



## A Study on Employee's Job Satisfaction With Special Reference To Sugar Industries in Perambalur District

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### ABSTRACT

*The purpose of this paper is to test the relationship between perceived empowerment practices and sugar industries employee service effort and turnover intention, also to examine the mediating role of employee job satisfaction and attitudes in this relationship. Employees satisfied with their careers should be a major priority for every employer. Survey data were collected by a questionnaire from workers at sugar industries in Perambalur. The final sample of 110 participants rated empowerment practices in their workplace, as well as their job attitudes, service effort and turnover intention. Perceived empowerment practices were measured using items from Hayes' employee employment questionnaire. Statistically significant results were obtained for a full mediating effect of job attitudes on the relationship between empowerment practices and turnover intention. However, the relationship between empowerment and sugar industries employee service effort was insignificant. Most of the conceptual underpinnings for this study come from research carried out in Western countries and more work should be done within organizations from various parts of the world and more qualitative research would be appropriate for theory-building research. Managers in service industries in India should carefully monitor employee job attitudes towards the empowerment practices. Owing to cultural differences on the high Vs low power distance dimension in particular, managers from the West should not overlook how much empowerment is accepted among sugar industries service employees. Contributing to attitude engagement theory, job attitudes consisting of job satisfaction and organizational commitment explain the success of empowerment implementation in India.*

**KEYWORDS :** Job satisfaction; working conditions; superior - subordinate relationship

### INTRODUCTION

The term "Job satisfaction" refers to an employee's general attitude towards his job. Job satisfaction is one of the important factors which have drawn attention of management in the organization as well as academicians.

### Definition

Durbin's has defined Job Satisfaction as, " Job Satisfaction is the Amount of pleasure associated with a job. If you like your job intensely, you will experience high job satisfaction".

### Theories of job satisfaction

There are three major theories of job satisfaction, namely

- a) Herzberg's Motivation-Hygiene theory
- b) Need-Fulfillment Theory
- c) Social reference-group Theory

### Herzberg's motivation-Hygiene Theory

Herzberg's conducted a study of an intensive analysis of the experience and feelings of 200 engineers and accountants in nine different companies in Pittsburgh area, U.S.A on the basis of his study he established.

There are two aspects (set of conditions) which are responsible for the motivation and dissatisfaction of workers.

When one set of conditions (called 'motivators') is present in the organization, workers feel motivated but its absence does not dissatisfy. Then, similarly, when another set of conditions (called 'Dissatisfies') is Absent in the organization, the workers feel dissatisfied but its presence

### Does not motivate them.

#### b) Need-Fulfillment Theory

Under the need-fulfillment theory, it is believed that a person is Satisfied if he gets what he wants and the more he wants something, or the More important it is to him, the more satisfied he is when he gets it and the More satisfied he is when he does not get it.

### c) Social reference-group Theory

The social reference-group theory is similar to need-fulfillment Theory except that it takes into account not the desires, needs and interests of the individual, but rather the point of view and opinions of the group to whom the individual looks for guidance. Such groups defined as the "Reference-group". It would be predicted, according to this theory, that if a

Job meets the interests, desires and requirements of a person's reference group, he will like it and if it does not, he will not like it.

### Objective of study:

To carry out the study of the employee satisfaction at company and assess the employee satisfaction level in present competitive environment of Industry to help knowing and reading of the minds of the current generation professionals regarding their Company Culture, Compensation, Work atmosphere, Management support, Job satisfaction, performance appraisal and Career growth opportunities. The various objective of this study are as follows

- i. To Measure the satisfaction levels of employees on various factors and give suggestions for improving the same.
- ii. To study the relationship between the personal factors of the employee (Gender, Designation, Qualification, Age, and Years of Service in a company) with satisfaction level.
- iii. To derive and analyze the current satisfaction level of the employees in the company.
- iv. To study the various factors which influencing employee satisfaction.

### Determinants of job satisfaction

There are various factors determining the degree of job satisfaction as follows:

#### 1. INDIVIDUAL FACTORS

Individuals have certain expectations from their jobs. If these expectations are met from these jobs, they feel satisfied.

### a. Level of Education

Level of education of an individual is a factor which determines the Degree of job satisfaction; For example, several studies have found Negative correlation between the levels of education, particularly higher level of education, and job satisfaction.

