

FACTORS AFFECTING THE JOB SATISFACTION OF EMPLOYEES; CASE STUDY OF FLOUR MILLS INDUSTRY IN SINDH, PAKISTAN

Niaz Hussain Buriro 

Mehran University, Institute of Science, Technology Development Jamshoro, Sindh, Pakistan

niazburiro01@gmail.com

Raza Ali Tunio

Mehran University, Institute of Science, Technology Development Jamshoro, Sindh, Pakistan

razatunio87@gmail.com

Mansoor Mumtaz

Mehran University, Institute of Science, Technology Development Jamshoro, Sindh, Pakistan

mansoorsmro@gmail.com

Paras Rani Mahar

Mehran University, Institute of Science, Technology Development Jamshoro, Sindh, Pakistan

parasrani87@gmail.com

Raja Muhammad Afzal

University of Sindh -Larkana Campus, Pakistan

kalhororaja@gmail.com

Abstract

The aim of this study is to determine the most influential factors affecting the job satisfaction and overall job satisfaction (OJS) of employees. The study takes place at flour mills in Sindh, Pakistan. The satisfied employees are very important driver for success of the organization. Importance and need of satisfied employees are inevitable, and their help is to increase the profit and retain the organization reputation in every competitive market (CM). The data has been

collected through various sources including primary and secondary sources, 317 questionnaires were distributed among the employees of various flour mills in the different districts of Sindh, Pakistan. This research has been conducted with the descriptive and inferential statistics, Pareto analysis and correlation coefficient to determine the most influential factors affecting the job satisfaction of employees and to analyze the relationships between the overall job satisfaction and intrinsic and extrinsic factors which effect the overall job satisfaction of employees in flour mills of Sindh .Open ended questions in Likert scale format are organized to collect the data. The results are quite surprising that employees are deprived form reasonable salary-benefits, healthy working conditions, merit based fringe benefits, achievements and learning from work itself. Various recommendations of this research study are highlighted and recommended to government and to stakeholders. Limitations and course of action for future direction of research are also discussed.

Keywords: HC (Human Capital), Job Satisfaction (JS), ES (Employee Satisfaction), OJS (Overall Job satisfaction), FMs (Flour Mills), CM (Competitive Market)

INTRODUCTION

Organizations have started to move globally to capture the worldwide market since the last two decades and now without focusing on HR Policies like developing competencies among employees, attractive work, ethics and working conditions cannot remain it in the competitive market (CM), because all assets can be imitated but specific skill, expertise, knowledge and experience of human capital (HC) can't be replicated. So, it is big difficult to keep employees satisfied for long term for organization. Satisfied employees work as a spinal column for organizational success, are also more likely to be tried to creative, and come up with breakthroughs that let a company to nurture and change positively per time, and varying marketplace conditions. Further, researchers have defined in the perspective of employee's Job Satisfaction (JS) boosts when his or her work is more attractive or diverse (Dinler, 2008). Diverse working supports employees' career development as to get jobs in healthy organizations. Numerous factors may do upset the level of Job Satisfaction (JS) of employees which are salary benefits, working conditions, promotions, fringe benefits, achievements, work itself etc. Throughout the world, people do job in order to get healthy salary to live the better life. Happy employees keenly work to accomplish organization's goals and objectives. Unhappy employees are often slur the organization which is a serious influence on the appearance of the particular product. In today's setup, where is no shortage of competitors in the market in which it

is essential for organization to retain employees satisfied as their work can be done with devotion and genuineness which is required. No individual needs to leave his/her service after every six months, but when there is no supporting role of organization, then people switch to the better opportunities. Further related to Saeed (2013) asserted that dissatisfaction creates, when organization does not work out on factors affecting Job Satisfaction (JS) of employees as defined by Nasir, (2012), Opportunities, stress, leadership, work standards, fair rewarding, adequate authority, job, salary, promotion supervisors work groups and work conditions affecting Job Satisfaction (JS). Employees are analyzed through their feelings about job which are positive or negative. If positive it shows satisfaction, if negative it shows dissatisfaction. According to

Herzberg (1966) two factors theory which is intrinsic (“recognition; autonomy and achievement etc.) and extrinsic (“work environment, salary and fringe benefits” etc.), then the intrinsic factors are called the motivator factors and extrinsic factors are called the hygiene in which he clarified that extrinsic factors create dissatisfaction ,whereas intrinsic factors create motivation among employees. Most of organizations work on extrinsic factors which affect more than intrinsic factors on Job Satisfaction (JS) of employees.

Satisfaction is of supreme importance for employees to stay happy even in the meager situation. In the mature world, the job is an unavoidable and expendable share of life. Job Satisfaction (JS) of employees is periodic because with time human needs and wants change.

The model of Herzberg theory keeps valuable space in Job Satisfaction (JS) studies (Kim, 2004). It indicates the organization how do employees motivate and become productive. The conceptual framework (Fig: 1) clarifies that intrinsic and extrinsic factors are key to achieve the better result in an overall Job Satisfaction (JS) of employees. The overall Job Satisfaction (OJS) depends upon salary benefits, fringe benefits, working conditions, work itself and achievements, if these factors are in safe condition, employees’ overall Job Satisfaction (OJS) will remain positive and favorable for organizational performance.

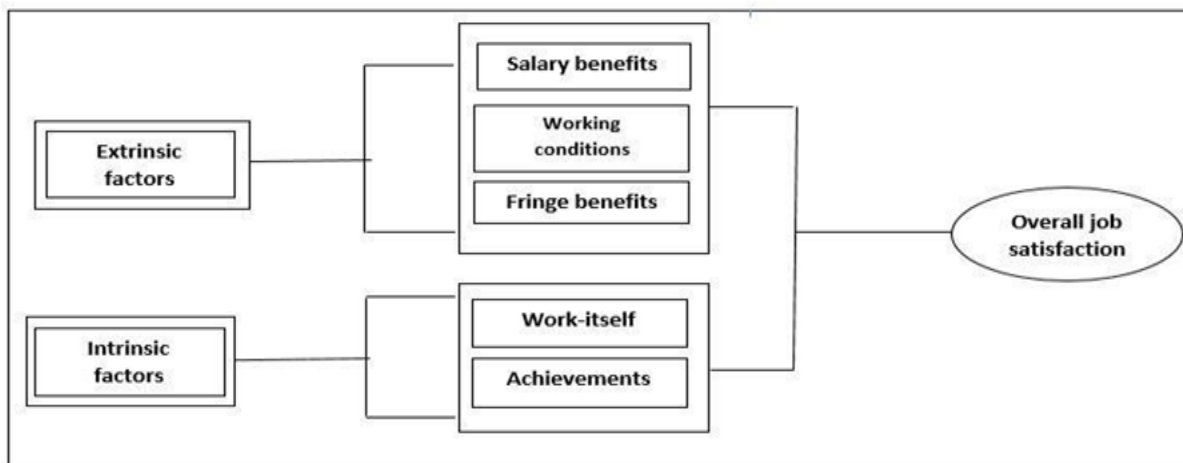
Research Objectives

1. To identify the factors affecting Job Satisfaction (JS) in flour mills of Sindh.
2. To examine intrinsic and extrinsic factors affecting Job Satisfaction (JS) of employees in flour mills of Sindh.
3. To determine the most influential factors affecting Job Satisfaction (JS) in flour mills of Sindh.
4. To analyze relationship between overall-Job Satisfaction (JS) with extrinsic and intrinsic factors in flour mills of Sindh.

