

A Study on Job Satisfaction among Employees in Seshasayee Paper and Boards (SPB) Limited, Erode, Tamil Nadu

T. Murugan

MA, SLET(Economics), MBA, MLM, MMM, M.Phil., Assistant Professor - Economics, The Central Law College, Salem, India

Abstract

Human Resources are the most important assets of any organization and Economy. It may be noted here that human resources should be utilized to the maximum possible extent, to achieve individual and organization goals. Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. Factors include: the work itself, conditions, influence of internal and external environment to the job which are uncontrolled by the management etc. The study tries to assess the reasons for satisfaction/ dissatisfaction. SPB, incorporated in June 1960, was promoted by Seshasayee Brothers (Pvt) Limited in association with a foreign collaborator M/s Parsons and Whittemore, Southeast Asia Inc., USA. Managers should take concrete steps to improve the level of job satisfaction. These steps may be in the form of job redesigning to make the job more interesting and challenging, improving quality of work life, linking rewards with performance, and improving overall organizational climate. The study based on Descriptive Research which includes survey and fact finding enquires of different kinds. Sample Size consists of the permanent employees of Seshasayee Paper and Boards Limited i.e., 300 employees. Out of this the researcher has taken 150 samples from the employees. Statistical Tools Used a) Percentage Analysis, b) Chi-square Test., the Overall the job satisfaction of employees in Seshasayee Paper and Boards Limited though is not very high but still satisfactory. But there is still considerable room for improvements. Keywords: Job satisfaction, job redesigning, quality of work life, organizational climate, grievance, motivation.

INTRODUCTION

Human Resources are the most important assets of any organisation. Human resource to animate, active of living man with or dissatisfaction resentment of pleasure, resistance or acceptance for all type of managerial actions. Therefore, it becomes important for every organization, to save the needs of human factors effectively. There are various factors that may affect the working environment of the employee within an organization `stress in one of the major factors that kind to do demoralize the employee within as organization. Human Resource is the most 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. It may be noted here that human resources should be utilized to the maximum possible extent, in order to achieve individual and organization goals. It is thus, the employee's performance is to large extent, influenced by motivation and job satisfaction.

JOB SATISFACTION

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the Satisfaction on the job. The term refers to the total relationship between an individual and the employer for which he is paid.

Satisfaction does mean the simple feeling-state accompanying the attainment of any goal, the end-state accompanying the attainment by an impulse of its objectives. Job satisfaction does mean absence of motivation at work. Resource workers differently described the factors contributing to job satisfaction and job dissatisfaction. Hop pock described job satisfaction as, any combination that cause and person truthfully to say I am satisfied with my job.

Job satisfaction is defined as: "The pleasurable emotional state resulting from the appraisal of one's jobs as achieving or facilitates the achievement of one's job values". In contrast job dissatisfaction is defined as "the unpleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's job values or as entailing disvalues". However, both satisfaction and dissatisfaction were seen as, "a function of the perceived relationship between what on perceives it as offering or entailing." Job satisfaction is denied as the pleasurable emotional state resulting from the appraisal of one's job as achieving simple feeling-state accompanying the attainment of any goal, the end-state accompanying the attainment by an impulse of it one's job values or as entailing disvalues". However, both satisfactions were seen as, "a function of the perceived relation between what on perceives it as offering or entailing."

FACTORS INHERENT IN THE JOB

These factors have recently been found to be important in the selection of employees. Instead of being guided by their co-workers and supervisors, the skilled workers would rather like to be guided by their own inclination to choose jobs in consideration of 'what they have to do'. These factors include: the work itself, conditions, influence of internal and external environment to the job which are uncontrolled by the management etc. They include the nature of supervision, job security, and kind of work group, wage rate, promotional opportunities, and transfer policy, duration of work and sense of responsibilities. All these factors greatly influence the workers. Their presence in the organization motivates the workers and provides a sense of job satisfaction.

