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Factors influencing job satisfaction an empirical study on Rashtriya Ispat Nigam Limited (RINL), Visakhapatnam

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Abstract:

In the contemporary period, organizations are facing numerous challenges due to the dynamic nature of the environment. One of the many challenges for a business is to satisfy its employees to handle up with the evershifting and growing environment and to attain success and remain in challenge. To increase efficiency, effectiveness, productivity and job dedication of employees, the business must satisfy the needs of its employees by providing a good work environment. The objective of this paper is factors that influence on work environment on employee job satisfaction. Data was collected through a self-administered survey questionnaire. A Simple random sampling technique is used for the collection of data from 464 employees. Hence, it is dynamic for abusiness to inspireits employees to work hard for attaining the managerial goals and objectives.

Keywords: Job satisfaction, challenges, employee satisfaction, dynamic environment, efficiency

Introduction:

Employee job satisfaction refers to an assortment of positive & negative feelings that an individual clamps toward his or her work. Job gratification is a slice of life satisfaction. It is the amount of desire or satisfaction connected with a job. Job Satisfaction is a passionate response to a job. Job satisfaction is one of the most popular and extensively researched topics in the field of organizational psychology (Spector, 1997). Locke (1976) defines job satisfaction as a pleasurable or positive expressive state causing from the appraisal of one's job or job experiences. Job satisfaction has been studied both as a sign of many distinct and work situation

appearances and as an antecedent to many outcomes. Employees who have higher job satisfaction are commonly less absent, fewer likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives (Lease, 1998). Job satisfaction is a notion that has frequently been debated, intended and labeled. There are numerous ideas regarding the fundamental link between return behavior and motivations. For example, it may well be measured an outcome of the behavior of the cycle, it can be measured as a reason of behavior, or it can be reflected a lot of the narrow system, including the inference of the results hints to anassessment whether the changes (Thierry, 1997). The explanations of job satisfaction are predisposed by essential theories effect. Some definitions are differenttactics; job satisfaction is reflected as being composed of satisfaction with numeroustopographies of the work and the workstation. In this method, job satisfaction appreciated at the sum of satisfaction reported by many alteredfaces of work and the workplace. Such an assessment delivers a perfect picture of the overall employee satisfaction.

Job satisfaction definition:

Abraham Maslow (1954) suggests that human needs are a five-level hierarchy from bottom i.e. physiological, safety, belongingness and esteem, and self-actualization needs. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Wood, 1970; Conrad et al., 1985). Cranny et al., (1992) defined job satisfaction as an affective (emotional) reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired.

Objective of the study:

The broad objective of the study is to identify the factors which influencing job satisfaction at RINL Visakhapatnam.

Hypothesisof the study:

- H₀₁: There is no significant relationship between socioeconomic factors and employees' Compensation.
- H_{02} : There is no significant relationship between socioeconomic factors and employees'. Promotion.
- H₀₃: There is no significant relationship between socioeconomic factors and employees'. Supervision
- H₀₄: There is no significant relationship between socioeconomic factors and employees'. Welfare Benefits
- H₀₅: There is no significant relationship between socioeconomic factors and employees 'Operating Conditions.
- H₀₆: There is no significant relationship between socioeconomic factors and employees'. Co-workers.
- H₀₇: There is no significant relationship between socioeconomic factors and employees'. Nature of Work.
- H₀₈: There is no significant relationship between socioeconomic factors and employees'. Communication.

Sampling & Methodology:

The study uses data from both primary and secondary sources. The secondary data sources include records of the RINL annual reports of the companies, research studies on job satisfaction, etc. The primary data sources include the employees of RINL. To pursue the objectives of the study, a survey of employee's opinions on job