Significance of Research

Climate conditions in the Pakistan are favorable for divergence of the agriculture. Naturally gifted this country with massive potential crop of four distinct seasons from which wheat is the main crop of Pakistan and cultivated in all over the country, it contributes 2.8 % into the gross domestic product (GDP). The cheap food at the global level is probably coming to an end and flour of wheat is survival for all. As population increasing as demand too. In this day and age, the satisfying employees are considerably significant for organization because they are helping hand for increasing production and holding organization in competitive market. Time to time its need to know what factors affecting Job Satisfaction (JS) of employees in organization because human wants change with time and employees are key assets for. In this research we will be able to determine which kind of factors which are affecting on Job Satisfaction (JS) of employees in flour mills of Sindh, Pakistan.

Figure 1. Conceptual Framework



Overall Satisfaction

Spector (1997) states that overall Job Satisfaction (OJS) of employees should be characteristically analyzed in grades and it inspected with numerous views in different categories. For example, with certain features of a job, one can be happy, some feel average, and some are unhappy with others. The job keeps importance with different levels which are the different features of job which keep weightage because job is analyzed through different ways because of analyzing the overall Job Satisfaction (OJS). According to Mullins, (2002) with few phases of their work, the certain employees might be satisfied .But to the other phases they dissatisfied.

Similarly, Feldman and Arnold (1996) describe that variety of factors which make individuals feel negative or positive in context of job at the same time (Arnold and Feldman 1996) “I hate my boss but love my work” or the working place is lousy, but I work with people who are great. These are the examples which denote different attitudes concerning distinct aspects of employees’ works.

Salary Benefits

Numerous administrators and specialists who work in the private and government zones, they believe that the raising of salaries and financial benefits is a magical tactic to increase the overall Job Satisfaction (OJS). These ideas are shared by employees. When salaries increase will unquestionably increase Job Satisfaction (JS) that will be positive effect on work motivation and increased the worker performance level (Dr. Marwan & T. Al-Zoubi). Salary for employees is one of affecting factors, and it does not only safeguards for basic living, but also advances the quality life of employees.

Working Conditions

According to Robbins (2001), working environment shows an important role from the time when its impacts on Job Satisfaction (JS), and as workers relate to physical working environment will ultimately reduce more progressive level of Job Satisfaction (JS). Similarly, Deficiency of satisfactory working conditions in many things can impact unwell on the employees’ mental and physical well-being (Baron and Greenberg, 2003). Clean and attractive surroundings tend to make workers happy when doing their work leaves positive impact on Job Satisfaction (JS). There are so many things in working condition effect on Job Satisfaction (JS) in the long run such as effective communicating, effective working techniques, curtailed injuries, frustration and stress.

Fringe Benefits

Bernard (2007), states that fringe benefits emphasize on improving the quality of life of employees and offering financial security and protection level to workers and their family members for file maintaining, such like salary policies. The main objective of organizations through fringe benefits is to attract, retain and motivated qualified and competent employees. Mostly employees in Pakistan focus on fringe benefits because their basic salary does not adequately support.

Work Itself

In employee satisfaction (ES) work itself plays a significant role. The creativity of employee improves the business capacity to attain competitive advantage. This case study does practices on creativity of the employees, then the business must offer modest environment, challenging, and diversity of works. The employees will also enable to enjoy their jobs and have a sense self-importance regarding it. After it being paid variety of tasks on the same job Employees feel motivated and appreciated their autonomy, (Lam et al., 2001). Managers need to plan jobs to provide opportunities for individual's achievement.

Achievements

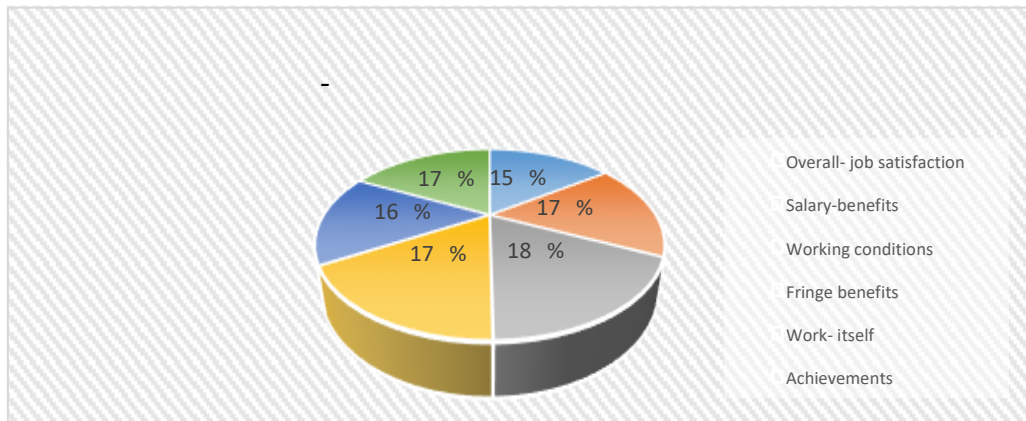
Kaleemuallah (2010) describes that employee satisfaction (ES) also increases when employee gets knowledge from doing work. Achievements' Objectives simply are defined as when workers achieve day-to-day targets. When sale officer accomplishes everyday targets then it is called objectives of achievements, here manager or co supervisor praises sales officer' work is called appreciation of objective achievement. Human resource (HR) managers must need to plan to deliver good opportunities for employee's achievements which support in career planning.

RESEARCH METHODOLOGY

For the purpose of data collection, quantitative method is utilized. In quantitative, survey method is used in which an open ended comprehensive questionnaire is distributed among the employees of flour mills. The beauty of this open ended questionnaire is it's formulated in three multiple languages. One is English language, second Urdu language and the third language is Sindhi. This procedure helped to collect data from those employees who are less educated, even uneducated employees. Open ended questionnaire with multi languages helped efficiently to collect the data from flour mills employees of Sindh, Pakistan. In return the Sindhi language format reflected the genuine desires of employees which are unfulfilled. We just define an overall photo that factors affect Job Satisfaction (JS) of employees. Survey questionnaire was filled by employees from June, 2014 to Feb, 2015.

