

Job Satisfaction In The Area Of Production In A Metalworking Company

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Abstract: this study was carried out with the aim of identifying the factors that determine the job satisfaction of the production area in a metalworking company. The research was carried out using the holistic, mixed approach phrase; the inductive-deductive method was established. Initially, the population and sample was made up of 63 employees, and then 44 of them were selected, because the company was with a production load. The reporting units for the interview were the sales assistant, accounting assistant and the head of production. Sonia Palma's scale, consisting of 7 factors and 36 items, was applied as an instrument and the interview guide was used. It was designated, the Pareto diagram and the Atlas.ti8 for the collection and quantitative – qualitative analysis. From the above analysis, it was shown that the factors affecting job satisfaction are: the lack of teamwork, poor motivation and the inadequacy of the predisposition of the heads, for this reason, it is of great importance to give a solution because this impacts on the performance and productivity of the company.

Index Terms: Physical conditions, employment benefits, social relations; personal development; job performance, relationship with authority, job satisfaction.

1. INTRODUCTION

Currently, companies face a problem in relation to job satisfaction they provide to their employees, for this reason, an international investigation was carried out to a group of U.S. employees, who noted to be pleased in their addition, it was evidenced as a result that 50.8% is obtained for six consecutive years. As a result, a survey was conducted, consisting of 23 questions, resulting in them being dissatisfied based on job benefits, organizational policies and performance assessment measurement. On the other hand, the problem in particular is an elementary part of the permanence in time of an organization, so workers must be motivated continuously, with the aim of lasting for a long period and being honest with the organization. Therefore, the area of human resources plays a very important role in the organization, which is to safeguard the well-being of a worker, so that, not only are retained employees but the representation of the internal and external image of the organizations (McGregor, 2017; Bathena, 2018).

At the national level, an Adecco study was conducted regarding happiness or satisfaction in the working environment, had a population of 3,500 employees, it was shown that 51.7% point out that job satisfaction is a fundamental part, so it must be kept in the Organizations. It is also essential that workers have adequate environments for the performance of their work, in such a way that a commitment to functions is achieved. On the other hand, the study indicated that as long as the employee is privileged in the same company, he will feel more satisfied. However, that is not the case with millennials, because they reveal that they are dissatisfied in their work environment. Within this framework, a study was carried out to measure the level of

complacency of workers in a manufacturing company, which showed that 89% indicated a high level of S.L. Similarly, it was established with 46.25%, that the predominant factor is “enjoy the work” (Gestión, 2017; Duarte, Aguirre, and Jarquín, 2014). In relation to this topic, Gómez and García (2016) presented in their study that, regarding the factors studied such as “labor benefits”, “worker intervention”, “perceived assistance” and “supervision of the company”, consists of an approximation with the variable under study. From the manifestations of Alarcón and Pachamango (2016) they concluded that the prevailing factor in the study variable is self-improvement, given that people in the present year yearn for better opportunities and increase their knowledge and skills. However, it was established that the least predominant factor relates to physical conditions. The study is based on the theory of the two factors of Herzberg, who conceived two significant aspects, the first refers to a worker being pleased in his work environment, when he observes that the functions he performs daily are challenging and motivating, which are called motivational factors. The second corresponds to dissatisfaction in the working environment, which is established in the working environment, such as the supervision of the company's senior managers, the social relations, the wages they receive, the policies that organizations implement, in relation to the implications are pointed out as hygienic factors (Chiavenato, 2007; Daft, 2004; Arias and Heredia, 1998). Viewed from Mayo's perspective, it outlines that the theory of human relations is constituted through attitudes that develop when contact with other people or groups. Likewise, each human being has his own personality, which at the same time mediates attitudes and/or behaviours with other individuals. It should be noted that individuals seek to integrate with other individuals or groups, so that they can be understood and accepted to satisfy their interests and ambitions (Chiavenato, 2006). The complacency for a worker in the workplace, is manifested by the emotional state he demonstrates and with the attitude with which he performs his duties. Consequently, if a worker is satisfied, he will manifest himself through his creativity, innovation and loyalty, resulting in high satisfaction (Wicker, 2011; Spector, 1997). With regard to the 7 subcategories of the problem in particular, it relates to the physical conditions of work, which are the materials provided to a worker for the performance of

