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## **A STUDY ON EMPLOYEE SATISFACTION OF SUBRAMANIYA SIVA CO-OPERATIVE SUGAR MILLS IN DHARMAPURI DISTRICT**

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### **ABSTRACT**

Job satisfaction is an emotional response defining the degree to which people like their job. Work is a central part of almost everyone's life. It is important that the employees feel a sense of satisfaction with their job or else it might lead to frustration, anger and in some cases even depression. Job satisfaction is also important in everyday life. Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work. This makes job satisfaction an issue of substantial importance for both employers and employees. The main objectives of this paper is to analyze the socio-economic characteristics, to study the satisfaction level of employees and to find out the several factors influencing job satisfaction of employees in Co-operative sugar mills. Descriptive research design is adopted and hypotheses were formulated based on research objectives. Interview schedule was used for data collection. The data is analyzed using percentage analysis, chi-square and Analysis of Variance.

**KEYWORDS** Co-operative, Employees Satisfaction, Organizations, Sugar Industries.

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### **1. INTRODUCTION**

Sugar industries development is the backbone for economic development of the nation. In India, Sugar industry is the second largest agro-based industry and it contributes significantly to the socio economic development of the nation. Sugarcane is the key raw material for producing sugar in India. The sugar industry subsumes the production, processing and marketing of sugars (mostly saccharose and fructose).

Employee satisfaction is the terminology used to describe whether employees are happy, content and are also to fulfill their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Satisfaction on the job is reflected by the need of sense of fulfillment and expectation for the job to be interesting challenging and personally satisfying.

## 2. REVIEW OF LITERATURE

**Kate Kennedy and Julie Malveaux (2010)** in their research revealed that employers need to build a bridge between employees and senior management by regularly training their line managers and engaging them in strategic meetings and activities. This leads to job satisfaction of the employees, good communication among them and career advancement. The above factors prove to be a great support for gaining employee satisfaction.

**Ekta Sinha (2013)** conducted a study on employee satisfaction with a special reference to KRIBCHO in Surat. The study reveals that the level of employee satisfaction varies significantly with respect to experience and regarding salary job rotation policy plays an important role in employee satisfaction.

**Weizer et al., (2017)** found that temporary employment affects workers' levels of satisfaction and well-being. There may be disparities between permanent and temporary staff. The study found that highly educated employees consider temporary jobs as a stepping stone to permanent jobs.

**Hemalatha et al (2017)** examined the impact of employee welfare facilities on workers' job satisfaction. The researcher adopted the interview method for data collection for the primary survey and used regression analysis to explore the causal effect of welfare facilities on job satisfaction. As a result, welfare facilities have been shown to have a moderate positive effect on the job satisfaction of the workers covered for the study.

**Clara Vinas-Bardolett (2018)** based on his study found out that knowledge based employees are more satisfied than low knowledge employees. The satisfaction of knowledge based employees depends mainly on the financial and non-financial rewards offered by the company.

## 3. STATEMENT OF THE PROBLEM

Employees need motivation to enhance their level of job satisfaction in order to undertake their duty effectively and efficiently. Many companies are facing intensive challenge in improving the employee job satisfaction as well job performance to make their organization successful. Normally employees will be more satisfied when they feel that they are rewarded fairly for the work they have done. Hence, those employees are more committed to the organization, have higher retention rates and tend to have higher productivity. Hence, the satisfaction level for this present study has been formulated keeping the following questions in mind:

- Does the socio-economic characteristic of the employees influence the level of satisfaction?
- What are the satisfaction levels of employees in co-operative sugar mills?
- What are the several factors influencing job satisfaction of employees?

## 4. SCOPE OF THE STUDY

The respondents for this study were from Subramania Siva Co-operative Sugar Mills Ltd., Harur in Dharmapuri District.

## **5. OBJECTIVES OF THE STUDY**

The present study is based on the following objectives:

1. To analyze the socio-economic characteristics of the respondents
2. To find out the several factors influencing job satisfaction of employees.
3. To study the satisfaction level of employees in co-operative sugar mills
4. To suggest appropriate measures to improve job satisfaction at cooperative sugar mills

## **6. FORMULATION OF HYPOTHESIS**

The following are the null and alternate hypotheses classified based on objectives of the study:

- $H_0$ : There is no significant difference in the respondents' Nature of job and Factors influencing job satisfaction of employees in co-operative sugar mills.
- $H_1$ : There is a significant difference in the respondents' Nature of job and Factors influencing job satisfaction of employees in co-operative sugar mills.

