security

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Payments are of sufficient level

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Current welfare services address employee needs

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Positive attitude towards using employee skills and abilities

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Satisfied over the working environment

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Agreeableness to organization style and culture

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Working hours and level of satisfaction are good

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

The Operational environment is excellent and secure

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

The employee can share their ideas and thoughts to make a variation

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree