



A STUDY ON JOB SATISFACTION OF LOWER LEVEL EMPLOYEES IN MILMA AT THRISSUR DAIRY

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Abstract

Job satisfaction can be defined as extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high job satisfaction, it means that he really likes his job, feels good about it and values his job dignity. Job satisfaction is an important technique used to motivate the employees to work harder. It is often said that "A HAPPY EMPLOYEE IS A PRODUCTIVE EMPLOYEE". This paper focuses on the level of job satisfaction of lower level employees in Milma at Thrissur Dairy. Hoppock's Satisfaction Index is used to identify the satisfaction level of employees and various factors influencing satisfaction of employees. Based on the survey, the paper attempts to gain insights into the satisfaction level from the perspective of the lower level employees. Factors including salary of employees, performance appraisal system, promotional strategies, employee's relationship with management and other co-employees, training and development program, work burden and working hours are found important for improving job satisfaction of lower level employees in Milma.

INTRODUCTION

Human resource is of paramount importance for the success of any organization. Human resources are the wealth of an organization which can help it in achieving its goals. It is considered to be the most valuable asset in any organization. It is the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise executives, supervisors and the rank and file employees. The values, ethics, beliefs of the individuals working in an organization also form a part of human resource.

Human resource management is an approach in which manpower resources are developed not only to help the organization in achieving its goals but also to the self satisfaction of the concerned persons. HRM approach is a fundamental change in philosophy and perspective from the earlier thinking about manpower resources. It emphasizes the human aspect of individual workers and their aspirations and needs.

No business or organization can exist and grow without appropriate human resources. It may be noted here that human resource should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. It is thus the employee's performance, which ultimately decides, and attainment of goals. However, the employee performance is to a large extent, influenced by motivation and job satisfaction.

Job satisfaction can be defined as the extent of positive feelings or attitudes that individuals have towards their jobs. It improves the organization gets better and improved output from its employees. It also reduces attrition in organization and the employee turns out to be morale. The term relates to the total relationship between an individual and the employer for which he is paid. If an employee adds value and gives value, then only he/she deserves to get the value addition. Though everybody gets job satisfaction, the percentage of it varies, depending on the employer, job handled and the potentiality of an organization to provide growth opportunities with so many factors and components, besides satisfaction being an intangible and immeasurable thing.

For any future course of action/ development, which factors involve employee's participation is considered. The management will get a picture of their employee's acceptance and readiness. This survey also enables to avoid misinterpretations and helps management in solving problems effectively.

Every human being possesses his own unique resource, if properly channels it by supportive and supplement, ultimately for achieving organization goals. As proper breathing and diet is necessary to healthy human being so as is contentment to the job satisfaction. This contentedness ultimately acts as a key factor to human resource development.

The survey made regarding the job satisfaction in Milma will facilitate and enable the management to know the perceptions and inner feelings regarding the job they are performing on a day-to-day basis. The term job satisfaction reveals and focuses on the likes and dislikes of the employees of Milma. This study tries to identify the causes for satisfaction and dissatisfaction among the employees in Milma.

REVIEW OF LITERATURE

K. R. Sowmya and N. Panchanatham(2011): Extensive literature study includes that Job Satisfaction is dependent on supervisor behavior, coworker behaviour, pay and promotion, job and working condition and organizational aspects. If less job satisfaction is not cared for then it would automatically lead to job dissatisfaction and therefore it would lead to negligent behavior and turnover of employees. **M. M. NurulKabir(2011):**The author tested the factors affecting job satisfaction for pharmaceuticals companies. The results suggest that the factors had satisfactorily explained job satisfaction and that the policy makers and managers should focus on the factors that affect employee job satisfaction, if they want to enhance their businesses. Based on the results for the standardized values, we are able to see that work conditions, fairness, promotion and pay are key factors affecting pharmaceuticals companies employees job satisfaction.