## **7. RESEARCH METHODOLOGY**

The major purpose of this investigation is to study the Employee Satisfaction of Co-operative Sugar mills in Dharmapuri District. In this study Descriptive Research design was undertaken to identify the employee satisfaction. Data was collected from two sources namely primary and secondary. The primary data were collected by means of survey. It was collected from different employees through observation and questionnaire. Interview method was used to collect the data. Secondary data were collected from books, websites, journals, and magazines. The sample for this study is selected from the Co-operative sugar mills employees. Convenience Sampling Technique was used to select the respondents in this study. Sample size was restricted to 63 respondents. Statistical tools used for analysis are Percentage method, Chi-Square test and Analysis of variance.

## **8. LIMITATIONS OF THE STUDY**

- The sample respondents are restricted to 63 only.
- The study is restricted to Subramania Siva Co-operative Sugar Mills Ltd.
- The study has time constraint of its own.
- The study is restricted to job satisfaction of the employees only.

## **9. ANALYSIS AND INTERPRETATION**

The results from the statistical analysis and corresponding interpretations of the socio-economic characteristics of the respondents and the objective-wise analysis of the study are presented as follows.

**Objective 1: Socio-Economic Characteristics of the respondents**

The first objective is to analyze the socio-economic characteristics of the respondents and it was fulfilled by analyzing the socio-economic characteristics of the respondents using Frequency analysis. The results are tabulated in the subsequent sections.

**Table 1**  
**Socio-Economic Characteristics of the respondents**

S.No	Socio-Economic Characteristics of the Respondents		Frequency	Percent	Total
1	Gender	Male	54	85.7	63
		Female	9	14.3	
2	Age in Years	Below 25 years	7	11.1	63
		25 to 35 years	17	27.0	
		Above 35 years	39	61.9	
3	Educational Qualification	Upto School Level	32	50.8	63
		UG Degree	14	22.2	
		PG Degree	7	11.1	
		Others	10	15.9	
4	Basis of Appointment	Regular Base	15	23.8	63
		Seasonal Base	48	76.2	
5	Nature of Job	Workmen	52	82.5	63
		Supervisory Staff	6	9.5	
		Management Executive	5	7.9	
6	Monthly Income	Below Rs. 20,000	13	20.6	63
		Rs. 20,000-25000	28	44.4	
		25000-30000	16	25.4	
		Above 30000	6	9.5	
7	Length of Service	Below 5 years	8	12.7	63
		5-10 years	32	50.8	
		Above 10 years	23	36.5	
8	Area of Residence	Rural	46	73.0	63
		Urban	17	27.0	
9	Marital Status	Married	55	87.3	63
		Unmarried	8	12.7	
10	Type of Family	Nuclear Family	53	84.1	63
		Joint Family	10	15.9	

It is evident from Table 1 stated that, the majority (85.7%) of the respondents are male, 61.9% of the respondents are above 35 years, 50.8 % of the respondents completed upto School Level, 76.2% of the respondents are appointed on seasonal base, 82.5% of the respondents belong to workmen category, 44.4% of the respondents earned between Rs. 20,000-25000, 50.8% of the respondents are in service for 5-10 years, 73.0% of the

respondents belong to rural area, 87.3% of the respondents are married and 84.1% of the respondents lived in nuclear family.

**Table 2**  
**Chi Square values – Socio-Economic Characteristics on the Perception of Monthly Income**

S.No	Socio-Economic Characteristics	Chi-square Value	P values	Significant/ Not Significant
1	Gender	43.090	.000	S
2	Age	49.412	.000	S
3	Educational Qualification	79.688	.000	S
4	Basis of appointment	52.763	.000	S
5	Nature of Job	66.492	.000	S
6	Length of service	91.172	.000	S
6	Area of Residence	45.553	.000	S
7	Marital status	47.214	.000	S
8	Type of Family	40.534	.000	S

S – Significant at 5% level (p value $\leq$  0.05); NS – Not Significant at 5% level (p value $>$ 0.05)

It is found from Table 2 that the hypothesis is rejected (Significant) in entire cases. It is concluded that the demographic units such as Gender, Age, Educational Qualification, Basis of appointment, Nature of Job, Length of service, Area of Residence, Marital status, Type of Family have significant influence on the monthly income for the study of Employees Satisfaction on Subramaniya Siva Co-operative Sugar Mills in Dharmapuri District.