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his duties, as well as the infrastructure where they perform daily. For this reason, this aspect should be given greater importance, because it is constituted as a task facilitator (Palma, 1999; Chiavenato, 2009). Work benefits refers to the compensation and benefits offered to a worker in exchange for a specific task. In this light, it is important to provide adequate incentives, because people do not only expect to have high pay, so they want to have stability, security, job stimulus, that leads to a compromising future. In addition, the company will be able to position itself as the best and thus retain and attract workers without exceeding their budget. (Edmunds, 2012; Taylor, 2019). The administrative policies of the company facilitate the understanding of the rules of a work environment, manifested in the stage of employee orientation. Similarly, the human resources area is the body responsible for enforcing company rules and providing an organizational manual and functions. Consequently, if the employee does not comply with the provisions, they must face sanctions and/or dismissals (Newton, 2001; Palma, 1999). Social relationships affect the human being in two ways, firstly, in a positive way when establishing adequate communication, otherwise it would affect the emotional. As a result, companies should encourage appropriate interrelationships between workers in order to establish a timely working environment (Ryff and Singer, 2001). In this sense, personal development is when the worker has the opportunity to carry out momentous activities, in order to grow satisfactorily. It can also be noted that the P.D. is not only an event that ends in the short term, but is an evolution over the course of life, a trained career or some learning course in the work environment (Hazel, 1996, Palma, 1999). The performance of tasks is determined through the knowledge that people acquire through study, practice and training. It is established through the capacity, aptitude and attitude that the human being possesses. Likewise, it is the value or importance expressed by the worker in his daily activities within an organization (Organ, Podsakoff and Mackenzie, 2006). According to the relationship with the authority, it consists of a series of procedures and actions that are regulated by the company. They are structured by a business hierarchy, which are constituted by senior management that promote the consistency and stability of the organization towards its workers (Johnson and Watson, 2015). In this perspective, four factors were considered that affect the complacency of staff in the company under study, first of all, it was evident that, there are problems with the health of workers, because, there is, on labour burden, absence of 15-minute breaks, off duty work. There is unacceptable remuneration, lack of growth opportunity and job incentive. It lacks vertical communication, teamwork and feedback. Secondly, a deficiency in the material and equipment of work, lack of input and maintenance of machinery was determined. Lack of state of the art technology and equipment. Third, it was established that there are workers with little work experience, staff turnover and no constant training. Fourthly, it was found that, they do not have air conditioning, absence of state of the art desktop equipment, lack of cleaning implements and no water dispenser. Accordingly, the overall objective was set: Identify the factors that determine the job satisfaction of the production area in a metalworking company, Lima 2019.

2 METHODOLOGY

The established approach is mixed, composed of systematic

methods, which are established empirically, such as quantitative and qualitative (Hernández and Mendoza, 2018). Research was developed under the phrase, because it establishes a holistic reporting mechanism, which is based from the conceptual aspect to the research methodology (Hurtado, 2000). The inductive method was applied, which focuses on a sound reasoning involving everything from the particular to the universal, the deductive method based on the theory was also used, in order to verify that the current environment is consistent with the theoretical basis (Del Cid, Mendez and Sandoval, 2015). The population consists of the entire metalworking company, also the population and sample was made up of 63 employees, then it was chosen to select 44, because, the company was with production overload (Hernández and Mendoza, 2018). For the study was used SL developed Sonia Palma, structured by 7 factors and 36 items, at the same time a qualitative interview was conducted with the aim of obtaining an effective communication (Hernández and Mendoza, 2018; Hernandez, Fernandez, and Baptista, 2015). Finally, the axial encoding was carried out according to the subcategories and indicators, then each interview was attached to the file designed in Atlas.ti in order to identify the text and link it to the previously defined code, so that it is obtain the respective networks and reports.

3 RESULTS

Quantitative results

The above analysis, corresponding to the sub-category physical and/or material conditions, infers that the comfort of the work environment is pleasant; the scale predominates according to 43.18% of respondents. According to the infrastructure where they work is pleasant, the scale prevails according to 36.36% of workers. On the other hand, the work environment is pleasant; the scale stands out according to 34.09% of the subordinates of the company under study. In relation to the sub-category of employment and/or remuneration benefits, they indicated that the remuneration they receive is not in line with the market according to 61.36% of respondents. On the other hand, they point out that the salary is limitedly lower with the tasks they produce, the scale prevails according to 54.55% of the subordinates. With regard to the sub-category administrative policies, they argued that their working hours are inadequate according to 56.82% of respondents; they also perceive that they are exploited, as 54.55%, at the same time they consider that they receive ill treatment by the organization as noted by 52.27%. Regarding to the sub-category of social relations, the absence of the value of solidarity in working groups was shown, as expressed by 52.27%; at the same time 47.73% choose to distance with their peers, on the other hand, the work environment is perfect for working according to 45.45% of respondents. In reference to the personal development subcategory, subordinates feel motivated when performing their duties (40.91%), the work they produce allows them to feel good as 38.64% pointed out, also enjoying their duties as 36.36% argued. According to the performing sub category, 56.82% refer to dislike their work, however, 50.00% are satisfied with the functions they perform, and the activities they perform perceive them as unimportant as indicated by 43.18% of the workers. Regarding the results of the sub-category related to authority, 38.64% revealed that when they consult because they have doubts about the work, they are acquitted; they also consider that having a good job-

