Research Paper **Commerce**

Impact of Work Environment on Employee Job Satisfaction in Sugar Industry: A Study of Tapi District of Gujarat State

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ABSTRACT

The productivity of employees is determined highly the environment in which they work. Work environment involves all the aspects which act and react on the body and mind of an employee. Under organisational psychology, the physical, mental and social environment where employees are working together and their work needs to be analysed for better effectiveness and increased employee productivity. The major purpose is to generate an environment which ensures the ultimate ease of effort and eliminates all the causes of frustration, anxiety and worry. If the environment is congenial, fatigue, monotony and boredom are minimized and work performance can be maximised. A satisfied, happy and hardworking employee is biggest asset of any organisation. Effective results and for any organisation depends on the level of satisfaction of employees and work environment is one of the most important factors which influence the satisfaction & motivation level of employees. Sugar Industries spend huge sum of money and, efforts for the satisfaction of their employees so as to make them more productive. This paper is an attempt to examine the Work Environment and its impact on Employee Job Satisfaction in Sugar Industry of Tapi District of Gujarat State. For this research work, primary data was collected from the sugar industries and the permanent employees of the Sugar Manufacturing Companies in this district were considered as the respondents. The study indicates that

KEYWORDS	Work Environment, Work Culture, Career Development, Job Satisfaction, Sugar Industry

INTRODUCTION

The productivity of employees is determined highly by the environment in which they work. Work environment involves all the aspects which act and react on the body and mind of an employee. Under organisational psychology, the physical, mental and social environment affect the job satisfaction of the employees of a firm, which can lead to better effectiveness and increase productivity. The major purpose is to generate an environment which ensures the ultimate ease of effort and eliminates all the causes of frustration, anxiety and worry. If the environment is congenial; fatigue, monotony and boredom are minimized and work performance can be maximised. The work culture can implicate the social relation at workplace and also maintain the relationship between colleague, supervisor and the organisation. It describes the neighbouring circumstances in which employees are working together. A satisfied, happy and hardworking employee is biggest asset of any organisation. Efficient human resource management and healthy work environment or culture affects not only the performance of employee and organisation but also affects the growth and development of the entire economy.

THEORETICAL FRAMEWORK

With reference to the work environment, Employee Job Satisfaction depends mainly upon two major components:

a. Organisational climate and culture
b. Career Development

a. Organisational climate and culture

Boeyens (1985) and Hutcheson (1996) viewed organisational climate as the description of the organisation's "objective" variables like structure, size, policies and leadership style, by the employees. For employees on the other hand, it constitutes the organisation's context as they experience it. Controversy exists amongst researcher regarding the distinction between organisational culture and climate. Some researchers use the terms interchangeably, while others (Bouditch & Buono, 1990; Hutcheson, 1996; Clapper, 1995; and Desatnick, 1986) supported the differences between these terms. Organisational culture defines a set of expect-

ed behaviour patterns that are generally exhibited within the organisation. The organizational norms have a great impact on the behaviour of the employees. Organisational climate on the other hand is a measure of whether the employees' expectations about working in the organisation are being met. Schein (1984,) defined organisational culture as the pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration. These "valid" behaviours are therefore taught to new members as the "correct way" to perceive, think and feel in relation to problems, issues and decisions. Schein (1984) maintains that culture exists at both the cognitive and emotional level, and he viewed behaviour as a manifestation of culture. For researchers to understand the culture of the organisations they need to assess the broader cultural paradigm of the society within which the organisation operates as this influence the manner in which the organisation operates. Organisational culture is deeply rooted within the organisational system, as it is a process, which evolves over a long time. An organisation's culture determines the way the organisation conducts its business, and as a result also influences its processes. Because of its deep-rooted nature, the culture of the organisation is difficult to change, as there is often resistance against giving up something, which is valued and has worked well in the past.

b. Career Development

Career Development was more important for employees from medium and large Organization than for employees from small Organizations. Job satisfaction significantly depends upon the career development opportunities of the organization. Better career development opportunities lead to Longer Employee Retention and highly motivated employees are more efficient and have increased productivity.

