Research Paper Commerce

An Empirical Study on Employees Satisfaction in Cooperative Sugar Mills in Tamilnadu

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ABSTRACT

Studies on job satisfaction of employees in sugar mills and studies on cooperative sectors are few in India. The studies of job satisfaction carried out in India are almost, always case studies usually of private and public sector organizations. Such studies make it difficult to draw any meaningful generalizations. These resources prompted the researchers to undertake a study on the cooperative sugar mills in Dharmapuri, Vellore and Villupuram districts, to find at the critical factors that determine the job satisfaction. Therefore this study proposes to fill the void albeit on a small scale. It was also decided to confine to employees of cooperative sugar mills – Dharmapuri, Vellore and Villupuram districts, Tamilnadu because of nearness and the cooperation extended by the authorities and employees to the researcher.

Fifteen factors are identified and their influence the on satisfaction has been analyzed. The influence of each factor has been tested with the help of correlation co-efficient. Among the factors tested, Age, Type of Family, Size of Family, Community, Status of Employment, Secondary Occupation, Skill Level, Membership in Trade Union, Awareness of Various Act and Area of Operation are the significant influences on satisfaction.

KEYWORDS Job satisfaction, Sugar mills and Area of operation

Introduction

Managing the employees today is an increasingly difficult task. The involvement, sincerity, creativity and dedication to the job that the management expects do not seem to be the outcome of financial incentives as was believed earlier. Performance can be improved in two ways. Good employees can be attracted, who could perform the task in a defendable manner and also use their creativity in their job performance. On the other hand, the organization should give them a working climate that enhances their growth and fulfills their expectations.

It has been empirically proved in many Indian and western organizations that conducive work climate, employee-centred climate and achievement-oriented climate ultimately improve performance. In this context, it is proposed to undertake and investigation into identify the level of satisfaction perceived by the employees of cooperative sugar mills in selected districts of Tamilnadu.

Statement of the problem

Studies on job satisfaction of employees in sugar mills and studies on cooperative sectors are few in India. The studies of job satisfaction carried out in India are almost, always case studies usually of private and public sector organizations. Such studies make it difficult to draw any meaningful generalizations. These resources prompted the researchers to undertake a study on the cooperative sugar mills in Dharmapuri, Vellore and Villupuram districts, to find at the critical factors that determine the job satisfaction. Therefore this study proposes to fill the void albeit on a small scale. It was also decided to confine to employees of cooperative sugar mills – Dharmapuri, Vellore and Villupuram districts, Tamilnadu because of nearness and the cooperation extended by the authorities and employees to the researcher.

Objective of the study

The present study is principally aimed at identifying the determinants of job satisfaction of employees of cooperative sugar mills – Dharmapuri, Vellore and Villupuram districts.

Sampling design

The present study proposes to cover the employees of cooperative sugar mills in Tamilnadu. As the census method is not feasible, the researcher proposed to follow sampling. It is decided to select the districts which cultivated more than 20000 hectares of sugar cane in Tamilnadu.

The present study selected 3 districts namely Dharmapuri, Vellore and Villupuram in the universe of 29 districts cultivated sugar cane on the basis of the above said criterion.

The selected districts namely Dharmapuri, Vellore and Villupuram have 2, 3 and 3 cooperative sugar mills respectively. It is decided to select two cooperative sugar mills from each selected districts. The present study selected 540 employees from selected mills. This selection was made on a simple random basis at the rate of 90 employees from each selected cooperative sugar mills.

Employees' level of satisfaction related to various factors

Employees' Level of satisfaction relating to the various factors influencing cooperative sugar mills in selected districts is abstract and qualitative. It can be measured only indirectly through their opinions or responses to various factors in their cooperative sugar mill. A scale by name "Employees' Level of Satisfaction Scale" has been constructed to measure the level of satisfaction of each employee respondent. This scale contains 105 items related to various factors regarding the level of employee satisfaction in selected cooperative sugar mills.

The responses of the sample respondents to the 105 items have been recorded. The Employees' level of Satisfaction Scale has a maximum score of 525. The respondents have been grouped into three categories namely (i) Low-level of satisfaction (ii) Medium-level of satisfaction and (iii) High-level of satisfaction. This classification is done according to the "Mean $\pm$ SD" criterion. Their mean score is 359.24 and the SD is 36.03.

Analysis of the data

The sample employees are divided into three categories based on their respective scores. The distribution of respondents according to their levels of satisfaction is shown in Table.

Distribution of sample of employees on the basis of their level of satisfaction

S.No.	Level of Satisfaction	No. of Employees	Percentage
1	Low	88	16.30
2	Medium	362	67.00
3	High	90	16.70
	Total	**540**	**100.00**

Source : Primary Data

It is observed that 44 respondents have low-level of satisfaction. It works out to 16.30 per cent. There are 181respondents of a medium-level of satisfaction. There are16.70 per cent employees with a high-level of satisfaction in cooperative sugar mills. It is found that more than two thirds of the respondents have medium-level of satisfaction.