In SPSS frequency, mean, correlation, Pareto and Cronbach alpha test are applied to examine the intrinsic and extrinsic factors and determine the most influential factors affecting Job Satisfaction (JS) ,and to analyze the relationship between intrinsic and extrinsic factors with overall Job Satisfaction (JS) of employees in flour mills of Sindh. The reliability test confirms the questions of this research. All values are reliable and above 0.7 (Fig 2) which show acceptable and good result.

Figure 2. Alpha Cronbach's result



Sample Design

This research data randomly collected from 317 employees who working in flour mills of Sindh with the open ended questionnaire is translated into English, Urdu and Sindhi languages as to bridge the gap of this research.

Secondary Data Collection

Mostly secondary source for information is collected from documents presented virtually as well as tangibly. The Secondary data for this research is gathered through books, research articles, and websites.

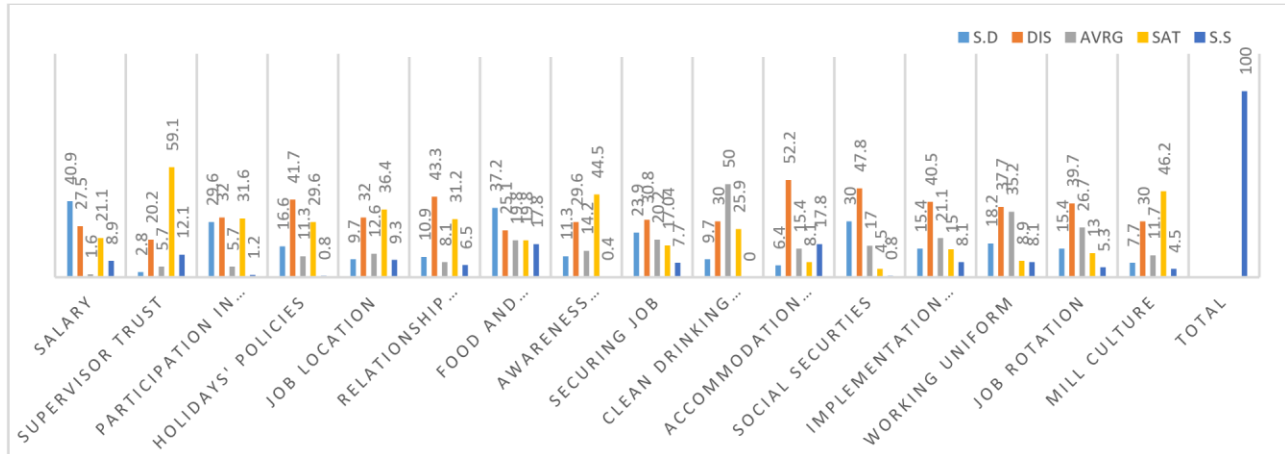
Primary Data Collection

Primary data is collected through the quantitative method in which questionnaire has been used to gather data from flour mills' employees from ten districts of Sindh. The quantitative method is helped to gather majority of data for this research. Supporting this, Primary data stated by Saunders and Thornhill (2007), "primary data is collected for the research is to be undertaken".

ANALYSIS AND FINDINGS

The data has been analyzed through SPSS and MS- Excel statistical tools which are used for analyzing data, mainly when generating tables, graphs and figures. Statistical Tests (fig: 3) are applied to evaluate the data in percentile, crosstabs, Pareto analysis, and frequencies along with Cronbach alpha reliability test.

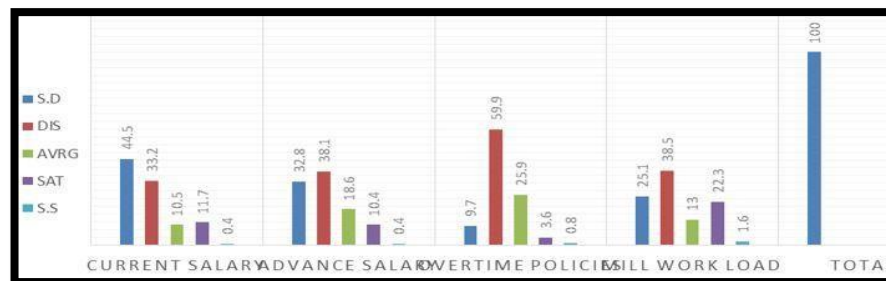
Figure 3. Overall Job Satisfaction



For getting the first objective result, 317 questionnaires were circulated and received proper response of 247 questionnaires.

The results of overall Job Satisfaction (OJS) are given in cluster form in which it is clarified that minor of employees in flour mills are satisfied with salary, participation in decision making, holidays polices, relationship with colleagues and supervisors, food and refreshment facility ,job secure, clean drinking water facility, accommodation ,social securities, implementation of labor laws ,working uniform, and job rotation, while majority of employees are in flour mills (FM) are seen satisfied with mills’ culture, supervisor support, job location ,and awareness about emergency. It is concluded that employees are not satisfied from most of questions in overall Job Satisfaction (JS) need improvement in such factors.

Figure 4. Salary Benefits



For accomplishing the results of Objective No.2 “To examine the intrinsic and extrinsic factors affecting

Job Satisfaction (JS) in flour mills of Sindh”, 317 questionnaires were circulated and received proper response of 247 questionnaires. The descriptive statistics test in SPSS has been applied to get percentile result from the frequency table for each practice.

According to the findings of fig: 4 in cluster form, salary benefits results are given in graph in cluster form. The questions are arranged together which asked from employees are you satisfied with the current salary in which 44.5% employees are strongly dissatisfied with statement, 32.2% employees of flour mills responded we are dis-satisfied and 10% are average satisfied, 11.7% employees responded we are satisfied and .4% responded we are strongly satisfied with the statement.

When the question asked from employees how much are you satisfied with the advance salary polices, they responded 32.8% strongly dissatisfied, with 38.1% dissatisfied, 18% mills' employees responded they were average satisfied, 10.4% found satisfied and .4% were strongly satisfied with the statement.

When question asked form employees are you happy with overtime policies of mills, they responded 0.8% strongly satisfied, with 3.6%, 26% employees responded they were average satisfied, 60% were found dissatisfied and 9.7% strongly dissatisfied with the statement.

When question asked from employees does Mill pay well according to the work load, employees responded 1.6% strongly satisfied, with 22.3% satisfied , 13% responded they were average satisfied, 38.5% were found dissatisfied and 25.1% strongly dissatisfied with the statement.

Table 1. Descriptive Statistics of Salary-benefits

Description	Number	Mean
Are you satisfied with the current salary	247	1.90
How much are you satisfied with the advance salary polices	247	2.07
Are you happy with overtime policies of mill	247	2.26
Does Mill pay well according to the work load	247	2.37

Above table 1 shows the results of 247 employees' response out of 317 for objective no.2 to examine the intrinsic and extrinsic factors affecting Job Satisfaction (JS) of employees in flour mills of Sindh. Questions which are related with salary benefits. In above table the mean value of salary benefits is presented. It can be clarified the results through mean value that employees have responded that flour mills' owners are not properly exercising for employees' salaries benefits.