satisfaction is taken. A sample of 464 employees from RINL is considered. For the tabulation and analysis of data, the appropriate statistical techniques were used. To analyze the collected data Frequencies, Mean, Analysis of Variance (ANOVA), and Regression analysis were used. IBM SPSS software version 22.0 is used for the statistical analysis. The study is conducted on non-executive employees of RINL-Visakhapatnam Steel Plant who comprise the majority of employees as their satisfaction towards their job impacts the organizational performance to a great extent. In RINL-Visakhapatnam Steel Plant, the non- executive employees are spread over in 77 departments. In this study, multiple sampling techniques applied in selecting the respondents. At the first stage, 50% of the 77 departments were selected. The 77 departments are arranged according to their population size in descending order of which 50% of the departments I.e., 38.5 approximately consisting of 39 departments are selected randomly by using a simple random sampling technique. Therefore the population comprises the employees in the selective 39 departments comprises of 9445 in number (at the time of the survey). In the second stage, considering the time frame and difficulty in getting the information from respondents it is decided to procure the data from 5% of the population from each of the selective 39 departments totaling to 472, who are selected by using the systematic sampling technique. Out of 472 eight applicants fail to fill the questionnaire in all fields so final data consider for the study is 464.

Review of literature:

- As per the article of TomonoriMatsuki and Jun Nakamura. 2019, In this study authors, explore the effects of the values and attitudes of retail and service industry employees on Employee Satisfaction and identified differences between regular and non-regular employees. Employee values affected Employee Satisfaction; the values of regular and non-regular employees are not significantly statistically different. However, keywords of free-answer comments implied the values of both features.
- Clara Viñas-Bardolet (2018) the empirical results in his study point out that academic tenure is an important
 antecedent of job satisfaction for researchers working in academics. In his study, he finds that academics
 with a permanent contract are on average more satisfied with their job compared to their colleagues that are
 employed temporarily also show that academic tenure is a relatively more important factor job satisfaction
 for researchers at an early and intermediate stage of the career, and less so for older and well-established
 scientists.
- A study by Calvin MzwenhlanhlaMabaso and Bongani Innocent Dlamini-(2017) revealed in the study that on different universities on factor Employee Compensation reveals that Human resources and remuneration specialists at universities of technology need to design novel remuneration packages to attract and retain the best candidates and satisfy their employee's expectations, in that they are fair, equitable and free of bias. A remuneration package is one of the most important factors that influence people to take up employment and stay with organizations. Additionally, to attract and retain talent, it should be prepared to pay salaries that

are equivalent to or better than others in the labor market. Similarly, rewards should be on par with industry norms. Proper sector research should be conducted regularly to determine what others are offering and adjust salaries accordingly.

- Venkatesan and Ramesh (2016)conducted a study on job satisfaction the various factors that are concerned with the attitude of the employees. The study focused on analyzing job satisfaction levels in the organization. The Study gives Employees opinion about job satisfaction, opportunity, attitude, stress, leadership, working environment, nature of work, incentive policy, bonus system, promotional opportunities, and increments. The study has given suggestions to improve motivational factors. To increase productivity, these organizational objectives can be easily achieved.
- AnilkumarBarik and Bandana Nayak (2016)study revealed that the satisfaction level will change regarding as their salary differ concerning they experience, they conclude that saying overall employees in the company are satisfied and also said to experience the satisfaction level of employees will differ significantly regarding salary
- Wael Salah El-Din Mohamed (2016) revealed in this study that the previous study shows a positive significant relationship between Job Satisfaction and Organizational Citizenship Behavior, and it's expected to find the same relationship among BeniSuef Cement Company Team Members.
- The research findings of Ibrar (2015) mentioned in his study that he aims to examine and to find out the influence of job satisfaction and organizational commitment on employee turnover in production industry and his study revealed that for the independent variable of job satisfaction with the factors on satisfaction with pay and supervisory support had a low and negative significant relationship on employee turnover intention. However, the organizational commitment had no significant relationship with turnover intention among the employees within the organization. By reviewing the different findings that Employee satisfaction and Turnover intention. The contribution of this paper is to look at how to find an effective solution. The influences of job satisfaction and organizational commitment on turnover intention.
- Lakbub Judith Nalem, (2015) The study concluded that the factors that influence employee's job satisfaction in both organizations were similar but different in their rankings. Also, the level of employee job satisfaction in the Buea Council and the Tole Tea Estate was similar with a mean score on 5 of 2.7 for the Buea Council and 2.6 for the Tole Tea Estate. Also, Buea Council had 55.3 percent for the level of enthusiasm and morale towards their job and organization, while the Tole Tea Estate had 54.8 percent. The key dissatisfiers for both the Buea council and Tole Tea Estate were lack of motivation, no fringe benefits, and poor remuneration. It was recommended to the Buea council that employees should be praised when they do a good job and acknowledged as individuals or teams and career paths should be clearly defined to the employees and strongly pursued and they should provide training and developments program to increase their expertise. When it comes to Tole it lacking the good working conditions to the employees in the field to provide shelters where they can take rest during harsh weather conditions as in high temperature and in rain and also protective clothing all these improve the working conditions and its impacts job satisfaction.

