

EMPLOYEE SATISFACTION: A STUDY AT A MANUFACTURING COMPANY, COIMBATORE.

¹Dr.M.Durgarani, ²Dr.R.Gokilavani

¹Assistant Professor, ²Assistant Professor

Department of Management Studies

¹Jeppiaar Engineering College, Chennai, ²Kumaraguru College of Technology, Coimbatore.

ABSTRACT:

Employee satisfaction is a factor which determines the performance of the employees in an organization. A Study on it need to be conducted often to know if the employees are contended with the working environment, remuneration, grievance handling, interpersonal skills and so on. This paper focuses on all these aspect and at various levels of employees. The study was conducted with 395 employees of a horn manufacturing company in Coimbatore District. All the three categories of employees viz. executive, Staff and Operators were included for the study. The study was descriptive study in nature.

Key Words: Employee, Satisfaction.

INTRODUCTION

Any job requires interaction with co-workers and bosses, following organizational rules and policies, meeting performance standards, coping with the working conditions and the like.

Job satisfaction is defined as an individual's general attitude towards his job.

Satisfied employees are more likely to talk positively about the organization, help others and go beyond the normal expectations of the job. Satisfied employees might be more prone to go beyond the call of duty because they want to reciprocate their positive experiences. And when the employee trusts his employer, he is more willing to voluntarily engage in behaviors that go beyond the formal job requirements. The below said are some of the factors that help to determine employee job satisfaction.

Salary: It is a motivator for employees, and they want to be paid fairly. If individuals believe that they are not compensated well, they will be unhappy working for the organization. The management must see whether the salaries and benefits the company offers are comparable to those of other offices in the same area. In addition, clear policies related to salaries, raises and bonuses must be made. Salary is one of the most sensitive indicators that indicate the level of job satisfaction among workers.

Interpersonal relations: Being employed gives the employees a reasonable amount of time for socialization (e.g, over lunch, during breaks). This will help them develop a sense of camaraderie and teamwork. So it is essential that the employee maintain good relations with all the employees.

Working conditions: The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. So the equipment and facilities must be kept up to date.

The work itself: One of the most important tasks in employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful.

Achievement: Most employees in any organization want to do a good job. So they must be placed in positions that use their talents and are not set up for failure. Timely regular feedback on how they are doing will also give them job satisfaction.

Recognition: Sincere praises are effective motivators.

Responsibility: Employees will be more motivate to do their jobs well if they have ownership of their work. This requires giving employees enough freedom and power to carry their task so that they feel they "Own" the result.

Salary and working conditions constitute the physiological component. Interpersonal relations represent the sociological component; achievement, the work itself, recognitions, responsibility form the psychological component of job satisfaction.

Employee Dissatisfaction:

Dissatisfied employees express their dissatisfaction in a number of ways. The employees can quit, complain, be insubordinate or shirk a part of their work responsibilities.

- ❖ **Exit:** This is a behavior directed towards leaving the organization. It includes looking for a new job as well as resigning.
- ❖ **Voice:** Here the employees actively and constructively attempt to improve conditions by suggesting improvements, discussing problems with superiors or some form of union activity.
- ❖ **Loyalty:** Here the employee waits passively but optimistically for conditions to improve. He might even speak for the organization in the face of external criticism and trust the organization to do the right things.
- ❖ **Neglect:** Here the employee passively allows the conditions to worsen. He might indulge in chronic absenteeism or lateness, reduced efforts and increased error rate.

REVIEW OF LITERATURE

NAVNEET KAPUR, CAROL BORRILL AND CHRIS STRIDE conducted study on “Psychological morbidity and job satisfaction in Hospital consultants and junior house officers: multi-centre, cross sectional survey”.