The highest mean value is 2.37 of question does mill pay well according to work load in descriptive statistics of salary benefits category, and mean value 2.26; are you happy with

overtime policies of mill ,while lowest mean value is 1.90 of question ;are you satisfied with current salary? This value is less than average. The result showed that 1.6% were strongly satisfied, with 22.3% satisfied, 13% responded they were average satisfied, 38.5% were found dissatisfied and 25.1% strongly dissatisfied with the statement.

When question asked from employees do you easily manage the work load? .8% employees were strongly satisfied, 11.7% satisfied, and 9.7% average satisfied, 47.4% responded they were dissatisfied, and 30.4% were strongly dissatisfied.

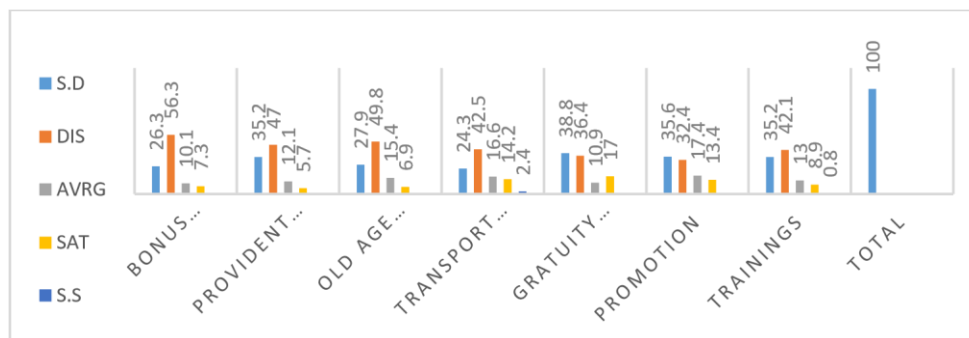
When question asked form employees are you happy with job autonomy? They responded 11% employees were satisfied, 14.2% found average satisfied, 45.7% were dissatisfied and 29.1% responded they were strongly dissatisfied.

Table 2. Descriptive Statistics of Working Conditions

DESCRIPTION	NUMBER	MEAN
How much is working environment well	247	2.27
Do you easily manage the work load?	247	2.04
Are you happy with job autonomy?	247	2.07

Above table 2 shows the results of 247 employees’ response out of 317 for table of working conditions in which questions are related with each other. The descriptive statistics test in SPSS is applied to see the result of mean value in which all mean value is less than 3 which have been responded by employees in which the highest value is 2.27 of question; how much is working environment well? Whereas lowest value is 2.04 of question; do you easily manage the workload?

Figure 5. Fringe Benefits



The results are given in fig 5 with cluster form of fringe benefits’ category and questions are set together from which the first question asked from employees How much are you satisfied from

bonus policies of the mill?, they responded 7.3% were satisfied, 10.1% found average satisfied , 56.3% responded they were dissatisfied, and 26.3% were strongly dissatisfied with the statement.

When the question asked from employees how much are you satisfied from provident funds? They responded 5.7% employees were satisfied, 12.1% found average satisfied, 47% responded they were dissatisfied and 35.2% were strongly dissatisfied.

When question asked from employees how much are you satisfied from old age benefits? They responded 6.9% employees were satisfied, 15.4% found dissatisfying, 56.8% responded they were dissatisfied and 27.9% were strongly dissatisfied.

When question asked from employees are you satisfied from the facility of Transportation? They responded 62.4% employees were satisfied, 14.2% found satisfied, 16.6% were average satisfied ,responded 42.5% they were dissatisfied and 24.3% were strongly dissatisfied.

When the question asked from employees how much are you satisfied from receiving gratuity fund? They responded 17% employees were satisfied, 12.1% found averagely satisfied, 36.4% responded they were dissatisfied and 38.8% were strongly dissatisfied with statement.

When the question asked from employees are you happy due to promotion? They responded 13.4% employees were satisfied, 17.4% were found averagely satisfied, 32.4% were dissatisfied and 35.6% were strongly dissatisfied with statement.

When the question asked from employees do you receive trainings? They responded.8% employees were strongly satisfied, 8.9% were satisfied, 13% were averagely satisfied, 42.1% were dissatisfied and 35.2% were strongly dissatisfied with statement.

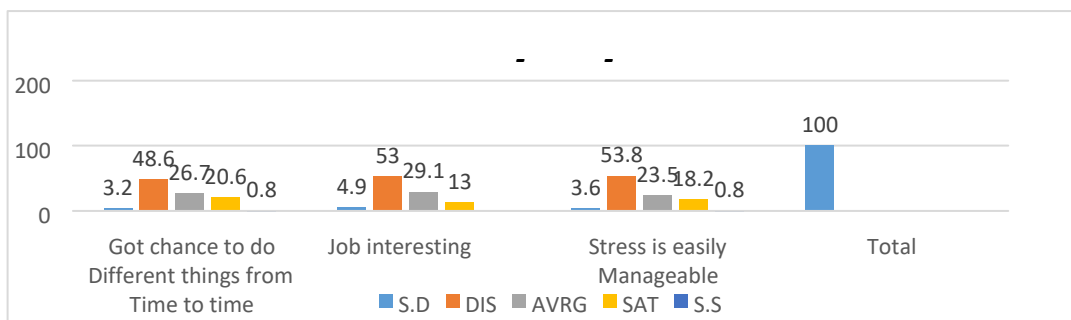
Table 3. Descriptive Statistics of Fringe benefits

DESCRIPTION	No.	Mean
How much are you satisfied from bonus policies of the mill?	247	1.98
How much are you satisfied from provident funds	247	1.88
How much are you satisfied from old age benefits	247	2.01
Are you satisfied from the facility of Transportation	247	2.28
How much are you satisfied from receiving gratuity fund	247	2.13
Are you happy due to promotion	247	2.12
Do you receive trainings	247	1.98

Results of fringe benefits are described in table 3 in which descriptive statistics test in SPSS is applied to check the results. In this table mean values of all questions is less than 3 which have

been responded by employees, in the table highest value is 2.28; are you satisfied from the facility of Transportation? While lowest value is 2.04 of question; how much are you satisfied from provident funds? , through these results, it is clarified that minor employees who are working in mill are satisfied while majority of employees in mill are either strongly dissatisfied or dissatisfied which is determined that most of employees is demotivated towards the attitude of mills. Before quitting the job from dedicated employees form mill and in return, mill should be improved the fringe benefits by which recruitment cost can reduce and increase satisfaction level of employees.

Figure 6. Work itself



The results of work itself category are given in clustered from figure 6 in which questions are arranged together from which the first question asked from employees are you got chance to do different things from time to time? They responded.8% employees were strongly satisfied, 20.6% were satisfied, 26.7% were averagely satisfied, 48.6% were dissatisfied and 3.2% were strongly dissatisfied with statement.