- Rashid Saeed et al., (2014), in his study, found promotion, pay, fairness and working conditions to be the key factors that contribute to employee job satisfaction. The study was conducted on 200 telecom sector employees of Pakistan. It was concluded that money and compensation play an important role in the job satisfaction of the telecom employees of Pakistan and further mentioned that if organizations paid more salaries they can get more quality service, good organizational performance and job satisfaction. Good payers are good motivators.
- Gurusamy&Mahendran,(2013)in their study assessed the factors which are responsible for influencing employee job satisfaction and they found that Salary occupies the First Rank for determining job satisfaction compared with other major determinants. Good and healthy working conditions, healthy employee supervisor relationships are also very important factors for employee's increased job satisfaction. The study was conducted on 300 respondents and was limited to the automobile industries of India.
- Anuar bin Hussain(2011)In his study tries to determine the level of job satisfaction & job performance and to identify the relationship between job satisfaction components (which are pay, promotion, the work itself, supervision, & co-workers) and job performance among employees of Tradewinds Group of Companies. The study revealed that there was a positive relationship between job satisfaction components which were a promotion, work itself, supervision and co-workers except for pay towards employee job performance. There was a significant difference between position and job performance

Socio-economic profile of respondents:

The socioeconomic profile of the respondents related to gender, age, education, marital status, area of work, work experience in the previous organization, monthly salary is analyzed as shown in table-1.

Table-1: Socio-Economic Profile of the Respondents

Factor	Frequency	Percent
Gender		
Female	420	90.5
Male	44	9.5
Total	464	100.0
Age		
Below 30 years	57	12.3
30-40 years	78	16.8
40-50 years	124	26.7
50 years and Above	205	44.2
Total	464	100.0
Education Qualification		
10th	27	5.8
ITI/Diploma	250	54.0
Graduation	144	31.0
Post Graduate	40	8.6
Others	03	0.6

Total	464	100.0
Marital status		
Married	407	87.8
Unmarried	54	11.6
Widow/Widower/Divorcee	3	0.6
Total	464	100
Specific area of work		
Foreman	148	31.9
Chargeman	117	25.2
Technician	133	28.7
Others	66	14.2
Total	464	100.0
Work Experience		
0-5 years	55	11.9
5-10 years	68	14.7
10-15 years	21	4.5
15-20 years	77	16.6
20 years and Above	243	52.4
Total	464	100.0
Monthly salary		
Below 40,000	77	16.6
40,000-50,000	72	15.5
50,000-60,000	31	6.7
60,000-70,000	166	35.8
70,000 and Above	118	25.4
Total	464	100.0

The male respondents constitute 90.5 percent of the total while female respondents' share in the total is 9.5 percent. The majority of the respondents representing 44.2 percent are in the age group of 50 years and above. Out of the total, 26.7 percent of the respondents are in the age group of 40-50 years and 16.8 percent of the respondents are in the age group of 30-40 years, and 12.3 percent of the respondents are below 30 years. The educational qualification reveals that 54.0 percent of the total populations are having ITI/ Diploma. 31.0 percent of the total respondents are graduates and 8.6 percent are postgraduates. The marital status shows that 11.6 percent of the respondents are unmarried whereas 87.8 percent of the respondents are married. The majority of respondents representing 31.9 percent specific area of work are Foreman. Out of the total, 25.2 percent of the respondents' area of work is charge man, whereas 28.7 percent of the respondents are working as technicians. There is14.2 percent of the respondents working in other areas. The majority of respondents representing 52.4 percent are having 20 years and above whereas 16.6. Percent of the respondent is having 15-20 years. The monthly salary of the respondents shows that 35.8 percent have a monthly salary between Rs.60, 000-70,000 per month while 25.4 percent of respondents have a monthly salary is above Rs.70, 000. The salaries of 16.6 percent of the respondents are below Rs.40, 000. And the monthly salary of 15.5 percent of the respondents is between Rs. 40,000- 50,000. There are only 6.7 percent of the respondents whose monthly salary

is Rs. 50,000- 60,000.