Thus Job satisfaction is an outcome of a healthy work culture and better career development opportunities within the organization. Top Five Very Important dimensions of Job Satisfaction as related to Work Environment are as under:

Job Security
- Benefits
- Compensation/Pay
- Opportunities to Use Skills/ Abilities
- Feeling Safe in the Work Environment

These parameters include both the above mentioned components of work environment, viz; Organisational climate and culture as well as Career Development. The present study therefore revolves around these five main parameters to evaluate the impact of Work Environment on Employee Job Satisfaction in Sugar Industry of Tapi District of Gujarat State

RATIONALE OF STUDY:
The sufficiently and well- distributed monsoon rains, rapid population growth and substantial increase in sugar production capacity have combined to make India the largest consumer and the second largest producer of sugar in the world. The Indian sugar industry has now only achieved the distinction of being one of the largest producers of white plantation crystal sugar in the world but has also turned out to be a massive enterprise of gigantic dimension. It plays a major role in rural development and its importance for India stretches far beyond the role of a sweetener supplier. The sugar factories located in various part of the country work as nuclei for development of rural areas by mobilizing rural resources and generating employment over 45 million farmers, their dependants and a large number of, agricultural labourers are involved in sugarcane, cultivation, harvesting percents of the rural population. Thus, Sugar industry occupies a key place in the Indian economy in terms of employment and investment. Similar to any other organization, employees and their behaviour assume a vital role in determining the performance and effectiveness of sugar industries. While many studies have concentrated on physical and financial performance of sugar industries, the studies on behavioural aspects seems to be inadequate. Considering the importance of sugar industries in terms of large scale employments of human resources, attempts must be made to understand the human side of the industries. This underlines the necessity of identifying the nature of human relation and the problems of human behaviour in the Sugar manufacturing Companies and thereby suggesting suitable measures for coping with the problems. Thus, this study is an attempt to analyze these behavioural aspects of selected Sugar Manufacturing companies especially as regards the work environment and its impact on job satisfaction of the employees in these companies.

RESEARCH METHODOLOGY:
Objectives:
The major objectives of this study are:

- To know the working condition of employees.
- To study the factors affecting work environment in these companies.
- To evaluate the job satisfaction of the employees of the Sugar Industry as regards the work environment of the selected Sugar Manufacturing Companies.
- To bring out the deficiencies in the existing work envi-

ronment and suggest the strategies to improve the existing scenario leading to an enhanced employee job satisfaction in these companies.

Sampling Design and Framework for Data Collection:
Since this study pertains to only the Tapi District of Gujarat State, where only two major Sugar manufacturing companies are operating, the entire universe of the permanent employees of these companies has been considered as the relevant respondents for this study. There were 65permanent employees of Ukai Pradesh Sahkari Khand Udhyog Mandali Limited, Khushalpura and 22 employees of Copar Sugar Dadaria Company. All these employees were considered as respondents for the present study. As these two sugar manufacturing companies are the leading companies as they are large in size and production, the employment in these companies is spread over different places in Gujarat, and hence it is felt that these companies can be considered for an in depth analysis. This study relies upon the primary data collected by administering the Questionnaire method and the completed questionnaires were edited and codified. The qualitative aspects were quantified. Thereafter the information was processed in to a master table. Various tables, incorporated in this study, were prepared on the basis of this master table.

DATA ANALYSIS:
Techniques of Data Analysis:
Simple tools of data analysis such as Frequency distributions, percentages and various pie charts are employed for data analysis in this study.

Empirical Results & Discussions
Part-I Demographic Composition:

Table-I Demographic Composition

		Male	Female	Total
Gender	Respondents	80	07	87
	Percentage	91.95	08.05	100
		Married	Un Married	Total
Marital Status	Respondents	80	07	87
	Percentage	91.95	08.05	100

Age Groups	20-30	31-40	41-50	51-60	Total
Respondents	15	16	43	13	87
Percentage	17.24	18.39	49.42	14.94	100

Designation	Clerk	Officers	Others	Total
Respondents	43	12	32	87
Percentage	49.42	13.79	36.78	100