When the question asked from employees is your job interesting? They responded.13% employees were strongly satisfied, 29.1% were satisfied, 13% responded they were dissatisfied, and 4.9% were strongly dissatisfied.

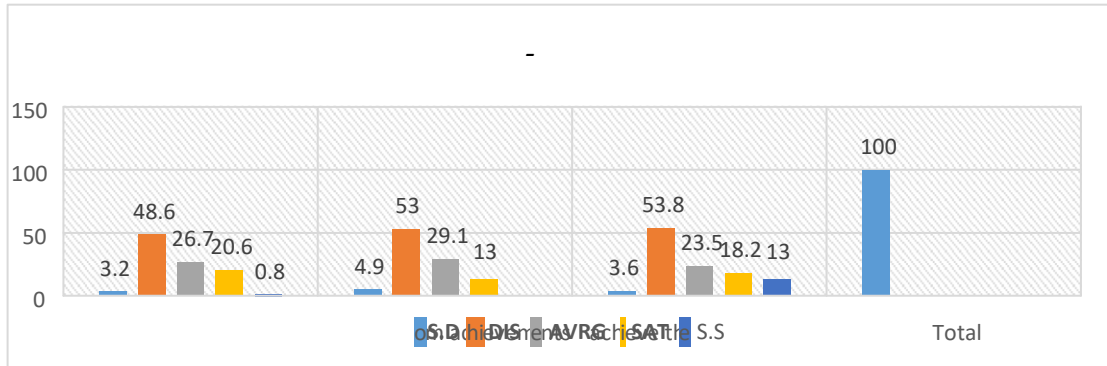
When the question asked from employees work stress is easily manageable? They responded 8% employees were strongly satisfied, 18.2% were satisfied, 23.5% responded they were average satisfied, 53.8% were dissatisfied, and 3.6% were strongly dissatisfied.

Table 4. Descriptive Statistics of Work itself

DESCRIPTION	No.	MEAN
Is your job interesting?	247	2.50
Are you got chance to do different things from time to time?	247	2.67
Work Stress is easily manageable?	247	2.59

Above mean value in work-it is given in table 4 in which 217 employees' response are included and all questions are arranged together and also related to work itself category. It can be clarified that the mean value is less than 3 and going down from satisfaction level of employees.

Figure 7. Achievements



The results are given in fig 7 in cluster form of Achievements category and questions are organized together from which the first question asked from employees are you learning from current job work? They responded 3.2 % employees were strongly dissatisfied, 48.6. % were dissatisfied, 26.7 % were averagely satisfied, 20.6% were satisfied and .8% were strongly When the question asked from employees how much are you satisfied from achievements? They answered that 13 % employees were satisfied, 29.1 % were averagely satisfied, 53% were dissatisfied and .4.9% were strongly dissatisfied.

When the question asked from employees do you easily achieve the targets of job? They replied 13% employees were strongly satisfied, 18.2% were dissatisfied, 23.5% were averagely satisfied, 53.8% responded employees were dissatisfied and 3.6% were strongly dissatisfied with statement.

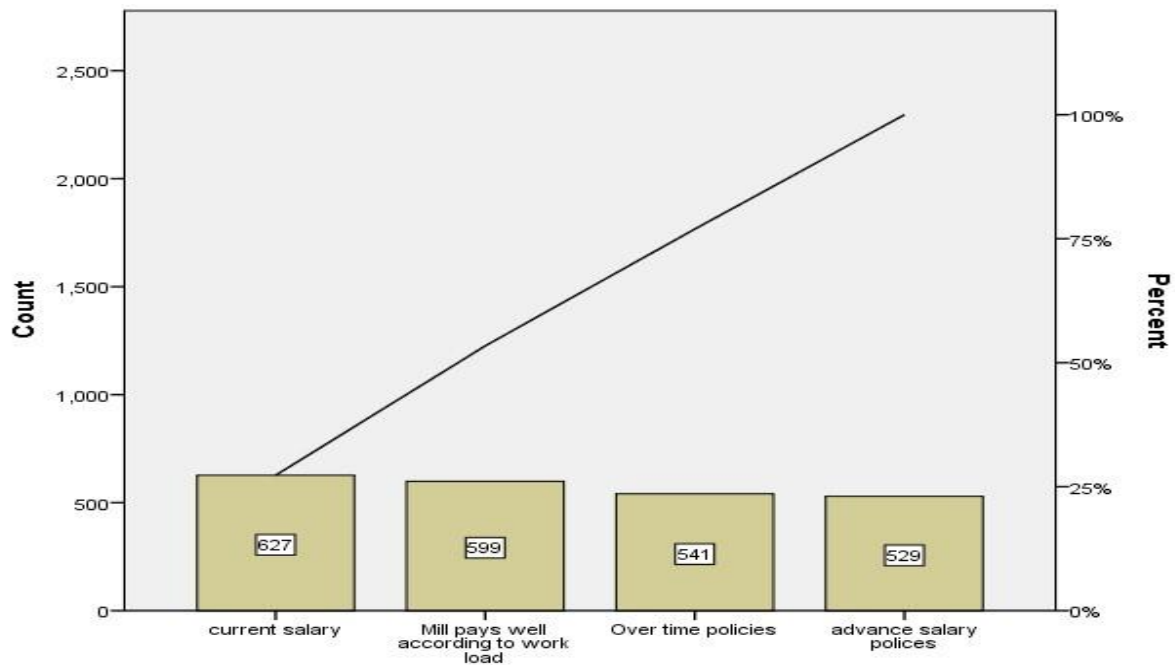
Table 5. Descriptive Statistics of Achievements

DESCRIPTION	No.	MEAN
How much are you satisfied from achievements	247	2.94
Are you learning from current job work	247	2.96
Do you easily achieve the targets of job	247	2.93

Above table 5 of descriptive statistics of achievements tells the results of 247 effective questionnaires' response which were circulated among ten districts of flour mills in Sindh. The

above table in which questions are put which are all related to achievements. Response are taken form employees by Likert scale in which majority of employees 'response are either dissatisfied or needed improvement. Mean values of achievements 'questions are less than 3 and it is also less than satisfaction level .it is indicating that it is not very satisfactory for employees.