Factors influencing job satisfaction:

The opinion of employees on factors influencing are Compensation, Promotion, Supervision, Welfare benefits, Operating conditions, Coworkers, Nature of work, Communication, analyzed as shown in table-2.

Table-2: Respondents opinion on Job Satisfaction

Sl.No.	Factor/Variables	Mean
Compe	ensation	
1	I feel I am being paid a fair amount for the work I do	3.25
2	Raises in compensation is less and it is below expectations	3.92
3	I feel unappreciated by the organization when I think about what they pay me	4.23
4	Less career growth opportunity	3.32
•	Total	3.68
Promo		
1	There is really too little chance for promotion on my job	3.98
2	Those who do well on the job stand a fair chance of being promoted	3.07
3	People get ahead/grow as fast here as they do in other places	2.97
4	I am satisfied with my chances for promotion	3.09
•	Total	3.43
Superv		J11J
1	My supervisor is quite competent in doing his/her job	3.65
2	My supervisor is unfair to me	4.24
3	My supervisor shows too little interest in the feelings of subordinates	3.01
4	I like my supervisor	3.23
<u> </u>	Total	3.53
Welfar	e benefits	
1	I am not satisfied with the benefits I receive	3.68
2	The benefits we receive are as good as most other organizations offer	3.72
3	The benefit package we have is equitable	3.02
4	There are benefits we do not have which we should have	3.45
•	Total	3.46
Onerat	ting conditions	J110
1	Many of our rules and procedures make doing a good job difficult	3.15
2	My efforts to do a good job are seldom blocked by red tape	2.91
3	I have too much to do at work	3.82
4	I have too much paperwork	3.16
-	Total	3.26
Cowor		
1	I like the people I work with	3.68
2	I find I have to work harder at my job because of the incompetence of people I work with	3.24

3	I enjoy my coworkers	3.75
4	There are too much bickering and fighting at work	3.96
	Total	3.65
Natur	e of work	
1	I sometimes feel my job is meaningless	3.21
2	I like doing the things I do at work	3.98
3	I feel a sense of pride in doing my job	3.73
4	My job is enjoyable	3.05
	Total	3.49
Comm	nunication	
1	Communications seem good within this organization	3.54
2	The goals of this organization are not clear to me	3.61
3	I often feel that I do not know what is going on with the organization	3.35
4	Work assignments are not fully explained	2.69
	Total	3.29

The descriptive statistics about employees' Compensation show that the total mean value is (3.68) which indicates that the respondents have a positive opinion towards job satisfaction. Among the referred four variables 'I feel unappreciated by the organization when I think about what they pay me 'secured the highest rating with a mean value of (4.23). The employees 'opinion towards promotion reveals that the total mean value is (3.43) Among the referred four variables 'There is too little chance for promotion on my job 'secured the highest rating with a mean value of (3.98). The employees 'opinion towards Supervision reveals that the total mean value is (3.53) Among the referred four variables 'My supervisor is unfair to me 'secured the highest rating with a mean value of (4.24). The employees 'opinion towards Welfare benefits reveals that the total mean value is (3.46) Among the referred four variables 'The benefits we receive are as good as most other organizations offer's ecured the highest rating with a mean value of (3.72). The employees 'opinion towards Operating conditions reveals that the total mean value is (3.26) Among the referred four variables 'I have too much to do at work 'secured the highest rating with a mean value of (3.82). The employees 'opinion towards Coworkers reveals that the total mean value is (3.65) Among the referred four variables 'There is too much bickering and fighting at work 'secured the highest rating with a mean value of (3.96). The employees 'opinion towards the Nature of workreveals that the total mean value is (3.49) Among the referred four variables 'I like doing the things I do at work 'secured the highest rating with a mean value of (3.98). The employees 'opinion towards Communication reveals that the total mean value is (3.29) Among the referred four variables 'The goals of this organization are not clear to me 'secured the highest rating with a mean value of (3.61).