Department		Time Office Dept.	Transport Dept.	Manufacturing Dept.	Purchase Dept.	Agriculture Dept.	Total
	Respondents	23	18	04	06	36	87
	Percentage	26.44	20.69	04.60	06.90	41.38	100
Experience		01-05	06-10	11-15	16-20	More than 20	Total
	Respondents	26	06	04	17	34	87
	Percentage	29.89	06.90	04.60	19.54	39.08	100

The above table indicates that the majority of the sample respondents are Married Male in the age group of 41-50 years which indicates that the churning rate of the employees in the selected companies is very low and the employees work continuously in the same company for more than 20 years. Majority of the employees belong to Agriculture Department followed by Time Office Department. Almost 50% of them are at the clerical level as far as their Designation is considered.

There are only twelve officers in all. These results indicate that the employees in these companies may be highly satisfied and hence they continue working in the same company for a longer period.

Part-II Organizational Climate and Culture
Job Perception:
Table-2   Job Perception towards Nature of Job

| S.No.	View	Respondents	Percentage
1.	Challenging	29	33.33
2.	Responsible	53	60.92
3.	Motivating	05	05.75
	Total	87	100.00

Job Perception towards Nature of Job
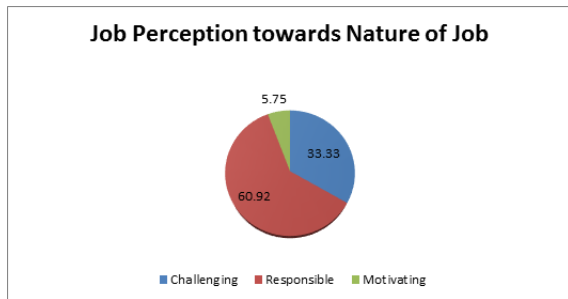
The data in Table-2 shows that 33. 33% respondents believe that this job is a challenging job. The majority of the respondents (60.92%) feel that this job is responsible job and only 05.75% respondents believe that this job is motivating. It shows that most of the employees view their job as responsible but not challenging. The routine element of their jobs may de-motivate the employees. Hence Job Rotation may be one of the solutions to make the jobs challenging and highly motivating since thereby the employees may get increased opportunities to learn new tasks and face the challenges.

Infrastructural Facilities:
Table-3   Good Infrastructural Facilities

S.No.	Frequency	Respondents	Percentage
1.	Almost Never	08	09.20
2.	Seldom	18	20.69
3.	Some Times	27	31.03
4.	Frequently	25	28.74
5.	Almost Always	09	10.34
	Total	87	100.00

**Good Infrastructural Facilities**
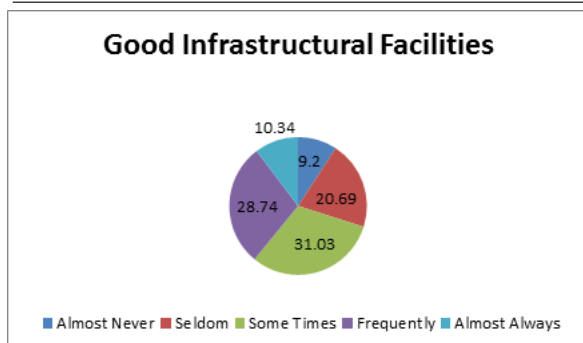
The Table-3 above shows that there are 09.20% respondents Almost Never, 20.69% respondents seldom, 31.03% respondents Some Times, 28.74% respondents frequently and 10.34% respondents Almost Always. It shows that most of the respondents are not happy with the prevailing infrastructural facilities and hence the companies need do develop better infrastructural facilities.