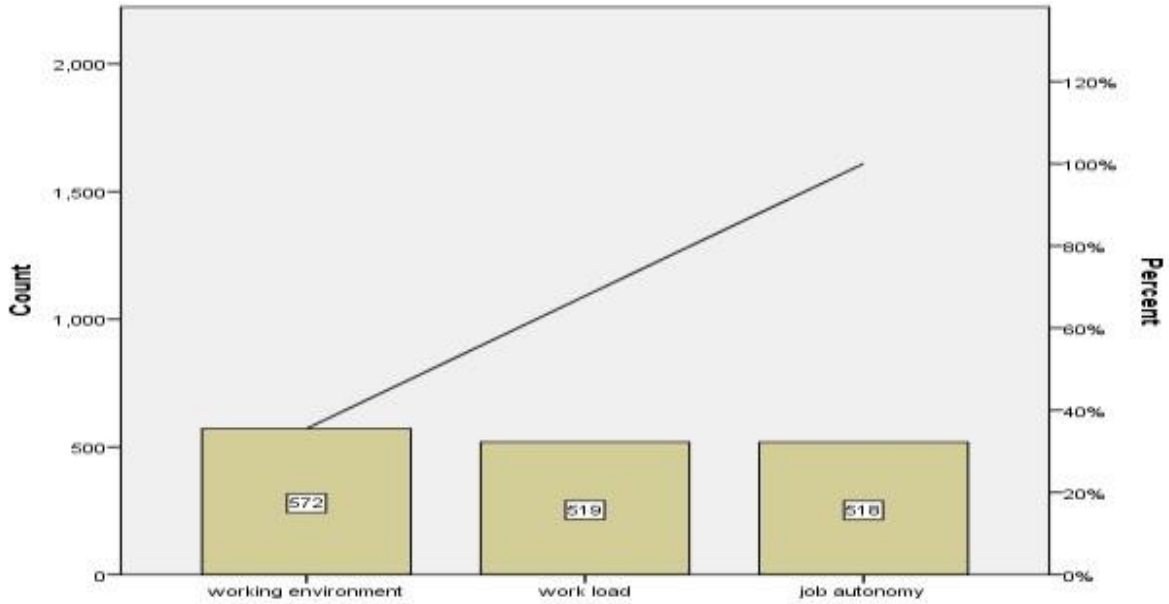
Figure 8. Salary Benefits



The third objective of this research study is to examine the most influential factors affecting Job Satisfaction (JS) of employees in flour mills of Sindh in which we are applied the Pareto test to determine which factors are most influential factors for Job Satisfaction (JS) of employees.

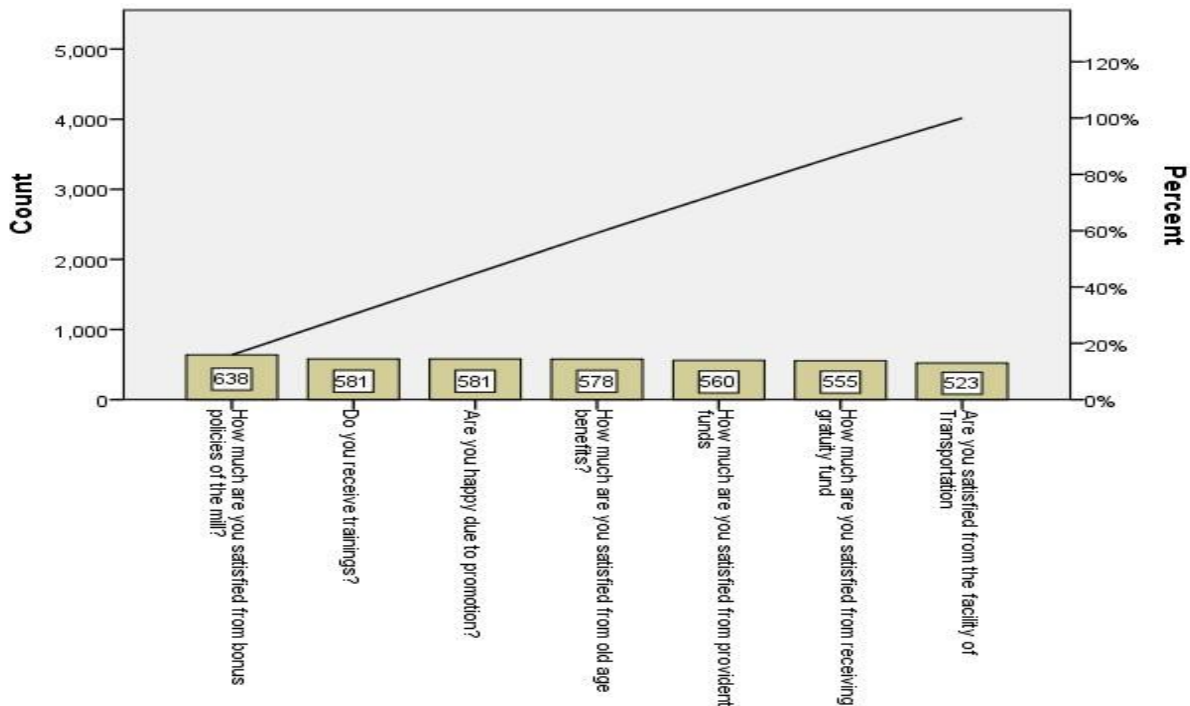
In above figure 8, Pareto analysis test has been applied to make focus on main factors which will bring positive changes in other factors' results. are you satisfied with the current salary and does Mill pay well according to the work load are at highest priority with score ,while how much are you satisfied with the advance salary polices and, I am happy with overtime policies of mills are at moderate priority. Current salary and workload are important and influenced factors, if flour mills focus on these factors then issue of others 'factors will be resolved and it is possible when we will focus on responsible factor ,over time polices, through it can get more positive results.

Figure 9. Working conditions



According to PARETO chart fig 9 in which working environment is at highest priority and work load and job autonomy are at moderate priority in line of score. Through Pareto analysis it is proved that working environment is one of influenced factors and needs to improve it, then other factors automatically will be improved.