Table-3: Model Summary

rabic-3. Woder building							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
Compensation	.077a	.006	003	.75315			
Promotion	.122a	.015	.006	.79851			
Supervision	.072a	.005	003	.75513			
Welfare benefits	.079a	.006	002	.82517			

Operating conditions	.066a	.004	004	.86535
Coworkers	.097a	.009	.001	.60132
Nature of work	.045a	.002	007	.70840
Communication	.090a	.008	.000	.66307

a. Predictors: (Constant), Age, Gender, Salary, Experience.

The model summary table-3 shows that the linear regression coefficients for Compensation (R=0.077), Promotion (R=0.122), Supervision (R=0.072), Welfare benefits (R=0.079), Operating conditions (R=0.066) Coworkers (R=0.097), Nature of work (R=0.045), and Communication (R=0.090), indicates that there is a minimum correlation between the dependent variables and independent variables gender, age, experience, and salary. In terms of variability R-Square values show that the independent variables (gender, age, experience, and salary) can predict less than 10 percent of the variance in the dimensions are Compensation, Promotion, Supervision, Welfare benefits, Operating conditions, Coworkers, Nature of work, Communication.

Table-4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1.541	4	.385	.679	.012
Compensation	Residual	260.361	459	.567		
	Total	261.902	463) ,		
	Regression	4.398	4	1.100	1.724	.019
Promotion	Residual	292.668	459	.638		
	Total	2 <mark>97.066</mark>	463			
	Regression	1.364	4	.341	.598	.006
Supervision	Residual	261.735	459	.570		
	Total	263.098	463			
	Regression	1.947	4	.487	.715	.012
Welfare benefits	Residual	312.539	459	.681		
	Total	314.485	463			
0	Regression	1.508	4	.377	.503	.033
Operating conditions	Residual	343.714	459	.749		
conditions	Total	345.222	463			
	Regression	1.586	4	.396	1.096	.003
Coworkers	Residual	165.969	459	.362		
	Total	167.555	463			
	Regression	.469	4	.117	.234	.032
Nature of work	Residual	230.338	459	.502		
	Total	230.808	463			
	Regression	1.660	4	.415	.944	.002
Communication	Residual	201.803	459	.440		
	Total	203.463	463			

a. Dependent Variable: Compensation, Promotion, Supervision, Welfare benefits, Operating conditions, Coworkers, Nature of work, Communication.

b. Predictors: (Constant), Gender, Age, Experience, Salary

Table-4 shows the ANOVA results regarding the relationships between the job satisfaction dimensions and socioeconomic factors of the respondents. It can be observed that dependent variables Compensation (F=0.679, p=0.012<0.05), Promotion (F=0.172, p=0.019<0.005), Supervision (F=0.598, p=0.006<0.05), Welfare benefits (F=0.715, p=0.012<0.05), Operating conditions (F=0.503, p=0.033<0.05), Coworkers (F=1.096, p=0.003<0.05) Nature of work (F=0.234, p=0.032<0.05), and Communication (F=0.944, p=0.002<0.05) show significant positive relation with the independent variable gender, age, experience and salary.

Table-5: Coefficients

Model			dardized ïcients	Standardized Coefficients		
		В	Std. Error	Beta	t	Sig.
	(Constant)	3.467	.136		25.420	.000
	Age	033	.040	045	828	0.21
Compensation	Gender	098	.071	065	-1.380	0.32
Compensation	Monthly salary	.011	.049	.013	.221	0.42
	Experience	.014	.034	.023	.410	0.02
	(Constant)	3.431	.145	30, 1	23.724	.000
	Age	096	.042	123	-2.275	.023
Promotion	Gender	095	.075	059	-1.271	.039
Tromotion	Monthly salary	.058	.052	.068	1.119	.024
	Experience	.005	.036	.008	.141	.065*
	(Constant)	3.561	.137		26.035	.000
	Age	035	.040	047	872	.014
Supervision	Gender	010	.071	007	146	.042
Supervision	Monthly salary	033	.049	040	663	.036
	Experience	.007	.034	.011	.194	.025
	(Constant)	3.353	.149		22.434	.000
	Age	048	.044	059	-1.093	0.27
Welfare benefits	Gender	091	.077	055	-1.175	0.24
vi chare benefits	Monthly salary	.051	.054	.058	.954	0.31
	Experience	002	.037	004	064	0.94*
	(Constant)	3.520	.157		22.461	.000
	Age	015	.046	018	334	0.73*
Operating conditions	Gender	080	.081	046	981	.0.32
	Monthly salary	003	.056	003	048	.0.35
	Experience	022	.039	032	577	0.16
	(Constant)	3.641	.109		33.429	.000
Coworkers	Age	055	.032	093	-1.715	0.22
	Gender	034	.056	028	607	0.32