Junior house officers have traditionally been the most distressed doctors in the health service. Recently, however, there have been reports of significant psychological morbidity in senior doctors such as hospital consultants. Previous studies found that levels of distress decrease with increasing medical seniority. Much of the organizational burden of recent hospital reform has fallen on consultants, while junior doctors continue to have their hours of work reduced. The authors investigated whether these changes had affected the relation between medical seniority, psychological morbidity, and job satisfaction.

Job satisfaction was evaluated on several levels: profits, Job performance, intrinsic work values, and patient care issues. Profits referred not to personal financial gain, but to the organization’s profits. Many nurses responded feeling “devalued in their Job” (Fletcher, 2001), and resentful of “the perceived placing of profits over patients....” (Fletcher, 2001). Job performance was not only applied to themselves, but attitudes and performance of coworkers on a horizontal and vertical plane were also considered. Many held expectations of fellow employees to a high standard and “...were frequently disappointed” (Fletcher, 2001). Not surprisingly, many of the intrinsic work values of nurses response were derived from”...patient care activities or making a difference in the life of a patient” (Fletcher, 2001).

Katzell and Thompson look at major theories of motivation in the workplaces as it is the biggest issue in the field of organizational psychology. These theories are divided into the categories of exogenous and endogenous. Exogenous theories focus on motivationally relevant independent variables that can be changed by external agents. Endogenous theories, however, deal with mediating variables such as attitudes and expectations that are modified indirectly through the influence of exogenous variables.

The theories of motivation to improve upon simplistic motivation theories such as scientific management and the human relations movement were based on the idea that “a happy worker is a good worker”. There are six basic endogenous theories.

ATTITUDE THEORY states that people who have positive attitudes about their jobs will inherently perform better in the workplace (similar to the idea of the cognitive consistency which is that people will act in ways that accord with their attitudes. Another endogenous theory is the INTENTION/GOAL THEORY which states that a person’s performance is determined by the goals to which he or she is committed, and the intentions are merely a cognitive representation of those goals.

RESEARCH METHODOLOGY

Statement of the Problem

The success of any company is determined by its turnover. But the turnover of the company in mere numbers alone does not represent the satisfaction of its employees towards their job. It is essential to determine the level of job satisfaction of a company's employees as Human Resource, the intangible asset, is considered as an equal business partner which contributes much to the success of an organization like any other disciplines. So this need was identified and a study on employee job satisfaction has been done on the employees of Roots Industries Ltd.,

OBJECTIVES

The **PRIMARY OBJECTIVE** of the study was to determine the level of job satisfaction of the employees of a manufacturing company, Coimbatore

The **SECONDARY OBJECTIVES** are as follows:

- ❖ To find the overall job satisfaction level of the employees
- ❖ To find the work – pay satisfaction level
- ❖ To find the level of supervisory guidance and training to employees
- ❖ To find the level of motivation.
- ❖ To suggest the management to improve the satisfaction level of the employees

Scope of the project

The project aims to determine the level of employee job satisfaction. The project will give an insight to the satisfaction level of employees at a manufacturing company at Coimbatore. The scope of the project is limited to the RIL and it can be used to identify the training needs if any, and thus increase the productivity of the company.

RESEARCH DESIGN

The study conducted is **descriptive** in nature

SAMPLING TECHNIQUE:

Census method was followed for this research.

SAMPLE SIZE:

Population and Sample size for the survey is 395.

The three cadre and number of employees in each in the organization were

Operator - 197

Staff -170

Executive -28

SOURCE OF DATA: Primary Data

ANALYSIS

Personal Profile

S.no	Personal Profile	Executive	Staff	Operator	Total	%
1	Gender					
	Male	28	134	120	282	71.39
	Female	0	36	77	113	28.61
2	Marital Status					
	Married	28	97	97	222	56
	unmarried	0	73	100	173	44
3	Age Group					
	18-30	0	103	46	149	38
	31-40	15	55	124	191	48
	41-50	13	12	21	46	12
	>50	0	0	6	9	2
4	Ed. Qualification					
	< HSC	0	0	174	174	44
	Graduates	11	144	23 (pursuing)	178	45
	Post Graduates	17	26	0	43	11
5	No.Of Dependents					
	0	0	13	9	22	6
	1	0	78	27	105	26
	2	3	46	24	73	18
	3	16	21	57	94	24
	4&>4	9	12	80	101	26

