

6.6 Factors influencing employee job satisfaction leading to organizational effectiveness(with special reference to polymer based manufacturing industry in the w

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ABSTRACT

During the recent past, organizations in the Polymer Based Manufacturing Industry (PBMI) in the Western Province (WP) experienced a setback in the Organizational Effectiveness (OE) due to higher labour turnover, absenteeism and lower job satisfaction. It was found that end variables of OE such as production, cost, sales, and earning and management-union relationships were at low ebb. The literature suggested that Employee Job Satisfaction (EJS) has an impact on OE. Therefore, the objectives of this research were (1) to identify the factors influencing EJS leading to OE. (2) to design effective conceptual framework to test the data empirically. (3) to critically analyze the data using statistical techniques and methods (4) to offer possible conclusion and recommendations toward enhancing EJS leading to OE in the PBMI in the WP.

The researchers selected eighty employees in the senior, middle and non managerial levels from three companies in this industry and they were served with a questionnaire designed under likert method. The results were analyzed using multivariate analysis, ANOVA, likert mean and standard deviation.

The key conclusion arising from the analysis was that pay and promotion had a greater impact on the level of EJS leading to OE.

The Researchers believe that other important variables which were not accounted for the unexplained variation in the OE may be leadership, organizational culture, people management, and management style and total quality management.

It is recommended to introduce effective strategic human resource management with good corporate planning process and management of change, giving more weightage to pay and promotion to achieve OE for long term sustainability of this industry.

Key Words: Polymer Industry, Employee Job Satisfaction, Organizational Effectiveness