STATEMENT OF PROBLEM

Human resource is the valuable assets of an organization which leads to the development of the company. The coordination and co-operation of worker will always act as the pillars of growth in the organization. According to maslow, human beings wants are unlimited. As soon as one want is satisfied, another want comes in its place. Human behaviors are influenced by the needs which are not yet satisfied. Thus, the factors influences the job satisfaction is changing frequently. There comes the relevance of the study. This survey was conducted on behalf of Milma to identifying the level of satisfaction and analyses the factors that influences the satisfaction among employees. This report is useful to the management of the company to know the satisfaction levels of employees and they can take measures to increase productivity.

OBJECTIVES

Main Objective: To study the job satisfaction of lower level employees in Thrissur Milma.

The following are the specific objectives:

- To identify the factors which influence the job satisfaction of employees.
- To analyze the job satisfaction level of employees in Milma.

HYPOTHESIS

- There is a close association between gender and job satisfaction.
- There is a close association between job category and job satisfaction.
- Job category and pay scale are same for all employees.

RESEARCH METHODOLOGY AND DESIGN

The study was conducted in Thrissur Milma diary. For selecting the sample, the Milma industry is divided into three different regional clusters. They are Trivandrum Regional Co-Operative Milk Producers Union Limited (TRCMPU), Ernakulum Regional Co-Operative Milk Producers Union Limited (ERCMPU) and Malabar Regional Co-Operative Milk Producers Union Limited (MRCMPU). ERCMPU was chosen for the study because this region depicts the highest production capacity as compare to other regional clusters. This ERCMPU region is further splitted into 4 district based clusters, such as Kottayam, Ernakulam, Idukki and Thrissur. For the study, Thrissur Milma was selected from the ERCMPU regional clusters. The Thrissur Milma has the greatest number of employees among these 4 districts in Ernakulam Regional Co-operative Milk Producers Union (ERCMPU).

Sample Size:The 66 employees were selected from Thrissur Milma for conducting the study by using proportionate stratified random sampling technique. From the total of 78 permanent employees, 39 employees are selected and the 27 are chosen from out of 53 temporary workers. Hence the study includes 50% of both permanent and temporary workers.

Data Collection: Data was collected from both primary and secondary source. The primary data was conducted through structured questionnaire and personal interviews. Books, magazines, website, journals and newspapers are used to gather the secondary data.

Statistical Tools: The collected data has been analyzed with the help of relevant statistical tools such as Percentage analysis, Hoppock's satisfaction index, Chi square test, graphs and diagrams.

This paper is divided into 3 sections. First section explains theTheoretical Framework, second section depicts data analysis and interpretation and third section includes the findings, suggestions and conclusion.

SECTION I

Job satisfaction can be defined as the extent of positive feelings or attitudes that individuals have their jobs. When a person says that he has high job satisfaction, it means that he really likes his job, feels good about it and values his job highly.

“Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience.” – E.A. Locke

The various factors influencing job satisfaction may be classified into two categories:

1. Environmental factors
2. Personal factors

ENVIRONMENTAL FACTORS

These factors relate to the work environment, main among which are as follows:

- **Job Content:** Herzberg suggested that job content in terms of achievement, recognition, advancement, responsibility and the work itself tends to provide satisfaction but their absence does not cause dissatisfaction. Where the job is less repetitive and there is variation in job content, job satisfaction tends to be higher.
- **Occupational Level:** The higher the level of the job in organizational hierarchy the greater the satisfaction of the individual. This is because, positions at higher levels are generally better paid, more challenging and provides greater freedom of operation. Such jobs carry greater prestige, self-control and need satisfaction.
- **Pay and Promotion:** All other things being equal, higher pay and better opportunities for promotion lead to higher job satisfaction. Promotion indicates an employee’s worth to the organization which is highly morale boosting. Employee takes promotion as the ultimate achievement in his career. Promotion involves positive changes e.g. higher salary, less supervision, more freedom, more challenging work assignments, increased responsibilities and status so on.
- **Company Policies:** Organizational structure and policies also play an important role in affecting the job satisfaction of employees. An autocratic and highly authoritative structure causes resentment among the employees as compared to a structure which is more open and democratic in nature. Organizational policies also govern the human behavior in the organizations. Thus, a democratic organizational structure with fair and liberal policies is associated with high job satisfaction.