### **Objective 2: Factors influencing employee satisfaction in co-operative sugar mills**

The following Table 3 that shows the output of the ANOVA analysis and whether there is a statistically significant difference between group means of the level on perception on nature of job and factors influencing job satisfaction of employees in co-operative sugar mills.

#### **Hypothesis:**

- $H_0$ : There is no significant difference in the respondents' Nature of job and Factors influencing job satisfaction of employees in co-operative sugar mills.
- $H_1$ : There is a significant difference in the respondents' Nature of job and Factors influencing job satisfaction of employees in co-operative sugar mills.

**Table 3**  
**Oneway ANOVA - Nature of job on factors influencing employee satisfaction**

S.No	Factors Influencing Employee satisfaction	F Value	P values	Significant/ Not Significant
1	Safe workplace/work environment	14.539	.000	S
2	Training/skills development facilities offered by the mill	11.613	.000	S
3	Performance appraisal	2.522	.089	NS

4	Superiors communicate company information effectively and in a timely manner	14.742	.000	S
5	Superior treats with dignity and respect	51.525	.000	S
6	Good Relationship with Co-workers	43.460	.000	S
7	Reward and Benefits	5.989	.004	S
8	Recognition and Appreciation given by management	7.651	.001	S
9	Company offer adequate opportunities for Promotions and Career development	27.507	.000	S

S – Significant at 5% level (p value $\leq$  0.05); NS – Not Significant at 5% level (p value $>$ 0.05)

From the above it is, conclude that almost entire variables are significantly influencing except performance appraisal on the monthly income for the study of Employees Satisfaction of Subramaniya Siva Co-operative Sugar Mills in Dharmapuri District.

## 10. FINDINGS

- Majority (85.7%) of the respondents are male.
- Majority (61.9%) of the respondents are above 35 years of age.
- Majority (50.8 %) of the respondents have completed upto School Level.
- Majority (76.2%) of the respondents are appointed Seasonal Base.
- Majority (82.5%) of the respondents belong to Workmen category.
- Most (44.4%) of the respondents earned between Rs. 20,000-25000.
- Majority (50.8%) of the respondents are in service for 5-10 years.
- Majority (73.0%) of the respondents belong to rural area.
- Majority (87.3%) of the respondents are Married.
- Majority (84.1%) of the respondents lived in Nuclear Family.

## 11. SUGGESTIONS

- Employees may be given the opportunity to express their problems and their opinions. Therefore the management of sugar mills can discuss and solve the problems of the employees as an integrated group, which will improve the communication relationship between the employees and the management of the mills.
- Periodic meetings can be arranged with workers to discuss issues arising from day-to-day work, to receive recommendations, to improve work practices and to highlight areas where performance needs to be improved.
- Sugar mills should regularly hold training sessions for employees. Training is essential for every employee. Training programmes has to be provided based on the job content. It should be job related and knowledge based. Frequent training program helps employee gain versatility. Investing in employees by offering training, up-skilling, mentoring or coaching can help enhance their satisfaction and engagement with the organization.

- The employees should be given an opportunity to participate in decision-making. So that the decisions can be smoothly implemented.
- If an employee has done something remarkable and innovative which is valuable and useful to the organization then they must be encouraged and motivated.

## 12. CONCLUSION

The present study was undertaken to assess the extent of job satisfaction of employees in the subramaniya siva co-operative sugar mills in Dharmapuri district. Job satisfaction is an important aspect that helps organization improves their overall performance and productivity. There are numerous studies on job satisfaction and the results are often valued for both humanistic and financial benefits. When employees are satisfied, they are more concerned about the quality of their work, more committed to the organization, have higher retention rates and are generally more productive. This is mainly due to the fact that many experts believe that job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover. Furthermore, job satisfaction is considered a strong predictor of overall individual well-being, as well as a good predictor of intentions or decisions of employees to leave a job. As many studies suggest, employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. However, employees should also 'be happy in their work, given the amount of time they have to devote to it throughout their working lives'. The study helped in revealing the level of satisfaction of employees with reference to the various factors provided in the organization.

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