Work Allocation:
Table-4   Fair Work Allocation

S.No.	Frequency	Respondents	Percentage
1.	Almost Never	07	08.05
2.	Seldom	20	22.99
3.	Some Times	19	21.84
4.	Frequently	04	04.60
5.	Almost Always	37	42.53
	Total	87	100.00

Fair Work Allocation
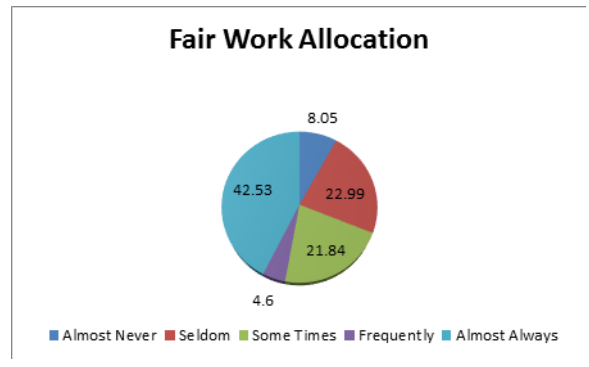
The Table-4 shows that there are 08.05% respondents Almost Never, 22.99% respondents seldom, 21.84% respondents Some Times, 04.60% respondents frequently and 42.53% respondents almost always. It shows that most of the respondents believe that the work allocation in these companies fair although there are many who don't believe this. Hence the reasons must be found out for the dis-satisfied employees as to where and why they feel injustice in work allocation.

Job Security:
Table -5   Job Security

| S.No.	Frequency	Respondents	Percentage
1.	Very Satisfied	30	34.48
2.	Some what Satisfied	27	31.03
3.	Neutral	08	09.20
4.	Somewhat Dissatisfied	18	20.69
5.	Very Dissatisfied	03	03.45
6.	Not at all Dissatisfied	01	01.15
	Total	87	100.00

Job Security

The Table-5 shows that there are 34.48% respondents very satisfied, 31.03% respondents somewhat satisfied, 09.20% respondents neutral, 20.69% respondents somewhat dissatisfied, 03.45% respondents very dissatisfied, and 01.15% respondents not at all satisfied. It shows that most of the respondents feel that their jobs are secured and hence they are satisfied as regards their job security.

Tardiness and Absenteeism
Table-7 Tardiness and Absenteeism are Handled Fairly

S.No.	Frequency	Respondents	Percentage
1.	Almost Never	14	16.09
2.	Seldom	08	09.20
3.	Some Times	16	18.39
4.	Frequently	05	05.75
5.	Almost Always	44	50.57
	Total	87	100.00

Tardiness and Absenteeism are Handled Fairly
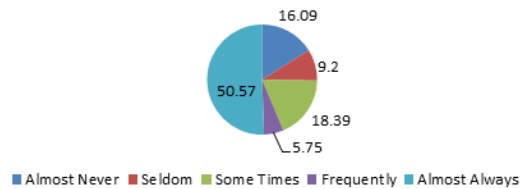
The Table-7 shows that majority of the respondents (50.57%) are of the opinion that Tardiness and Absenteeism in the organisation are handled fairly indicating that they are satisfied by their relaxation and leave structure. The following Table-8 indicates the dimensions of Work environment which were evaluated on the basis of the Agreement Levels of the employees:

Table-8 Work Environment Dimensions and Employees Agreement Levels
S.D.=Strongly Disagree, M.D.=Moderately Disagree, SL.D.=Slightly Disagree, NL=Neutral, SL.A.=Slightly Agree, M.A.=Moderately Agree, S.A.=Strongly Agree

			S. D.	M. D.	SL.D.	NL	SL.A.	M. A.	S. A.	Total
Organizational Climate and Culture	Employee Retention: Existence of Motivation to Remain in Company	Respondents	9	11	13	15	6	26	7	87
		Percentage	10.34	12.64	14.94	17.24	6.89	29.88	8.07	100
	Well Defined Duties	Respondents	10	7	5	8	4	7	46	87
		Percentage	11.49	8.05	5.75	9.20	4.60	8.05	52.87	100
	Work Plan Accurately Reflects to Day to Day Activities	Respondents	13	6	2	4	6	12	44	87
		Percentage	14.94	6.90	2.30	4.60	6.90	13.79	50.57	100
Work Climate	Family Friendly Place to Work	Respondents	2	6	3	27	6	6	37	87
		Percentage	2.30	6.90	3.45	31.03	6.90	6.90	42.53	100
	Adequate Support from Supervisors	Respondents	0	4	9	3	12	48	11	87
		Percentage	0.0	4.60	10.34	3.45	13.79	55.17	12.64	100
Career Development	Motivation due to higher pay scales and benefits as compared to other companies	Respondents	16	13	8	3	4	29	14	87
		Percentage	18.39	14.94	9.20	3.45	4.60	33.33	16.09	100
	Promotion is Based on Seniority Alone	Respondents	8	1	5	12	3	8	50	87
		Percentage	9.20	1.15.	5.75	13.79	3.45	9.20	57.47	100