PSYCHOLOGICAL FACTORS

- **Work Group:** Man is a social animal and likes to be associated with others interactions in the work group help to satisfy social and psychological needs and, therefore, isolated workers tend to be dissatisfied. Job satisfaction is generally high when an individual is accepted by his peers and he has a high need for affiliation.
- **Working Conditions:** Good working conditions are desirable by the employees, as they lead to more physical comfort. People desire that there should be a clean and healthy working environment. While the desirable working conditions are taken for granted and may not contribute heavily towards job satisfaction, poor working conditions do become a source of job dissatisfaction. Simply because they lead to physical discomfort and physical danger.
- **Supervision:** Supervision tends to improve job satisfaction of workers. A considerate supervisor takes personal interest in his subordinates and allows them to participate in the decision making process. Thus, the supervisor who establish a supportive personal relationship with subordinates and take personal interest in them, contribute to the employees satisfaction.

PERSONAL FACTORS

Personal life exercises a significant influence on job satisfaction. The main elements of personal life are given below:

- **Age:** Some research studies reveal a positive correlation between age and job satisfaction. Workers in the advanced age group tend to be more satisfied probably because they have adjusted with their job conditions. With the passage of time, people move into more challenging and responsible positions. People who do not move up at all with time are more likely to be dissatisfied with their jobs.
- **Sex:** One study revealed that women are less satisfied than men due to fewer job opportunities for females. But female workers may be more satisfied due to their lower occupational aspirations.
- **Education Level:** Generally more educated employees tend to be less satisfied with their jobs probably due to their higher job aspirations.
- **Marital Status:** The general impression is that married employees having more dependents tend to be more dissatisfied due to their greater responsibilities. But such employees may be satisfied because they value their jobs more than unmarried workers.

- **Experience:** Job satisfaction tends to increase with increasing years of experience. But it may decrease after twenty years of experience particularly among people who have not realized their job expectations.
- **Personality:** Some of the personality traits which are directly related to job satisfaction are self assurance, self esteem, maturity, sense of autonomy, challenge and responsibility.

SECTION II DATA ANALYSIS AND INTERPRETATION

The data collected through structured schedule of Hoppock's Satisfaction Index. Total 20 parameters are used for satisfaction index calculation. The factors like relationship between employees, bonus, incentives, working condition, pay scale and insurance facilities, job security, working hour etc. are consider under thissatisfaction index. (Shown in table 1a)

Table 1: JobSatisfaction Level of Employees

Response	Number of Respondents	Percentage
Highly satisfied	15	22.73
Satisfied	25	37.88
Neutral	14	21.21
Dissatisfied	12	18.18
Highly dissatisfied	0	0
Total	66	100

Source: Survey Data

Out of 66 respondents 22.73% of respondents highly satisfied with their job. 37.88% of respondents are satisfied, 21.21% of respondents are neutral and 18.18% of respondents are dissatisfied with their job (refer Table 1).

Table 1a: Hoppock's Satisfaction Index

SL.NO.	STATEMENTS	RANK
1	I am satisfied with the working environment of the company	
2	I am satisfied with my job location	
3	I am satisfied with the present working hour	
4	I am satisfied with the existing salary structure of the company	
5	I am satisfied with the compensation I get & I think it match with my responsibility	
6	I am happy with my work responsibilities	
7	I feel comfortable in carrying out my responsibilities	
8	I am satisfied with work relationship with the people around me	
9	I am satisfied with supervisor	
10	I am happy with your overall job security	
11	I am satisfied with the given right to put forward my opinions	
12	I am satisfied with the leaders in my workplace as positive role models	
13	I am satisfied with the present performance appraisal policy of the company	
14	I am happy with the recognition and rewards for my outstanding work and contribution	
15	I am satisfied and think I've been awarded right set of duties, as per my ability	
16	I am satisfied and able to maintain a healthy balance between work and family life	
17	I am satisfied with training facilities offered by organization	
18	I am satisfied with the leave policy of the company	
19	I am satisfied employee assistance policy (e.g. lunch & transport etc.)	
20	I am satisfied with long term benefit & insurance policies of the company	