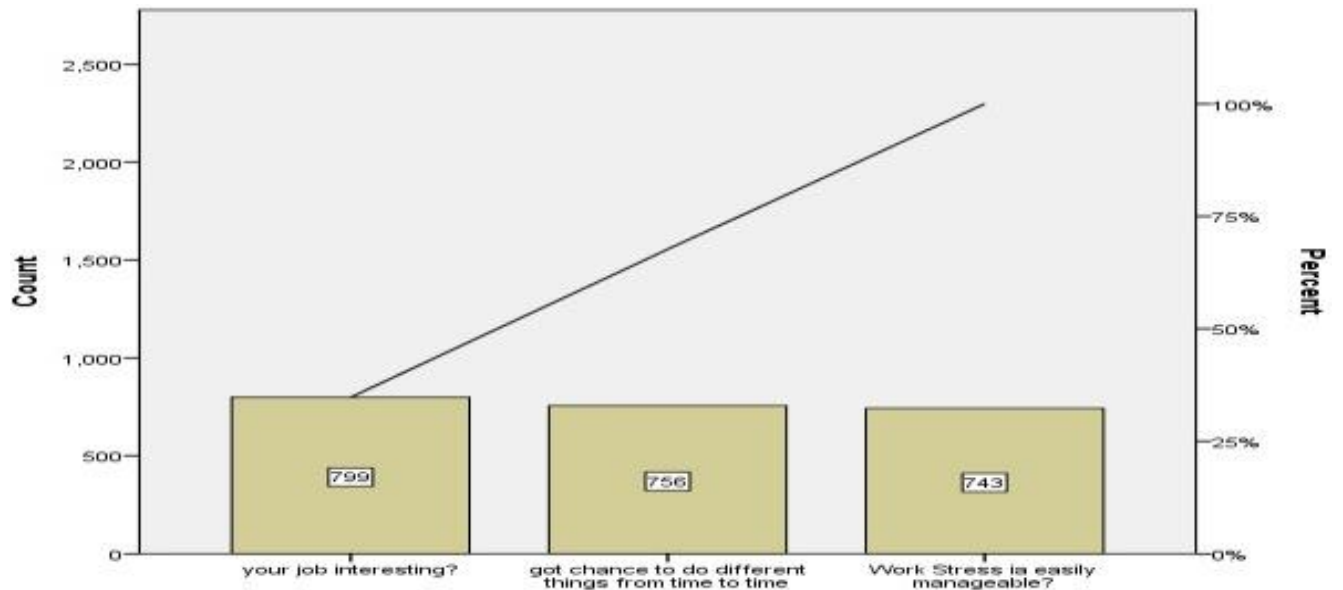
Figure 10. Fringe benefits



With help of Pareto chart figure 10, we can know what influential factors effect on Job Satisfaction (JS) in context of fringe-benefits. Bonuses are at highest priority, trainings and promotions, old age benefits are at moderated priority, and gratuity fund and transportation at average priority.

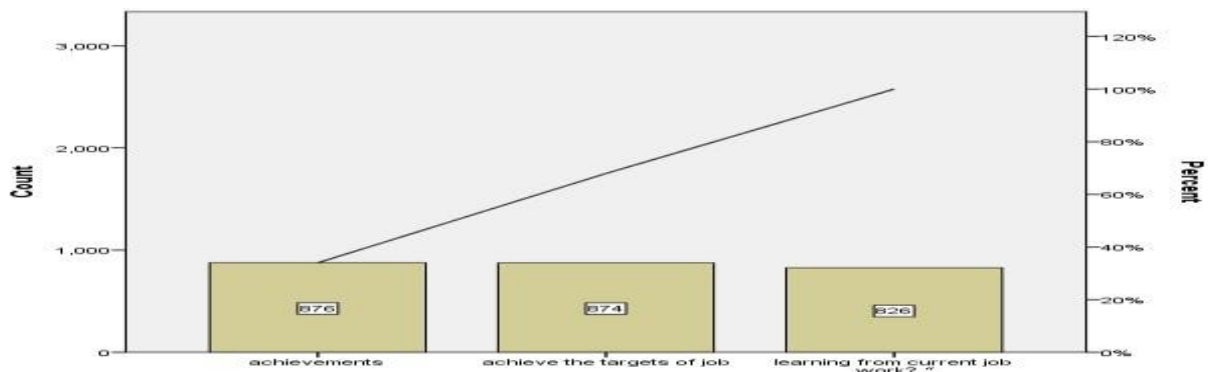
Bonuses, trainings, promotions, and old age funds are influenced factors and provident fund is responsible factors through it can be focused on influenced factors then the best results can be achieved.

Figure 11. Work-itself



The results of work-itself are given in Pareto figure 11, factors include: is your job interesting is at highest priority and work Stress is easily manageable is at moderate priority in context of score. Job interesting is one of influential factors in achievements 'category. If one factor is improved in terms of work itself, then other factors will also be automatically improved to bring positive results in Job Satisfaction (JS) of employees in flour mills of Sindh.

Figure 12. Achievements



According to the Pareto chart figure 12 the results of achievements are given, achievement factors include: how much are you satisfied from achievements is at highest priority and work Stress is easily manageable; and you learning from current job work and are at moderate priority with score. Achievements and learnings are influenced and important factors are found through Pareto chart. If flour mills bring positive changes in these factors, then positive changes will automatically be come in other factors.

Table 6. Correlation of extrinsic factors with overall Job Satisfaction(OJS)

1.	Overall- Job Satisfaction (OJS)	Correlation	1
		Significance	
2.	Salary-benefits	Correlation	.479
		Significance	.002
3.	Working conditions	Correlation	.174
		Significance	.483
4.	Fringe benefits	Correlation	.528
		Significance	.028

For getting the fourth objective result, 317 questionnaires distributed among ten districts of Sindh and got respond of 247 questionnaires. The above table. 6 shows the output of correlation between extrinsic factors with overall Job Satisfaction (OJS) in which salary benefits and fringe benefits keep positive and strong correlation with overall Job Satisfaction (OJS) and working condition is kept positive but weak correlation with overall Job Satisfaction (OJS). It can be concluded that existence of extrinsic factors is in positive with overall Job Satisfaction (OJS) when such factors are improved the overall Job Satisfaction (OJS) is increased.

Table 7. Correlation of intrinsic factors with overall Job Satisfaction (OJS)

1.	Overall- Job Satisfaction (OJS)	Correlation	1
		Significance	
2.	Work-itself	Correlation	.461
		Significance	0.14
3.	Achievements	Correlation	.127
		Significance	.348

Above table 7 shows the output of correlation between intrinsic factors with overall Job Satisfaction (OJS) in which work itself keeps positive and strong correlation with overall Job

Satisfaction (OJS) and achievement is kept positive but weak correlation with overall Job Satisfaction (JS), It can be concluded that existence correlation of intrinsic factors are positive with overall Job Satisfaction (OJS) as such factors improve then the overall Job Satisfaction (OJS) increases.

CONCLUSION

This research study logically attests that, numerous gaps is to handle out for flour mills in future for Job Satisfaction (JS) and overall job satisfaction (OJS) of employees. According to the findings of this research, the most of employees are deprived form reasonable salary-benefits, healthy working conditions, merit based fringe benefits and learning from work itself and achievements. Employees will also feel comfortable and become productive, when flour mills' owners work at affecting factors of Job Satisfaction (JS) of employees.

RECOMMENDATIONS

Following recommendations are made on results about factors affecting Job Satisfaction (JS) and overall job satisfaction (OJS) of employees in flour mills.

Salary Benefits

- Current Salary should be reasonable for employees as they can remain happy in flour mill (FM).
- Flour Mill (FM) should pay to employees according to workload.
- Overtime and advance salary polices should be improved.

Working Conditions

- Working environment should be comfortable which supports employees in productive working.
- Work load should be manageable with which mostly employees dissatisfy.
- Job autonomy in flour mill (FM) should be improved.

Fringe Benefits

- Fringe benefits should be on merit basis with which employees are less quit which saves the cost of recruitment.

- Trainings increase skills and abilities of employees which is need the flour mills' (FMs) employees.
- Promotion should be given on merit basis to employees. Majority of employees were dissatisfied with Provident funds, social security, gratuity funds and old age benefits which should improve them.
- Working uniform should be for technical employees as they can work free from fear.

Achievements

- It should be focused on work of employees as they can learn from it.
- Flour Mill (FM) should make environment good as employees can achieve day to day targets of job.

