

JOB SATISFACTION OF EMPLOYEES IN SELECT SUGAR MILLS IN TAMIL NADU

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ABSTRACT -- *Job satisfaction must be an integral part of our life and organization strategy. Need are increasing day by day. Today every person is engaged in a job like customer services, stocking, and flow of goods. Since increase in productivity is the ultimate goal of every industrial organization, job satisfaction of employees at all levels is the most critical function of management. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives. To the workers, job satisfaction brings a pleasurable emotional state that often leads to a positive job attitude. A satisfied worker is more likely to be creative, flexible, innovative, and loyal. The worker and employer both are concerned with it. The employer is interested because it results in good production. The worker is concerned with it because it brings happiness to him. Therefore, job satisfaction of employees in any organization is of paramount importance to achieve the targeted goals on a sustainable basis. In this context, the researcher has made an attempt to study the job satisfaction of employees in the select sugar mills in Tamil Nadu.*

Key words-- *Job satisfaction, organizational climate, employee retention, employee productivity, human resource development climate, etc.*

I. INTRODUCTION

The success of any organization depends to a large extent upon the capability, competence, efficiency, and developed human resources, who are the active agents, accumulate capital, exploit natural resources, and build social, economic and political organizations. Therefore, human resource is the most important resource that every organization has in the form of its employees. No organization can think of viability and effectiveness without the efficient utilization of human resources. The optimal utilization of natural resources and the factor inputs of capital and technology depend on the extent of use of human resources. The management of human resources represents a significant measure of utilizing human resources to accomplish organizational goals that include making profits, survival and growth. The role of human resources is critical in the sense that different people have different perceptions, and expectations and all of them have to be properly managed and developed from the organizations' successful point of view. A person with high level of job satisfaction holds positive attitude toward his job while a person who is dissatisfied with his job holds negative attitude towards his job.

II. NEED FOR THE STUDY

Investigated by several disciplines such as psychology, sociology, economics and management sciences, job satisfaction is a frequently studied subject in work and organizational literature. This is mainly due to the fact that

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many experts believe that job satisfaction trends can affect labour market behaviour and influence productivity, work effort, employee absenteeism and staff turnover. 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. 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 substantially important for both employers and employees. It has been established that highly satisfied workers have better physical and mental well-being. On the other hand, serious job dissatisfaction results in stress and tension, which is usually the cause of a variety of physiological disorders. People do not select job randomly. Employees try to resolve inconsistencies between satisfaction and dissatisfaction with their jobs and stay with those jobs by not reporting the dissatisfaction. For a developing country like India, existence of higher job satisfaction among the workers is very helpful to achieve productivity and economic development. Against this backdrop, the study examines the extent of job satisfaction of the employees of the sugar mills.

III. STATEMENT OF THE PROBLEM

Sugar industry is the largest agro based industry located in the rural India. About 45 million sugarcane farmers, their dependents and a large mass of agricultural labourer are involved in sugarcane cultivation, harvesting and ancillary activities constituting 7.5% of the rural population. Besides, 0.5 million skilled and semi-skilled workers, mostly from the rural area are engaged in the sugar processing. The sugar industry in India has been instrumental in accelerating the socio-economic development in villages through mobilizing rural resources leading to generation of employment, increase in income and overall improvement in facilities for transport and communication. The sugar mills consist of significant quantum of human resources, which are qualitatively different. Sugar mills in India are still moving with traditional outlook on human resources due to ideological gap, developmental gap and scientific thinking gap. The reasons lie partly in the peculiar growth of small sized enterprises and partly in the lack of awareness of problems of human resources. The weakness in the management of human resources in the field of interpersonal relationship, working environment, wages and salary, safety and labour welfare measures, employee motivation, workers' participation in management and industrial relations, and external influences on human resource matters exist in the sugar mills. With the passage of time human resource management in sugar mills had become weak, the result is wide spread dissatisfaction of the employees resulting low rate of growth because of poor image, unsatisfactory working conditions, limited scope for personal growth, and lack of professionalism. In particular, most of the co-operative sugar mills in Tamil Nadu have been in the red for the last 15 years and whenever certain demands arose in the past, the management pleaded its helplessness in meeting such demands because of financial stringency and steadily declining profitability. Further, the sugar mills are seen as labour intensive organizations where they employ more workers than the required strength resulting heavy expenditure on wages and allowances and create labour problems and duplicity of work, etc. For bringing out job satisfaction of employees in sugar mills, there is an urgent need to examine the perception of the employees and evolve suitable parameters to improve their job satisfaction. In this context, the researcher has made an attempt to study the job satisfaction of employees in the select sugar mills in Tamil Nadu.