The simple correlation analysis made and the resultant figures are given in the Table.

Simple Correlation of Selected Factors with Satisfaction

S.No	Factors	Correlation Co-efficient	Table value "r"	Significance
1	Sex	0.049	0.088	Not Significant
2	Age	0.108	0.088	Significant
3	Education	-0.083	0.088	Not Significant
4	Marital Status	-0.078	0.088	Not Significant
5	Type of Family	0.104	0.088	Significant
6	Size of Family	0. 349	0.088	Significant
7	Community	0.215	0.088	Significant
8	Status of Employment	0.137	0.088	Significant
9	Secondary Occupation	0.249	0.088	Significant
10	Monthly Income	0.042	0.088	Not Significant
11	Skill Level	-0.284	0.088	Significant
12	Experience	-0.048	0.088	Not Significant
13	Membership in Trade Union	-0.109	0.088	Significant
14	Awareness of Various Acts	-0.149	0.088	Significant
15	Area of Operation	0.421	0.088	Significant

The analysis shows that there is a significant relationship between nine factors with satisfaction.

The partial Regression Co-efficient of the nine factors with employees' satisfaction is significant indicating that the nine factors, individually contribute significantly to the variations in employees' satisfaction when the influence of other factors is kept constant. As the R2 value is 0.597 the percentage of predictability of employees' satisfaction in terms of these factors is 59.70%.

Multiple Regression Analysis of Fifteen Factors with Satisfaction

S.No	Factors	Partial Regression	SE of Partial Regression	"t" Value	Significance
1	Sex	4.409	4.214	1.046	S
2	Age	0.971	2.905	0.334	NS
3	Education	-0.154	3.828	-0.040	NS
4	Marital Status	6.757	6.118	1.104	S
5	Type of Family	-0.450	5.278	-0.085	NS
6	Size of Family	13.944	5.748	2.426	S
7	Community	2.593	3.067	0.845	S
8	Status of Employment	4.340	3.888	1.116	S
9	Secondary Occupation	1.933	2.610	0.740	S
10	Monthly Income	-0.530	3.239	-0.164	NS
11	Skill Level	-8.438	3.962	-2.130	S
12	Experience	-6.513	3.434	-1.897	S
13	Membership in Trade Union	0.177	4.428	0.040	NS
14	Awareness of Various Acts	-1.955	5.688	-0.344	NS
15	Area of Operation	8.872	4.829	1.837	S

$R^2 = 0.597$
F = 8.312 significant

Percentage of Predictability = 59.70%

As the Partial Regression Co-efficient of nine of the above factors is significant, the Partial Regression Analysis has been repeated for the nine significant factors and the results are given in Table.

Partial Regression Analysis of Four factors with Satisfaction

S.No	Factors	Partial Regression	SE of Partial Regression	"t" Value	Significance
1	Sex	4.514	3.854	1.171	S
2	Marital Status	6.891	5.846	1.179	S
3	Size of Family	14.202	5.286	2.687	S
4	Community	2.811	2.802	1.003	S
5	Status of Employment	4.016	3.495	1.149	S
6	Secondary Occupation	1.647	2.494	0.660	S
7	Skill Level	-9.094	3.340	-2.723	S
8	Experience	-6.122	3.230	-1.896	S
9	Area of Operation	8.932	4.712	1.896	S

$R^2 = 0.549$
F = 10.37

Percentage of Predictability = 54.90%

The partial Regression Co-efficient of nine factors with employees' satisfaction shows that all the factors individually contribute significantly to the variations in employees' satisfaction when the influence of the factors is kept constant. As the R^2 value is 0.549 the percentage of predictability of employees' satisfaction in terms of the nine factors is 54.90%. This is normally less than, in terms of 15 factors (59.70%). This clearly indicates that the other factors have clearly little influence on employees' satisfaction.

As the "F" value is significant, this Multiple Regression Analysis is significant.

Analysis of Variance for Regression

Source	DF	SS	MS	F
Regression	8	93150.72	11643.84	10.37
Residual	531	596189.36	1122.77	
Total	**539**	**689340.08**		

Significant at 5 % level

The Analysis of Variance of multiple regression models for satisfaction indicates the over-all significance of the model fitted. The coefficient of determination R^2 value shows that these variables put together explain the variations of satisfaction to the extent of 59.70%.

Conclusion

Fifteen factors are identified and their influence the on satisfaction has been analyzed. The influence of each factor has been tested with the help of correlation co-efficient. Among the factors tested, Age, Type of Family, Size of Family, Community, Status of Employment, Secondary Occupation, Skill Level, Membership in Trade Union, Awareness of Various Act and Area of Operation are the significant influences on satisfaction.

Stepwise multiple regression analysis of nine factors reveal that Age, Type of Family, Size of Family, Community, Status of Employment, Secondary Occupation, Skill Level, Awareness and Area of Operation have a significant influence on satisfaction when the influence of other factors is kept constant.