Employee Retention:

Employee Retention: Existence of Motivation to Remain in Company
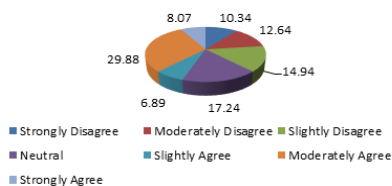
The Table-8 shows that majority of the (29.88%) respondents Moderately Agree and only 08.07% respondents Strongly Agree to the existence of motivation for them to continue remaining in the same organization. It shows that majority respondents may be ready to switch over to other companies in for better opportunities. Thus there is an Existence of Mo-

tivation to continue their services in the same Company but it needs to be improved.. These results indicate a moderate motivation levels and hence the company should attempt to encourage the employees to achieve higher employees Loyalty towards the company.
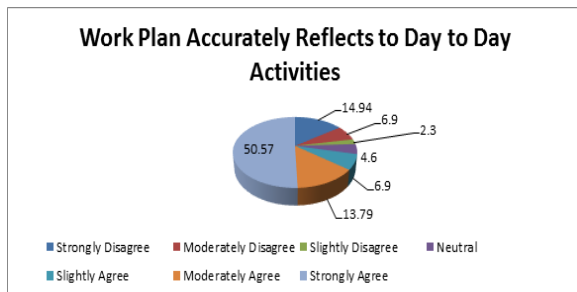
Well Defined Duties

Well Defined Duties
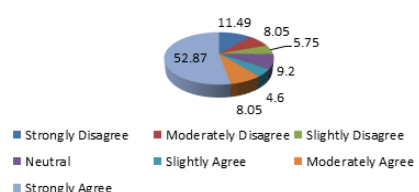
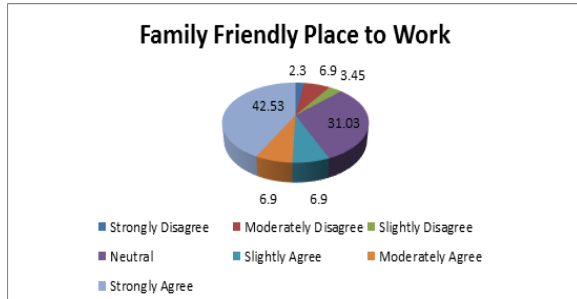The Table-8 shows that 52.87% of the respondents Strong-

ly Agree that their duties are well defined. Only 8.05% of the employees feel that their duties are not well defined. . It shows that majority respondents strongly Agree and very few respondents Slightly Agree Well Defined Duties.

Work Plan Accurately Reflects to Day to Day Activities:

Work Plan Accurately Reflects to Day to Day Activities

14.94
6.9
2.3
4.6
6.9
50.57
13.79

■ Strongly Disagree ■ Moderately Disagree ■ Slightly Disagree ■ Neutral
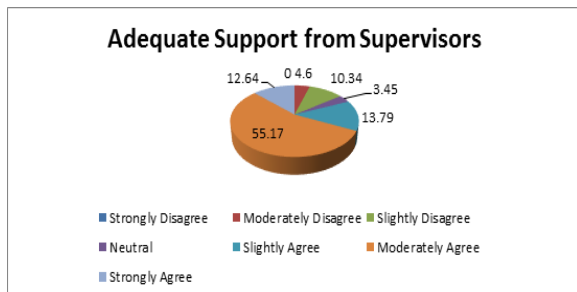■ Slightly Agree ■ Moderately Agree ■ Strongly Agree

The results in Table-8 indicate that most of the employees Strongly Agree that the work plan of the organization accurately reflects their routine activities whereas, 14.94% respondents Strongly Disagree to this statement and 13.79% moderately Agree to this statement and hence there is a scope of further improvement in the work plan of the organization to achieve greater clarity of work allocation.