IV. OBJECTIVES OF THE STUDY

The objectives of the present study are as follows:

1. To find out the determinants of job satisfaction of employees of the select sugar mills in Tamil Nadu.
2. To examine the level of job satisfaction of employees in the select sugar mills in Tamil Nadu.
3. To study the attitude of employees towards impact of job satisfaction in the select sugar mills in Tamil Nadu.
4. To suggest appropriate measures to improve the job satisfaction of employees in the select sugar mills based on the findings of the study.

V. METHODOLOGY

The present study is empirical in nature based on survey method. The first-hand information for this study was collected from the establishment sections of the select sugar mills. As an essential part of the study, the primary data were collected from 450 employees with the help of questionnaire. A pilot study was conducted with 25 employees. In the light of the experience gained from the pilot study, few changes were incorporated in the revised questionnaires. The secondary data were collected mainly from journals, reports, books, and records of the sugar mills. There are 41 sugar mills in Tamil Nadu, of which 38 mills are in operation, which include 15 co-operative sugar mills, 1 public sector mills, and 22 private sugar mills. Initially, the researcher has selected 10 mills (25 per cent of the population), which include, 4 co-operative mills, 1 public sector mill and 5 private sector mills. The researcher has obtained permission from only 2 co-operative and 2 private sugar mills. Therefore, the study is confined to the employees of 4 sugar mills. By adopting the stratified random sampling technique, 450 respondents i.e. 39 officers, 33 supervisors, and 378 workmen were selected by using Tippet's random number table.

VI. ANALYSIS AND INTERPRETATIONS

Table 1: Demographic Profile of the Respondents

Demographic Profile		No. of Respondents	Percentage
Gender	Male	360	80.00
	Female	90	20.00
Age (years)	Up to 35	102	22.67
	36-45	222	49.33
	46-55	113	25.11
	Above 55	13	02.88
Education	Up to S.S.L.C	59	13.11
	H.Sc.	112	24.88
	Diploma/ITI	115	25.55
	Degree	66	14.67
	Post-graduation and above	98	21.77

Salary (Rs.)	Up to 10000	73	16.22
	10001 – 15000	188	41.77
	15001 – 20000	101	22.44
	Above 20000	88	19.55
Years of experience	Up to 10	137	30.44
	11- 15	209	46.44
	16 - 20	96	21.33
	Above 20	8	01.77
Cadre	Workman	378	84.00
	Supervisor	39	08.67
	Officer	33	07.33
Mill belongs to	Kallakurichi -I	79	17.55
	Chengalrayan	136	30.22
	Bannari Amman Sugars	112	24.88
	Sakthi Sugars	123	27.33
Type of mill	Co-operative mill	215	47.78
	Private mill	235	52.22

Source: Primary Data.

Out of 450 respondents, 80 per cent are male and 20 per cent are female. The predominant age group of the respondents (49.33 per cent) in the sugar mills is 36-45 years. A good majority of the remaining respondents are dispersed in the age group up to 35 years and 46-55 years. The predominant literacy group (25.55 per cent) of the respondents has Diploma/ITI qualifications. 13.11 per cent and 24.88 per cent of the respondents have up to S.S.L.C and H.Sc. qualifications respectively. 14.67 per cent and 21.77 per cent of the respondents have degree and postgraduate and above qualifications respectively. 16.22%, 41.77%, 22.44% and 19.55% of the respondents draw monthly salary in the range upto Rs.10000, Rs.10001-15000, Rs.15001-20000, and above Rs.20000 respectively. Besides, 30.44 per cent of the respondents have upto 10 years of service. 46.44%, 21.33 and 1.77% of the respondents have 11-15 years, 16-20 years and above 20 years of service respectively. Out of 450 respondents, 84%, 8.67% and 7.33% of the respondents are workmen, supervisors and officers respectively. About 17.55%, 30.22%, 24.88% and 27.33% of the respondents are employees of Kallakurichi-I Co-operative Sugar Mills, Chengalrayan Co-operative Sugar Mills, Bannari Amman Sugars Limited and Sakthi Sugars Limited respectively. 47.78 per cent of the respondents belonging to co-operative sugar mills and 52.22 per cent of the respondents are employees of the private sugar mills.