Table 2: Cross Tabulation for Gender and Job Satisfaction

JOB SATISFACTION	GENDER		
Highly satisfied	8	7	15
Satisfied	11	14	25
Neutral	6	8	14
Dissatisfied	5	7	12
TOTAL	30	36	66

Source: Survey Data

Chi-square Test of Independence is used to test the association between gender and job satisfaction. By using Table 2, Chi-square value is 0.5044 and table value at 5% significance is 7.815. Hence, the chi-square value is less than the table value we accept the null hypothesis and conclude that there is no significant association between gender and job satisfaction.

Table 3: Cross tabulation for job category and job satisfaction

JOB SATISFACTION	JOB CATEGORY		
	Permanent	Temporary	
Highly satisfied	10	5	15
Satisfied	14	11	25
Neutral	9	5	14
Dissatisfied	6	6	12
TOTAL	39	27	66

Chi-square Test of Independence is used to test the association between job category and job satisfaction. Chi-square value is 1.0215 and table value at 5% significance is 7.815. Hence, the chi-square value is less than the table value we accept the null hypothesis and conclude that there is no significant association between job category and job satisfaction. (Refer Table 3)

Table 4: Cross Tabulation for Job Category and Pay Scale

PAY SCALE	JOB CATEGORY		TOTAL
	Permanent	Temporary	
Satisfied	31	18	49
Dissatisfied	8	9	17
TOTAL	39	27	66

Table 4 indicates the values of Chi-square test of homogeneity which is used to test the homogeneity between job category and pay scale. Chi-square value is 1.3713 and table value at 5% significance is 3.841. Hence, the chi-square value is less than the table value we accept the null hypothesis and conclude that there is no significant variation between job category and pay scale.

SECTION III FINDINGS, SUGGESTIONS AND CONCLUSION

Findings

1. Most of the employees in Milma are satisfied with their job.
2. Employees who have higher work experience in Milma shows higher job satisfaction.
3. Majority of the respondents are believed that their job match with their level of education.
4. Permanent workers are more satisfied with their job as compared to temporary workers.
5. The workers are satisfied with the salary offered by the organization.
6. The reward systems and appreciation existing in Milma are satisfied to workers.
7. Milma workers are required improvements in the promotion policies currently obeyed by the company.
8. Employees are satisfied with the pay scale, bonus and incentives.
9. From the analysis, it is found that most of the employees in Milma are satisfied with the working environment of the organization.
10. Supervision of Milma management is much effective as per the response of the employees.
11. Employees are satisfied with the grievances handling procedure existing in Milma.



12. Most of the employees are satisfied with the working hours of the organization.
13. The study reveals that there is a good relationship between each employee in the work place.
14. Majority of workers feels that there is no stress in the work place.
15. From the analysis, 70% of the respondents are agreed that they are secure in their job. But 30% of respondents are not feeling secure in their job.
16. The training facilities existing in Milma are satisfied to the workers.
17. It concluded that there is no significant association between gender and job satisfaction.
18. It could be also concluded that between job category and job satisfaction there exist no significant association.
19. It concluded that there is homogeneity between job category and pay scale.

SUGGESTIONS

1. The employees expressed that the promotion policies provided in the organization must be improved.
2. The organizations should come forward to appreciate and reward the employees who have innovative and hard work nature.
3. It is better to provide a frequent training to employees.
4. Management should collect periodic feedback from the workers that will improve the performance of the organization.

CONCLUSION

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. This study analyzed the factors affecting job satisfaction and measure satisfaction level of employees in Milma. The result reveals that majority of workers are satisfied with their job in the organization. The factors like relationship between each employee; bonus, incentives, working condition, pay scale and insurance facilities, job security etc. lead to the satisfaction of employees in Milma. The organizations need to modify the reward system of the employees and promotions must be given based on merit and educational qualification.

Employee satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate and higher quality of product. Therefore, managers need to pay constant and continues attention to improve employees' attitude and job satisfaction.

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