	Monthly salary	.065	.039	.100	1.654	0.15
	Experience	007	.027	016	279	0.29
	(Constant)	3.852	.128		30.027	.000
	Age	029	.037	042	770	0.14
Nature of work	Gender	007	.066	005	100	0.38
Nature of work	Monthly salary	.010	.046	.013	.219	0.81*
	Experience	.019	.032	.034	.603	0.19
Communication	(Constant)	3.885	.120		32.354	.000
	Age	036	.035	056	-1.039	0.42
	Gender	.062	.062	.046	.995	0.32
	Monthly salary	.002	.043	.003	.044	0.26
	Experience	.039	.030	.073	1.319	0.18

a. Dependent Variable: Compensation, Promotion, Supervision, Welfare benefits, Operating conditions, Coworkers, Nature of work, Communication.

The coefficient values are shown in table-5. It reveals that the independent variables age (t= -0.828) and gender (t-1.380) show a significant negative influence on dependent variable Compensation whereas the variable Monthly salary (t=0.023) and experience (t=0.410) show a significant positive influence on dependent variable Compensation. In the case of Promotion, the variable age (t=-2.275) and gender (t=-1.271) show a significant negative influence on dependent variable Promotion whereas the variable Monthly salary (t=1.119) and experience (0.141) show a significant positive influence on dependent variable Promotion. With regard to the Supervision, the variable age (t = -0.872), Gender (t = -0.146), monthly salary (t = -0.663) shows a significant negative influence on dependent variable Supervision. Whereas the variable experience (t=0.194) show a significant positive influence on dependent variable Supervision. In the case of Welfare benefits the variable age (t=-1.093), Gender (t=-1.175), experience (t=-0.064) shows a significant negative influence on dependent variable Welfare benefits. Whereas the Monthly salary (t=0.954) show a significant positive influence on dependent variable Welfare benefits. About the Operating conditions, the variable age (t=-0.334), Gender (t=-0.981), monthly salary (t=-0.048), and experience (t=-0.577) shows a significant negative influence on dependent variable Operating conditions. In case of Coworkers the variable age (t=-1.715), Gender (t=-0.607), experience (t=-0.279) shows a significant negative influence on dependent variable Coworkers. Whereas the Monthly salary (t=1.654) show a significant positive influence on dependent variable Coworkers. Concerning the Nature of work, the variable age (t=-0.770), Gender (t=-0. 100), show a significant negative influence on dependent variable Nature of work whereas the variable Monthly salary (t=0.219) and experience (t=0.603) show a significant positive influence on dependent variable Nature of work. With regard to the Communication, the variable age (t=-1.039) shoes a significant negative influence on dependent variable Communication, whereas the variable Gender (t=0.995), Monthly salary (t=0.044), and experience (t=1.319) show a significant positive influence on dependent variable Communication.

^{*} not significant at 0.05 level

Conclusion:

The study analyzed the eight dimensions that influenced the employee job satisfaction The results revealed that the factors Compensation, Promotion, Supervision, Welfare benefits, Operating conditions, Coworkers, Nature of work, Communication. Show a significant positive influence on job satisfaction. The socioeconomic factors also show a significant effect on the employees' job satisfaction in RINL Visakhapatnam. Therefore, it is necessary for companies to concentrate on these dimensions to have employee more satisfied with the job activities and enhance organizational effectiveness.

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