Table 2: Respondents' Gender and Level of Job Satisfaction

Gender	Level of Satisfaction	Total
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	Highly satisfied	Satisfied	Neither satisfied nor	Dissatisfied	Highly dissatisfied	Total	Mean Score
Male	53 (14.72)	101 (28.05)	62 (17.22)	80 (22.22)	64 (17.77)	360 (100.00)	2.99
Female	25 (27.77)	31 (34.44)	11 (12.22)	13 (14.44)	10 (11.11)	90 (100.00)	3.53
Total	78 (17.33)	132 (29.33)	73 (16.22)	93 (20.66)	74 (16.44)	450 (100.00)	3.10

Source: Primary Data.

Association between Gender and Satisfaction

Chi square Value	D.F	Table Value at 5%	Result
13.245	4	9.488	Significant

The calculated chi square value is (13.245) greater than the table value (9.488) at 5 per cent level of significance. The test is significant. It means that there is a significant association between the levels of job satisfaction of the respondents belonging to different genders in the select sugar mills. The average satisfaction score of the female respondents is (3.53) high, followed by the mean satisfaction score of the male respondents (2.99). Thus, female respondents have more job satisfaction in the select sugar mills.

Table 2: Respondents' Age and Level of Job Satisfaction

Age (years)	Level of Satisfaction					Total	Mean Score
	Highly satisfied	Satisfied	Neither satisfied nor	Dissatisfied	Highly dissatisfied		
Up to 35	16 (15.68)	27 (26.47)	21 (20.58)	20 (19.60)	18 (17.64)	102 (100.00)	3.02
36-45	39 (17.56)	65 (29.27)	35 (15.76)	43 (19.36)	40 (18.01)	222 (100.00)	3.09
46-55	20 (17.69)	36 (31.85)	16 (14.15)	27 (23.89)	14 (12.38)	113 (100.00)	3.18
Above 55	3 (23.07)	4 (30.76)	1 (7.69)	3 (23.07)	2 (15.38)	13 (100.00)	3.23
Total	78 (17.33)	132 (29.33)	73 (16.22)	93 (20.66)	74 (16.44)	450 (100.00)	3.10

Source: Primary Data.

Association between Age and Satisfaction

Chi square Value	D.F	Table Value at 5%	Result
5.474	12	21.026	Not significant

The calculated chi square value is (5.474) less than the table value (21.026) at 5 per cent level of significance. Therefore, no significant association is found among the job satisfaction levels of the respondents distributed in different age groups in the select sugar mills of Tamil Nadu. The average satisfaction score of the respondents in the age group above 55 years is (3.23) high, followed by the average satisfaction score of the respondents in the age group 46-55 years (3.18). Therefore, the respondents in the age group above 55 years have more job satisfaction in the select sugar mills.

Table 3: Respondents' Educational Status and Level of Job Satisfaction

Educational Status	Level of Satisfaction					Total	Mean Score
	Highly satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Highly dissatisfied		
Up to SSLC	10 (16.94)	11 (18.64)	8 (13.55)	21 (35.59)	9 (15.25)	59 (100.00)	2.86
H.Sc	19 (16.96)	26 (23.21)	24 (21.42)	27 (24.10)	16 (14.28)	112 (100.00)	3.04
Diploma/ITI	21 (18.26)	27 (23.47)	16 (13.91)	35 (30.43)	16 (13.91)	115 (100.00)	3.01
Degree	8 (12.11)	11 (16.67)	12 (18.18)	20 (30.30)	15 (22.72)	66 (100.00)	2.65
Post-graduation and above	16 (16.32)	18 (18.36)	13 (13.26)	29 (29.59)	22 (22.44)	98 (100.00)	2.76
Total	78 (17.33)	132 (29.33)	73 (16.22)	93 (20.66)	74 (16.44)	450 (100.00)	3.10

Source: Primary Data.

Association between Education and Satisfaction

Chi square Value	D.F	Table Value at 5%	Result
11.884	16	26.296	Not significant

The calculated chi square value is (11.884) less than the table value (26.296) at 5 per cent level of significance. There is no significant association between the satisfaction levels of the respondents having different educational qualifications in the select sugar mills. The average satisfaction score of the respondents having H.Sc qualification

is (3.04) high, followed by the respondents having Diploma/ITI qualification (3.01). Therefore, respondents having H.Sc qualification have more job satisfaction in the select sugar mills in Tamil Nadu.

VII. FINDINGS

1. Out of 450 respondents, 80 per cent are male and 20 per cent are female. The predominant age group of the respondents (49.33 per cent) in the sugar mills is 36-45 years. A good majority of the remaining respondents are dispersed in the age group upto 35 years and 46-55 years.