Work Itself

- Flour Mill (FM) should make comfortable job as employees can work with interest
- Flour Mill (FM) should give chance to employees to do work of different jobs by which they can get experience of them.
- Stress of work should be manageable.

Recommendations for the Government

- Government should establish the technical training institute in which technical employees of each SME can get training.
- Wheat crop is cultivated in overall Pakistan, then government should focus on flour mills (FM) should run like professional business and focus at export with which opportunities will create and meet more incentives to existing employees.
- Government should start the project of rice and flour mill (FM) in one mill for each district of Sindh by which production will increase and the ratio of unemployment will decrease and employees' satisfaction will also increase though more fringe benefits.
- Resolving the issue of unscheduled load shedding by which production will increase and positive impact on employees' satisfaction.

REFERENCES

- Ahmed Imran Hunjra (2010), Factors Affecting Job Satisfaction (JS) of Employees in Pakistani Banking Sector”, MPRA Paper No .32130, posted 2011 utc.
- Cranny. C. J., Smith, P .C. & Stone, E. F. (1992). Job Satisfaction: How people feel about their jobs and how it affects their performance. Lexington Books: New York
- Correlates of pay satisfaction in higher education. International Journal of Educational Management. 14, (1), pp. 31-39.
- Children Guide Intrinsic motivation. Retrieved from [http:// www.about.com](http://www.about.com)[Accessed August 20. 2015].
- Disability and rehabilitation handbook. (1978). New York: McGraw-Hill.
- Ellickson, Mark C., and Logsdon K. (2001). Determinants of Job Satisfaction (JS) of Municipal Government employees”. State and Local Government Review. Volume 33 (3) 173-184.
- ERG theory, https://en.wikipedia.org/wiki/ERG_theory [Accessed September.20. 2015].
- Gruneberg, M. M. (Ed.) (1976). Job Satisfaction: a reader. New York: John Wiley & Sons.
- Griffin, R. W. (1990). Management. 3rd ed. Houghton Mifflin Co. Boston, USA.
- Getahun, Seble, Sims B, & Hummer D. (2007). Job Satisfaction (JS) and Organizational Commitment among Probation and Parole Officers: A Case Study. Available at: [http://www.picj.org/docs/issue5.Vol: 13 \(1\)](http://www.picj.org/docs/issue5.Vol:13(1)).
- Goal setting, <https://en.wikipedia.org/wiki/Goalsetting> [Accessed October 7. 2015].
- Hackman, J.R.,& Oldham, G.R. (1976). Motivation through the design of work: Test of a theory. Organizational Behavior and Human Performance, 16, 250-279.
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). The motivation to work. New York: Wiley. Hills CA: Sage Publications.
- Karimi, S. (2008). Affecting Job Satisfaction (JS) of Faculty Members of Bu-Ali Sina University, Hamedan, Iran. Scientific & Research Quarterly Journal of Mazandaran University, 23(6), 89-104.
- Kosciulek, J.F., Vessell, R., Rosenthal, D., Accardo, C.M., and Merz, M. (April, May, June 1997). Consumer Satisfaction with Vocational Rehabilitation Services. Journal of Rehabilitation. P. 5-9.
- Lai Chai Hong, Nik IntanNorhanAbd Hamid and NorlizaMohd Saleh, (2013). “A study on the factors affecting Job Satisfaction (JS) amongst employees of a factory in Seremban, Malaysia (2013). Business Management Dynamics Vol.3, No.1, Jul 2013, pp.26-40 ISSN: 2047-7031.
- Lee, H. R. (1997). A study on the career maturity and intrinsic-extrinsic work values of college students. Korean Journal of Counseling & Psychotherapy, 9, 289-310.
- Locke, E. A. (1968). Toward a theory of task motivation and incentives. Organizational behavior and human performance, 3(2), 157-189.
- Mosammod. &MahamudaParvin., (2011),” factors affecting employee Job Satisfaction (JS) of Pharmaceutical sector”. Bangladesh, Australian Journal of Business & Management Research Vol.1 No.9 [113-123] | December-2011.
- Maslow, A.H. (1954). Motivation and Personality. New York: Harper.
- McDonald, B. D. & Hutcheson, D. (1999). Employee loyalty, commitment directly impact the bottom line. Business Press, 11, 18-27.
- Nasir Mehmood, Sobia Irum, Kamran Ahmed, and Afshan sultana, “A study of factors affecting Job Satisfaction, Pakistan” (2012). Interdisciplinary journal of contemporary research in business, volume 4, No 6.

Omesh Chadha, (2011), "Employee satisfaction –A study of HCL limited", Volume No. 2 (2011), Issue No. 9 (September) ISSN 0976-2183.

Puti Farida Marzuki, HestiyaniPermadi, and Indryati Sunaryo, (2011) "Factors affecting Job Satisfaction (JS) of workers in Indonesian construction companies". Journal of civil engineering and management, ISSN 1392-3730 2012 Volume 18(3): 299–309.

Prodromos D. Chatzoglou, Eftichia Vraimaki, Eleni Komsiou, Elena Polychrou and Anastastios D. Diamantidis (2011), "Factors Affecting Accountants' Job Satisfaction (JS) and Turnover Intentions: A Structural Equation Model.

Post-Kammer, P. (1987). Intrinsic and extrinsic work values and career maturity of 9th- and 11th grade boys and girls. Journal of Counseling and Development, 65, 420-423.

Peterson, D.K., Puia, G.M., & Suess, F.R. (2003). "An exploration of Job Satisfaction (JS) and commitment among workers in Mexico" [Electronic version]. Journal of Leadership and Organizational Studies, 10(2), 73-88. Rue and Byers (1994), Management skills and application. Homewood .Irwin

Rashid Saeed, Rab Nawaz Lodhi, Anam Iqbal, Hafiza Hafsa Nayyab, Shireen Mussawar and Somia Yaseen, (2013). "Factors influencing Job Satisfaction (JS) of employees in telecom sectors of Pakistan", Middle-East Journal of Scientific Research 16 (11): 14761482, ISSN 1990-9233.

Selim OZDEMIR, (2009). "Factors influencing Job Satisfaction (JS) in Azerbaijan companies", Journal of Qafqaz University.

Steyn & Van (1999) .Job Satisfaction (JS): Perception of principals and teachers in urban black schools in South Africa. South African Journal of Education 19(1):37-44

Szymanski & Parker, (1996). "Work determines a person's worth and place in society and it influences one's psychological identity and sense of well-being. Work establishes one in the community of human kind. It links a person to others, advances the goals of culture, and gives purpose to one's very existence".

Taylor F. W. (1947). Scientific Management. New York. Harper & Row.

Terkel, (1974). Work is dynamic, complex, and diverse in today's society. Everyone develops their own meaning for and motivation to work.

Vroom, V. H. (1964). Work and Motivation. New York, Wiley.