to-work contract with the boss favours the work characteristic, as 36.36% pointed out; on the other hand, they consider that their boss recognizes the determination with which they perform their work, as stated by 34.09%. Then the Pareto diagram was carried out, which consisted of plotting all the problems in order of transcendence and thus obtaining 20% of the causes, four critical questions were determined. According to the first cause, question number eighteen, which belongs to the subcategory social relations, where there is no absence of the value of solidarity in the working groups, however, the same not practiced, is therefore that there is an inadequate working environment. Regarding the second cause, question number fourteen was established, which relates to the personal development subcategory, because subordinates are not motivated by the tasks they perform in the company. Likewise, this subcategory is related as a third because question number twenty-three, since the collaborators are unhappy with the work they do because it does not meet their expectations. Finally, question number thirty-two, which corresponds to the subcategory relating to the authority, was discussed, since the heads and supervisors of the company do not have time for the attention of consultations and/or suggestions of their workers (Figure 1). As demonstrated in this document, the numbering for sections upper case Arabic numerals, then upper case Arabic numerals, separated by periods. Initial paragraphs after the section title are not indented. Only the initial, introductory paragraph has a drop cap. Conclusion Although a conclusion may review the main points of the paper, do not replicate the abstract as the conclusion. A conclusion might elaborate on the importance of the work or suggest applications and extensions. Authors are strongly encouraged not to call out multiple figures or tables in the conclusion—these should be referenced in the body of the paper.

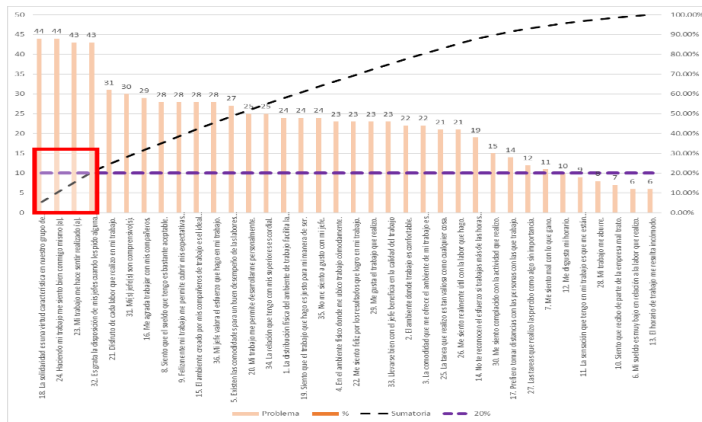


Fig.1. Pareto of the category of job satisfaction of the production area in a metalworking company.

Qualitative results

In view of the atlas.ti results on job satisfaction, the interviewees infer that it is average, because workers feel insecure about the stability in the company because they always perform contract renewal for three months. In addition, the interrelationships they have with the bosses is horizontal,

an important factor in fostering participatory communication with the high command, in order to be able to listen to some concerns and/or suggestions. There are workers who are committed to their work, however, it consists of workers who only perform their duties and do not like to cooperate. The company does not promote importance about business values, therefore it is an essential factor for subordinates to feel identified with the company. Similarly, it lacks incentives such as recognition or monetary, which suit the needs of workers. According to the subcategory physical and / or material conditions and their three indicators, such as, the physical environment, material resources and ISO standards the interviewees stated that, the company provides adequate infrastructures for operators to work in a timely manner, in addition, they always have a medical control within the working environment, for their respective evaluation annually. It should be noted that, there are currently workers who have had accidents in their work areas such as cuts of fingers, burns, because, it lacks timely maintenance in the working machinery. In the subcategory labour and/or remuneration benefits and its two indicators, remuneration and incentive, infer that, the company complies with the entire employment agreement established in its employment contract, also, each year they are provided with a small Christmas basket and draws are made among all subordinates. However, there is little work-based because it only offers food vouchers, so workers want better economic and non-economic incentives. As far as the subcategory corresponds to administrative policies and its three indicators, working time, flexible hours and the RIT indicated that the use of cell phones within the company is prohibited, because it can deconcentrate operators and can cause accidents of work. There is a disparity in lunchtime with the administrative area. Despite this, workers perform their duties. In the subcategory social relations and their two indicators, climate and organizational culture indicated that, the communication they maintain is horizontal, that is, there is little interaction with the company's bosses and supervisors. They perceive an inadequate environment since not everyone works as a team, that is, they carry out their activities individually. Regarding the subcategory personal development and its two indicators training and development and promotion, they established that, the company offers training to the welding area, in other words, it is not done to all workers. In addition, they point out that the trainings are done 1 time a year. On the other hand, they provide promotional studies in "National Industrial Work Training Service", but it is sporadic. About the subcategory performing tasks and its two indicators attitude and behaviour boasted that, the performance of workers manifests itself on average, that is, some operators fulfil their functions, for obtaining a salary, but when they need their help do not cooperate. With regard to the subcategory related to authority and its two indicators, flexibility and social relations, they noted that a cordial interaction prevailed, but does not maintain effective communication. Similarly, they indicate that, when they wish to make some damage to a specific problem, a series of procedures have to be done, which hinders rapid and effective communication.