2. The predominant literacy group (25.55 per cent) of the respondents has Diploma/ITI qualifications. 13.11 per cent and 24.88 per cent of the respondents have upto S.S.L.C and H.Sc. qualifications respectively. 14.67 per cent and 21.77 per cent of the respondents have degree and postgraduate and above qualifications respectively.

3. Out of the 450 respondents, 16.22%, 41.77%, 22.44% and 19.55% of the respondents draw monthly salary in the range upto Rs.10000, Rs.10001-15000, Rs.15001-20000, and above Rs.20000 respectively.

4. 30.44 per cent of the respondents have upto 10 years of service. 46.44%, 21.33 and 1.77% of the respondents have 11-15 years, 16-20 years and above 20 years of service respectively.

5. Out of 450 respondents, 84%, 8.67% and 7.33% of the respondents are workmen, supervisors and officers respectively. About 17.55%, 30.22%, 24.88% and 27.33% of the respondents are employees of Kallakurichi-I Co-operative Sugar Mills, Chengalrayan Co-operative Sugar Mills, Bannari Amman Sugars Limited and Sakthi Sugars Limited respectively.

6. 72.44 per cent are married and 27.56 per cent of the respondents are unmarried. 18.44 per cent of the respondents have 1 and 2 dependents, about 65.55 per cent have 3 and 4 dependents, 12.88 per cent of the respondents have 5 and 6 dependents, and 3.11 per cent of the respondents have above 6 dependents.

7. There is a significant association between the levels of job satisfaction of the respondents belonging to different genders, different sugar mills and different types of mills. However, no significant association is found among the job satisfaction levels of the respondents distributed in different age groups, educational qualifications, salary groups, cadres, varied years of work experience, and nature of employment in the select sugar mills in Tamil Nadu.

8. Female respondents, respondents in the age group above 55 years, respondents having H.Sc. qualification, respondents who draw monthly salary above Rs.20000, officers, employees having above 20 years of experience, employees of the Sakthi Sugars, employees of private sugar mills and permanent employees have more job satisfaction in the select sugar mills.

9. It was found that female respondents, respondents belonging to 36-45 years, respondents having degree qualification, respondents having monthly salary Rs.15001-20000, supervisory staff, respondents belonging to length of service above 20 years, employees of Bannari Amman Sugars, and the employees of private sugar mills have higher acceptance level towards factors contributing to job satisfaction.

VIII. SUGGESTIONS

1. The management of the sugar mills can discuss and solve employees' problems as a cohesive team, instead of allowing the mole to grow into a huge mountain. This will also improve communication relationship between employees and management of the mills.

2. The select sugar mills need to 'discover how to tap employees' commitment and capacity to learn at all levels'. It is the responsibility of every manager to ensure the development and utilization of the capabilities of the subordinates. To strengthen the same in the organization, the management should take all their efforts to convert "superior-subordinate relationships" into "friendly informal relationships" to strengthen the values of mutuality, trust, confidence, collaboration, loyalty, authenticity and so on.

3. The employees must be encouraged to express their views and valuable ideas. Moreover, the department heads must meet their people at their work spot to discuss the ways and means to develop their skills and competence to formulate a consistent and realistic employee development policy. In this way, the management of the sugar mills can concentrate on employees' career progression, training programme, etc.

4. The self-appraisal technique of performance appraisal should be followed and the performance reports should be put into action to create confidence in the system of assessments in the minds of the employees in the select sugar mills.

5. A consistent promotional policy can be followed only through meritorious career landmarks. It is recommended that besides time bound promotion, 50% of promotions are to be given for out-performers. Management of these mills should draw its attention towards bringing reforms in the promotion policy in their byelaws.

IX. CONCLUSION

The present study was undertaken to assess the extent of job satisfaction of employees in the select sugar mills in Tamil Nadu. The information was collected from 450 respondents working in 4 sugar mills. About 46.66% of the respondents are satisfied with their jobs. The sample employees have few problems with regard to their jobs such as reticence in solving problems, non-interest of seniors to help juniors, reluctance of management for employee development, absence of superior-subordinate relationship, lack of interest for self-development, lack of periodical meetings, lack of scientific appraisal system, inconsistent promotional policy, inadequate training and development, lack of appreciation for good work of subordinates, absence of HR department, strained union-management relationship, poor salary and allowances, inadequate welfare measures and lack of consultation of job related matters are the problems of the employees with regard to job satisfaction in the select sugar mills. To ensure a positive outcome, attention to the factors identified in the suggested framework is important for the employees' job satisfaction.

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