### b. Age

Individuals experience different degree of job satisfaction at different stage of their life. Job satisfaction is high at the initial stage, gets gradually reduced, starts rising unto certain stage and finally dips to a low degree.

### c. other factors

Besides the above two factors, there are other individuals factors such as asset which affect job satisfaction. If an individual does not have favorable social and family life ,he may not feel happy at the workplace.

## 2. NATURE OF JOB

### a. Occupation level

Higher level job provide more satisfaction as compared to lower levels. This happens because high level jobs carry prestige and status in the society which itself becomes sources of satisfaction for the job holders.

### b. Job Content

Job content refers to the instruct value of the job which depends On the requirement of skills for performing it, and the degree of Responsibility and growth it offers. A higher content of these factors provides higher satisfaction.

## 3. SITUATIONAL VARIABLES

Situational variables related to job satisfaction lie in organizational context (formal and informal).

### a. Working conditions

Working conditions, particularly physical work environment, like conditions of workplace and associated facilities for performing the job determine job satisfaction.

### b. Supervision

The type of supervision affects job satisfaction as in each type of Supervision the degree of importance attached to individual varies. The employee oriented supervision provides more satisfaction than job-oriented supervision.

### c. Equitable Rewards

The type of linkage that is provided between job performance and rewards determines the degree of job satisfaction .if the reward is based on the job performance, it offers higher satisfaction.

### d. Opportunity for Promotion

It is true that individuals seek satisfaction in their jobs in the context of job nature and work environment but they also attach importance to the Opportunities for promotion that these job offer.

### e .Work group

Individuals work in group either created formally or they develop on their own to seek emotional satisfaction at the workplace. In a cohesive Group, people derive satisfaction out of their interpersonal interaction and workplace becomes satisfying leading to job satisfaction.

## MEASURING OF JOB SATISFACTION

Job require interaction with co-workers and bosses, following organizational rules and policies, meeting performance standards, living with working conditions that are often less than ideal, and the like. This means that an employee's is assessment of how satisfied or dissatisfied he or she is with his or her job is a complex summation of a number of discrete job elements.

## APPROACHES

The two most widely used approaches are a global rating and a summation score made up of a number of job facets.

## SINGLE GLOBAL RATING METHO

The single global rating method is nothing more than asking individuals to respond to one question, such as "All things considered, how

satisfied are you with your job? Respondents then reply by circling a number between 1 and 5 that corresponds to answers from "highly satisfied".

## Summation scope

The approach-summation of job facets is more sophisticated. It identifies key element in a job and ask for the employee's feelings about each typical factors that would be included are the nature of the work, supervision, present pay, promotion opportunities, and relation with Co-workers. This factors are rated on a standardize scale and then added up to create on overall job satisfaction score.

## JOB SATISFACTION SURVEY

A job satisfaction survey is a procedure by which employees report their feelings towards their jobs and work environment. Individual responses are then combined and analyzed.

## BENEFITS OF JOB SATISFACTIN STUDIES

If job satisfaction studies are properly planned and administrated they will usually produce a number of important benefits both general and specification.

## MONITORING ATTITUDES

Survey indicates the specific areas of satisfaction.

## Methodology:

A descriptive research is done in this study to identify the problems faced by the farmers in production and marketing. Non probability sampling technique that is purposive sampling technique was used to select the respondents. A total of 110 respondents who are the employees of sugar industries in Perambalur district. Primary data was collected through direct interview method. The employees were individually met and data was collected through predefined questionnaire.

## Results and Discussion:

Among the respondents 32% of the respondents are belonging to 32-35 age group, 27% of the respondents are belonging to below 20-23 age group, 23% of the respondents to 24-27age group, 18.18% of the respondents to 28-31age group, 32% of the respondents to 32-35age group. Among the respondents 27.27% of the respondents are trainee, 31.82% of the respondents are junior processor and 40.91% of the respondents are senior processor. Among the respondents 76.36% of the respondents are male, 23.64% of the respondents are female. Among the respondents 32% of the respondents are UG, 41% of the respondents are PG. 32% of the respondents are highly satisfied, 24.55% of the respondents are satisfied, 20.91% of the respondents are Neutral, 9.09% of the respondents are Dissatisfied, 4.54% of the respondents are highly dissatisfied. 34% of the respondents are belonging to 5000-7000, 22.73% of the respondents are belonging to 7000-10000, 30.91% of the respondents to 10000-15000, 12.72% of the respondents to above 15000.