Work Climate

Family Friendly Place to Work

2.3 6.9 3.45
42.53
31.03
6.9 6.9

■ Strongly Disagree ■ Moderately Disagree ■ Slightly Disagree
■ Neutral ■ Slightly Agree ■ Moderately Agree
■ Strongly Agree

It shows that the majority of the employees are highly (42.53%) satisfied as regards the work climate of the selected companies and they find a family Friendly work environment and very few respondents Strongly Disagree to the existence of Family Friendly Work Place while 31.03% are found to be neutral to this statement. Only 2.3% of the respondents strongly disagree to this statement. This indicates that the companies have strong and healthy inter-personal relationships amongst the employees.

Adequate Support from Supervisors:

Adequate Support from Supervisors

12.64 0 4.6 10.34
3.45
13.79
55.17

■ Strongly Disagree ■ Moderately Disagree ■ Slightly Disagree
■ Neutral ■ Slightly Agree ■ Moderately Agree
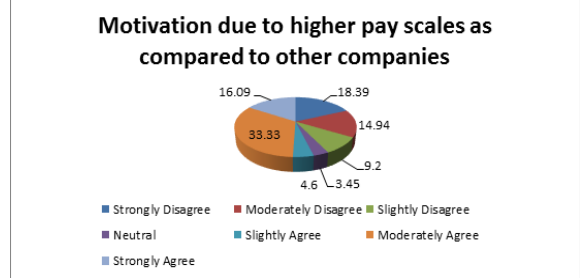■ Strongly Agree

The results indicate that there is a mix response tom this statement. 10.34% respondents Slightly Disagree, 03.45% respondents Neutral, 13.79% respondents Slightly Agree , 55.17% respondents Moderately Agree and 12.64% respondents Strongly Agree . It shows that majority respondents Moderately Agree and None of them strongly disagrees to the Adequate Support from Supervisors.

Par-III Career Development
Motivation due to higher pay scales as compared to other

companies

Motivation due to higher pay scales as compared to other companies

16.09 18.39
14.94
33.33
9.2
4.6 3.45

■ Strongly Disagree ■ Moderately Disagree ■ Slightly Disagree
■ Neutral ■ Slightly Agree ■ Moderately Agree
■ Strongly Agree

The Table-8 shows that there are 18.3 % respondents strongly Disagree, 14.94% respondents Moderately Disagree, 09.20% respondents Slightly Disagree, 03.45% respondents Neutral, 04.60% respondents Slightly Agree , 33.33% respondents Moderately Agree and 16.09% respondents Strongly Agree . It shows that majority respondents agree that their pay scales are higher compared to the other similar companies and very few respondents Neutral to Motivation due to higher pay scales as compared to other companies.

Promotion is based on Seniority Alone

Promotion is based on Seniority Alone

9.2 1.15 5.75
13.79
57.47
9.2
3.45

■ Strongly Disagree ■ Moderately Disagree ■ Slightly Disagree
■ Neutral ■ Slightly Agree ■ Moderately Agree
■ Strongly Agree
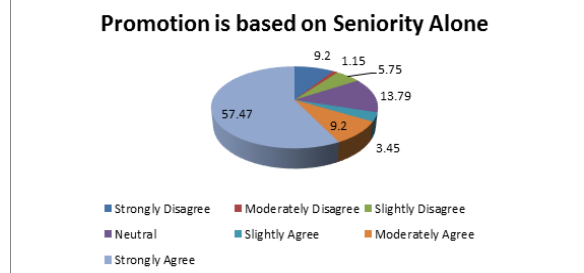
The results in Table-8 indicate that 57.47% respondents Strongly Agree that their promotions are based purely upon Seniority alone and very few respondents (1.15%) Moderately Disagree to this statement while 9.2% strongly disagree to this aspect. They feel that seniority and not the Merit is the criterion for promotion. This may lead to demotivation for the meritorious employees affecting their work efficiency since their Promotion is based on Seniority Alone.