Though performance and job satisfaction are influenced by different set of factors, these two can be related if management links rewards to performance. It is viewed that job satisfaction is a consequence of performance rather than a cause of it. Satisfaction strongly influences the productive efficiency of an organization whereas absenteeism, employee turnover, alcoholism, irresponsibility, un-commitment are the result of job dissatisfaction. However, job satisfaction or dissatisfaction forms opinions about the job and the organization which result me employee morale.

REVIEW OF LITERATURE

Job satisfaction is the total of the sentiments related with the hob conducted. If the workers perceives that values are realized with in the job, improvises a positive attitude towards his/her job and acquires job satisfaction.

Bulm and Maylor (1968) define job satisfaction as a generalized attitude resulting from many specific attitudes in three areas: Specific job factor, Individuals' adjustment, and Group relationship. Weits (1952) Kornhauser (1965) and Iris Barrette (1972) have reported significant correlation between attitudes towards

the job and life. An individual's job attitude can also affect his view of himself for instance. Herzberg et al., (1959) found that satisfying job experience often increased the individuals' self-confidences by the same logic, dissatisfying experience are likely to have an adverse effect on one's self-confidence. Kornhauser (1946) reports findings that the job satisfaction rises with occupational level. He finds that the high-income groups indicated greater personal satisfaction. Schaffer (1958) has proposed the hypothesis that "Overall satisfaction will vary directly with the extent to which the needs of an individual which stronger the need the more closely will job satisfaction depend upon its fulfilment". Kirchner (1967) and Sheppard (1967) indicate that the more satisfied personnel were the better performance. Bullock (1952) defines "job satisfaction which results from the balancing and summation of many like and dislikes experienced in connection with jobs". Several studies performed that pay is job characteristic most likely to be a source of employer dissatisfaction (Lawler 1971). House (1971) and Mitchell (1974) have found that a leader who is considerate and supportive is likely to more important for employees with low self-esteem or very unpleasant and frustrating jobs. Singh (1980) investigated that personal and social factors have significant effect on the level of job satisfaction. Kapoor (1983) in the national representative study of one thousand seven hundred and forty-one workers found 75% of the workers were satisfied with their job only 25% were dissatisfied.

NEED FOR THE STUDY

The study was undertaken to find the reasons for Job Satisfaction. The organisation therefore can take steps for the betterment of employees' services and facilities in organization with a view to boost the morale of employees and to help the company future progress.

STATEMENT OF PROBLEM

Job satisfaction plays significant role in the organization. Therefore, managers should take concrete steps to improve the level of job satisfaction. These steps may be in the form of job redesigning to make the job more interesting and challenging, improving quality of work life, linking rewards with performance, and improving overall organizational climate. Employee satisfaction and retention have always been important issues for physicians.

After all, high levels of absenteeism and staff turnover can affect your bottom line, as temps, recruitment and retraining take their toll. But few practices (in fact, few organizations) have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and patient Satisfaction.

OBJECTIVE OF THE STUDY

1. To find out the level of the job satisfaction enjoyed by the employees at various levels of the organization.
2. To make a review of the working of Seshasayee Paper and Boards Limited.
3. To identify the reasons for dissatisfaction among the employees.
4. To suggest measures to improve the level of job satisfaction among the various levels of employees in the organization.

RESEARCH METHODOLOGY

Types of Research

The study based on Descriptive Research which includes survey and fact finding enquires of different kinds. The main characteristic of this type of research is that the researcher has no control over the variables. He can only report what has happened or what is happening.

Types of Sampling

Probability Sampling is used for the study. Here the researcher knows the population whom he wants to conduct the study. In this method each item has its own chance for being selected.

Sampling Technique

The samples were taken through Simple Random Sampling technique. A Simple Random Sample is a sample selected from a population in such a way that every member of the population has an equal chance of being selected and selection of any individual does not influence the selection of any other.

Sample Size

Sample Size consists of the permanent employees of Seshasayee Paper and Boards Limited i.e., 300 employees. Out of this the researcher has taken 150 samples from the employees.