32% of the respondents are salary increases, 27.27% of the respondents are promotion, 9.09% of the respondents are Leave, 18.18% of the respondents are motivational talk and 13.60% of the respondents are recognition. 37% of the respondents are highly satisfied with the present position, 30.91% of the respondents are satisfied with the present position, 21.82% of the respondents are dissatisfied with the present position and 10.91% of the respondents are highly dissatisfied with the present position. 40.91% of the respondents joined the present job for the better work environment, 26.36% of the respondents joined the present job for the Initial employment in the company, 21.82% of the respondents joined the present job for the Reasonable salary, and 10.91% of the respondents joined the present job for the Interest in present job. From the table above 40.91% of the respondents are highly satisfied with the job, 24.55% of the respondents are satisfied with the job, 20.91% of the respondents are Neutral with the job, 9.09% of the respondents are Dissatisfied with the job, 4.54% of the respondents are Highly dissatisfied with the job. Above the table shows the working condition from that 31.80% of the respondents are highly satisfied with the working condition, 27.27% of the respondents are satisfied with the working condition, 22.73% of the respondents are Neutral with the working condition, 13.64% of the respondents are Dissatisfied with the working condition, 4.54% of the respondents are Dissatisfied.

**Some problems faced by the farmers:**

**Table 1: Intermediaries are the overall job security by the respondent.**

S. No	Condition	No. of respondents (x)	Value(n)	(x)(n)
1.	Highly Satisfied	20	5	100
2.	Satisfied	30	4	120
3.	Neutral	27	3	81
4.	Dissatisfied	18	2	36
5.	Highly Dissatisfied	15	1	15
Weighted average = $\frac{\sum(x)(n)}{\sum(x)}$ = 3.2				

From the above weighted average table it is found that the respondents are neutral to the satisfaction level towards overall job security

**Table 2: Intermediaries are superior and subordinate relationship together**

S. No	Condition	No. of respondents (x)	Value(n)	(x)(n)
1.	Highly Satisfied	17	5	85
2.	Satisfied	37	4	148
3.	Neutral	30	3	90
4.	Dissatisfied	20	2	40
5.	Highly Dissatisfied	6	1	6
Weighted average = $\frac{\sum(x)(n)}{\sum(x)}$ = 3.35				

The weighted average table shows that the respondents are neutral to the satisfaction level towards superior and subordinate relationship

**Table 3: Satisfied with the salary for the work**

S. No	Condition	No. of respondents (x)	Value(n)	(x)(n)
1.	Highly Satisfied	40	5	200
2.	Satisfied	25	4	100
3.	Neutral	20	3	60
4.	Dissatisfied	15	2	30
5.	Highly Dissatisfied	10	1	10
Weighted average = $\frac{\sum(x)(n)}{\sum(x)}$ = 3.64				

The weighted average table shows that the respondents have somewhat satisfied towards salary provided for the work.

**Table 4: Are you satisfied with the working condition?**

S. No	Condition	No. of respondents (x)	Value(n)	(x)(n)
1.	Highly Satisfied	35	5	175

2.	Satisfied	30	4	120
3.	Neutral	25	3	75
4.	Dissatisfied	15	2	30
5.	Highly Dissatisfied	5	1	5
Weighted average = $\frac{\sum(x)(n)}{\sum(x)}$ = 3.7				

The above weighted average table shows that the respondents are satisfied with the working condition.

**Conclusion:**

In brief, Sugar industries employees tend to have more favourable work attitudes and behaviour if they perceive favourable social relationships in their workplace. With emphasis on satisfaction and commitment like these, the usual steps of empowerment would become more effective for reducing turnover intention. The human resource manager of a sugar industry illustrates a technique that managers could use job satisfaction and commitment implications of the research findings. He has short briefing sessions with employees on a regular basis, to discuss outstanding issues. All ideas and issues would be listened to and discussed. Although not all issues could be solved at once, employees would feel helpless and distanced from their immediate supervisors/managers without these sessions.

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