Job Experience:
Table-9 Job Experience

Sr.No.	Years	Respondents	Percentage
1.	01-05	26	29.89
2.	06-10	06	06.90
3.	11-15	04	04.60
4.	16-20	17	19.54
5.	More than 20.	34	39.08
	Total	87	100.00

Job Experience

39.08 29.89
6.9
19.54
4.6

■ 01 to 05 ■ 06 to 10 ■ 11 to 15 ■ 16 to 20 ■ More than 20
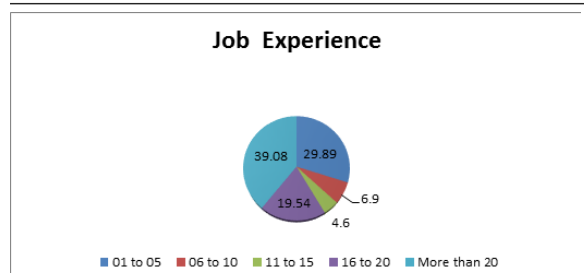
The analysis of the data presented in Table-9 indicates that the 29.89% respondents group of 01-05 years. The job experience of the majority respondents (39.08%) is more than 20 years. It shows that experience of the respondents reveals most of the respondents more than 20 year and very few respondents 11-15 years of experience. Thus majority of the

employees are of very senior category followed by new comers having 5 years or lesser job experience.

Career Development Opportunities:
Table-10 Full Information about Promotion Opportunities and Benefits

S.No.	Frequency	Respondents	Percentage
1.	Almost Never	10	11.49
2.	Seldom	15	17.24
3.	Some Times	12	13.79
4.	Frequently	06	06.90
5.	Almost Always	44	50.57
	Total	87	100.00

Full Information about Promotion Opportunities and Benefits

11.49 | 17.24 | 13.79 | 6.9 | 50.57

■ Almost Never ■ Seldom ■ Some Times ■ Frequently ■ Almost Always
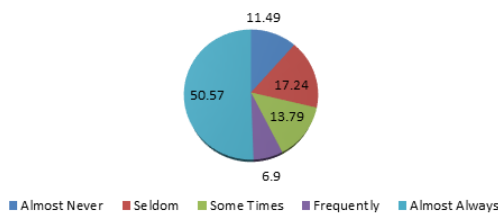
The Table-10 shows that. 50.57% employees feel that they are almost always getting full information about the promotion opportunities and the employee benefits prevailing in the organization. It also shows 11.49% of the employees feel that they are always deprived of this information. This shows that the companies should improve their communication channels to ensure that the information is passed on to all the employees equally well.

CONCLUSION
Only in recent years Sugar Industries top level management realize the necessity of employee Work Culture and Career Development in the organization since these factors highly affect their job satisfaction and hence their work efficiency. This study finds that the overall satisfaction level of the employees in the selected companies is quite good since the majority of them have given positive responses for almost all the components of work culture, climate and career development opportunities in these companies. However, there are some major areas having the scope of improvement by adopting better strategies to improve the job satisfaction levels of these employees. These areas are: Nature of job, Infrastructural facilities, Communication Channels, Promotion policies. The results clearly indicate that most of the employees view their job as responsible but not challenging. The routine element of their jobs may de-motivate the employees. Hence Job Rotation may be one of the solutions to make the jobs challenging and highly motivating since thereby the employees may get increased opportunities to learn new tasks and face the challenges. Further, it shows that most of the respondents are not happy with the prevailing infrastructural facilities and hence the companies need do develop better infrastructural facilities rather this should be their prime objective since maximum dissatisfaction is found in employees as regards this component. The study also indicates that most of the respondents believe that the work allocation in these companies fair although there are many who don't believe this. Hence the reasons must be found out for the dis-satisfied employees as to where and why they feel injustice in work allocation. As regards the flow of information many employees feel that they are deprived of the full information about the employment opportunities and prevailing benefits, although most of them are in favour of this aspect. This indicates that the companies should adopt stronger action to improve their communication

channels to ensure that the information is passed on to all the employees equally well. Lastly, to conclude, the selected companies are overall successful in achieving higher employee satisfaction levels, but still there is a great scope of improvement in some of the major components of work environment. The employee efficiency can be further increased by handling the grievances of the employees in more effective manner.

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