SOURCE OF DATA

Primary Data and Secondary Data Questionnaires and Interview Schedules were used for collecting primary data.

Secondary data were collected from figures, statistics and tables from company's annual publications, memorandum of settlement and from library books.

Statistical Tools Used

1. Percentage Analysis,
2. Chi-square Test

DATA ANALYSIS AND INTERPRETATION

The data collected from the primary sources were analysed using SPSS 11.0 package. Analysis of the significance of association between the opinions on each factor of level of satisfaction of the respondents was carried out.

Depicts that 8% of respondent under the age group of 20-30 years, 25% of respondents belonging to 31-40 years.

54% of respondents are 41-50 years and 13% of respondents are above 51 years.

32% of respondents are single and 68% of respondents are married.

The educational qualification of the respondents is 34% of respondents had studied up to School level only, 40% were graduate, 12% of the respondents were post graduate, 14% of the respondents were others.

8% respondents are working in the institution less than 1 year, 17.33% respondents are 1-2 years, 28% respondents are 2-5 years and 46.67% of respondents are working in the institution above 5 years.

The opinion of the employees about their job satisfaction is presented in

It reveals that 38% of respondents feel the working condition is in average level, 32% feels it is satisfied & 30% of respondents are feels they are not at all satisfied with the working condition. 42% of respondents feel their job is interesting, 32% of respondents feel it is manageable and 26% of respondents feel that it is monotonous.

32% respondents feel that, they interact with their colleagues most of time, 38% interact some time and 30% seldom interact with their colleagues.

Among 31.33% of respondents are comfortable with their work environments, 36.67% feels their workload is excessive and 32% of respondents feel that they need intervals adequately.

53.33% feels that they are getting well paid salary, 24% respondents feel on par with other institution and 23% feels that they need more incentives.

38% respondent's feels that the company environment is excellent and 53% of respondents feel it is moderate and 9% feels it is bad.

7% of respondents feel that the canteen facilities are excellent 58% feels that it's moderate & 40% reveals that it is bad.

The above facts shows that the respondents are very much satisfied with the safety measures adopted by the institution, 43% of respondents feels it is moderate and 8% feels it is bad. 57% of respondents are highly satisfied with the senior's guidance, 27% are moderately satisfied and 16% of them are dissatisfied with peers' guidance. 21% of respondent responded that they are always encouraged by the seniors, 55% are sometime encouraged and 24% are rarely encouraged by their seniors.

41% of respondents getting an opportunity to make active participation in various activities always, 32% getting sometimes, 27% are rarely getting the opportunity for the participation in various activities.

59% of respondents responded that their co-working supported them always, 20% of respondents responded sometime and 21% of them responded that it is rarely.

It implies that 26% responded 'always' to express the grievance, 48% responded sometimes and 26% responded rarely. In the above table shows that 29% respondents feels that they are getting easy approach, 49% feels that good appreciation for their performance and 22% feels they are getting bad guidance.

To test the association between job-related variables and level of satisfaction Chi square test was used.

The null hypothesis was, there is no significant relationship between job-related variables and level of satisfaction. In the above table, job variables were found to be significant ($p < .05$), hereby interpreting that those variables have significant association with level of satisfaction, concluding that these variables put major impact and give high contribution in raising job satisfaction in their working environment.

FINDINGS

1. Majority of the respondent (62%) feels job security become they are satisfied with the policies of the organization.
2. Majority of the respondent (64%) of them feels performance appraisal may open type.
3. Majority of the respondent (59%) feel that they always get support from co-workers.
4. Majority of the respondent (57%) of them is highly satisfied with their peers' guidance.
5. Majority of the respondent (55%) of them feels that, always their seniors provide them with enough encouragement when they set to perform a task.
6. Majority of the respondent (53%) of them works to moderate canteen facilities.
7. Majority of the respondent (53%) of them feels company environment is moderate.
8. Majority of the respondents (48%) opined that they rarely get the opportunity to express their grievances.