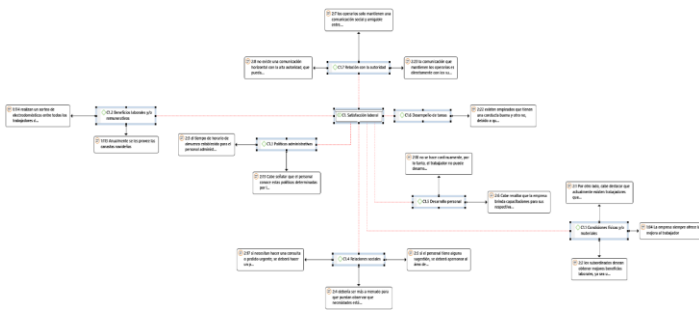


Fig.2. Analysis of the problem category job satisfaction

Based on the results of the triangulation of the three interviewees and the forty-four respondents of the company under study, the absence of teamwork was shown, because they have no business values implemented that help foster solidarity, responsibility, among others. It also prevails over the lack of incentives that motivate the worker, such as recognition or awards. Finally, there is a lack of communication of bosses with their subordinates, because they are always busy and do not often visit the area where their staff perform daily.

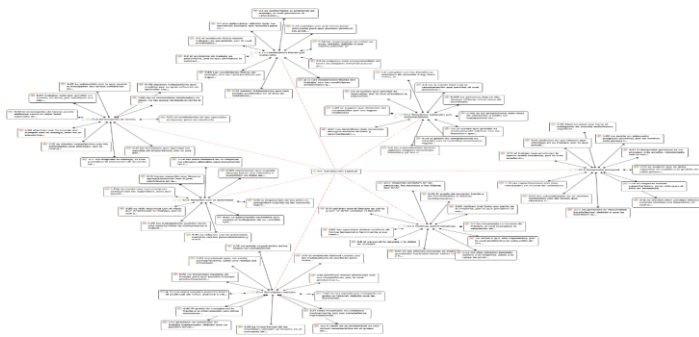


Figure 3. Mixed analysis of the category of job satisfaction.

In the study executed, it was found that there are three factors that predominate in the job satisfaction of the particular company, as the first problem is with regard to the absence of teamwork, because each staff performs on its own, that is, there is no cooperation between them. From the above analysis, it coincides with Silipu (2017), he noted with 49% that employees are displeased according to the indicator "task significance", i.e. they are not committed to their work, and it was also observed with 48% that there is no adequate social relationships. On the other hand, Alarcón and Pachamango (2016), showed that the interrelationships they maintain in the investigated company is with 69%, because the bosses are not always in contact with them, for this reason, it is established at an average level.

As a second problem, it was observed that the company lacks incentives to motivate the worker, such as recognition or awards. It is consistent with Gómez y García (2016), who showed that the job incentives are not properly implemented, also, social benefits are not promoted, in order that they can cover some need of the employees. Likewise, it coincides with Montero, Fernández, Cáceres, Almeida and Cáceres (2015), who found with a value less than 70% that the company does

not carry out recognitions for the realization of a good work, prevails of absence of opportunity of promotion, is say, it lacks motivation. Finally, it was evident that there is a lack of communication of bosses with their subordinates, so they do not have time to establish an interaction. From the same perspective, it is consistent with Gómez and García (2016), who revealed that there is a deficiency in the daily inspections carried out by the bosses to be able to see if they are efficiently performing their work, for this reason, it was noted that they are very should maintain timely communication to avoid inconvenience in the work environment.

CONCLUSIONS

Based on the intended analysis, three factors prevailing in the job satisfaction of the company studied were identified, as a first factor is the subcategory social relations, infer that there is no lack of teamwork, because, they do not have implemented business values to help foster the specific problem. The social interrelationships that are executed in any environment, are of great importance, because this has an impact on the mental health of the human being (Ryff and Singer, 2001). As a second factor is the personal development subcategory, it was found that it lacks incentives, which are fundamental in the motivation and performance of a worker. It is therefore important because people seek to acquire new knowledge and skills over time in order to realize their full potential (Webb and Grimwood, 2003). Finally, with regard to the subcategory related to the authority, it was noted that, there is a deficiency in the interrelationships of the bosses with their subordinates, because they do not have an adequate relationship, in which the workers are heard. In essence, it is the assessment that the worker expresses with his boss in charge, in relation to the activities carried out in the company (Palma, 1999).

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