RECOMMENDATIONS

Based on this study the following recommendation to enrich the job satisfaction of the employees in working environment:

1. A well planned training Programme shall be implemented for each and every employee for improve their performance.
2. The institution may provide much more opportunity to express their grievance.
3. The institution may provide required information about the task to be performed.
4. Much more guidance is required from the seniors.
5. The institution may provide safety measures for the welfare of the employee.
6. The company must have top avoid the communication gap between the top level and lower-level authority.

CONCLUSION

Job Satisfaction is the favourableness or un-favourableness with which the employee views his work. It expresses the amount of agreement between one's expectation of the job and the rewards that the job provides. Job Satisfaction is a part of life satisfaction. The nature of one's environment of job is an important part of life as Job Satisfaction influences one's general life satisfaction. Job Satisfaction, thus, is the result of various attitudes possessed by an employee. In a narrow sense, these attitudes are related to the job under condition with such specific factors such as wages. Supervisors of employment, conditions of work, social relation on the job, prompt settlement of grievances and fair treatment by employer. To conclude, the Overall job satisfaction of employees in Seshasayee Paper and Boards Limited though is not very high but still satisfactory. But there is still considerable room for improvements.

REFERENCES

1. Agarwal, S.L. (2000), "Labour Relations Law in India", Sultan Chand & Sons, Educational Publishers, New Delhi, Reprint, P. 11.
2. Kumar, Anil and Chauhan, R.K. (2003), "Labour Welfare and Social Security", Deep & Deep Publications (P) Ltd., New Delhi, pp. 123–125.
3. Fleisher, Belton M. (1970), "Labour Economics Theory and Evidence", Prentice-Hall Engle Wood, p. 73.
4. Bhushan, Y.K. (1995), Fundamentals of Business Organisation and Management, p. 263.
5. Edwin, Ghiselli E. and Clarence, Brown W., "Personal and Industrial Psychology", McGraw-Hill Book Company INC., London, 1995, pp. 188–189.
6. Gangadhara Rao, M., Odeyar, D. and Heggade, P.S. Yadapadithaya (1989),
7. Industrial Development in India, Hanishka Publishing House, Kallaash Nagar, Delhi, p.682.
8. Gupta, O.P. and Abol, P.N. (1990), Dictionary of Commerce, Anmol Publication, New Delhi, Reprint, p. 194.
9. Hopking (1995), A Handbook of Industrial Welfare, pp. 272–274.
10. Kapoor N.D. (1999), Elements of Mercantile Law, Vol. 3, p. 79.
11. Krishnasamy, S. (1995), Handbook of Labour Laws, Send Publication Anna Nagar, Madras, Reprint, p. 89–90.
12. Maiden, M.C. (1997), Dictionary of Commerce, Himalaya Publishing House, Mumbai, p. 316.
13. Mamoria, C.B. and Mamoria, S. (1988), Dynamics of Industrial Relations in India.
14. Mamoriac, B. (1997), Personal Management, Himalaya Publishing House, Delhi, pp.19–22.
15. Ray, Marshall F., Allan G., King, Vernon, M. and Briggs, J.R. (1980), "Labour Economics Wages, Employment and Trade Unionism", Irwin-Dorsey Ltd, George

16. Town, pp.19–21.
17. Sally, Wehmeler and Michael, Ashby (2003), Oxford Advanced Learner's Dictionary, Oxford University Press, Sixth Edition, New Delhi, p. 1206
18. Sethi, K.L. and Phall, D.S. (1968), Dictionary of Commerce, Bright Careers Institute, Delhi, p. 246.
19. Sethi, K.L. and Saran (1968), D., Dictionary of Economics, Bright Careers Institute, Naisarak, Delhi, p. 80.
20. Sexena, R.C. (1981), Labour Problems and Social Welfare, p. 109.
21. Tripathi, P.C., Personal Management & Industrial Relations, Sultan Chand & Sons Educational Publishers, New Delhi, pp. 352–353.
22. Tygai, B.P. (1976), Labour Economical Social Welfare, pp. 102–106.