Salary and Years of Experience

S.no	Category	Executive	Staff	Operator	Total	%
1	Salary					
	<3000	0	0	39	39	10
	<4000	0	0	158	158	40
	<5000	0	119	0	119	30
	>5000	28	51	0	79	20
2	Yrs.of.Experience					
	0 to 5	3	65	12	80	20
	6 to 10	3	54	27	84	21
	11 to 15	9	21	70	100	26
	15 to 20	6	27	66	99	25
	>20	7	3	22	32	8

STATISTICAL TOOLS

Chi-square test

Null hypothesis: There are no association between the salary and the years of service.

Table 5.3.1

			Salary		Total	
			<4000	> 4000		
Years of service	0-5	Count	12	68	80	
		Expected Count	39.9	40.1	80.0	
	6-10	Count	27	57	84	
		Expected Count	41.9	42.1	84.0	
	11-15	Count	70	30	100	
		Expected Count	49.9	50.1	100.0	
	> 15	Count	88	43	131	
		Expected Count	65.3	65.7	131.0	
	Total		Count	197	198	395
			Expected Count	197.0	198.0	395.0

Chi-Square Tests

		Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square		81.370(a)	3	.000

0 cells (.0%) have expected count less than 5. The minimum expected count is 39.90

Interpretation.

The Chi-square value is 81.370 and the significant value is 0.000, which is less than .05, so we reject the hypothesis and conclude that there are significance between the salary and the years of experience.

Overall Satisfaction of the Employees

S.no	Factors	Executives	Staff	Operators	Average
1	Work Environment	81.16	74.75	81.2	79.04
2	Relationship with Superiors	86.5	85.65	82.2	84.78
3	Relationship with the Colleagues	-	83.8	90.8	87.30
4	Motivation & Recognition	77.1	81.05	84.33	80.83
5	Salary Remuneration /	72.8	60.67	48.9	60.79
6	Perks	74.2	-	-	74.20
7	Welfare Facilities	-	74.08	75.15	74.62

8	Job Security	86.1	82	83.2	83.77
9	Grievance handling	72.8	81	80.5	78.10
10	Performance Appraisal	76.5	79	82.1	79.20
11	Training	80	82.8	85.3	82.70
12	Management Style	82.9	81.2	83.3	82.47
13	Career Counseling	75.7	77.4	-	76.50
14	Individual's Growth Opportunity	79.6	82	80.3	80.63
15	Goals & Responsibilities	89.3	84	89.1	87.47
16	Image of the Organization	95.7	86	93	91.60
	Over all	80.74	79.69	81.38	80.60

SUGGESTIONS:

Based on the findings few suggestions by the researcher are

- It is clear from the findings that both Staffs and Operators are satisfied with all the welfare facilities except Canteen. Adequate canteen facilities need to be provided, as the employees feel it as one of the essentials.
- It is clear from the Statistical tools used that the salaries of the Employees are purely based on the Educational Qualification and the Years of Experience. The pay scale should also be based on the efforts and skills of the employees and not only with the educational qualification and the years of service.
- It is found from the analysis that Career Counseling is not extended to Operators and for the both Individual and the Organizational growth, It should be extended to all the employees including the operators.
- The grievance handling by the management need to be made effective among the executives, as they are the least satisfied with its procedure than the staffs and operators
- There should be proper delegation of authority among the executives as they feel the authority overlaps.
- Suggestion boxes could be kept where the employees can drop in their suggestions

CONCLUSION

The project ‘**Employee Satisfaction: A Study in a Manufacturing Company, Coimbatore**’ has been helpful to know the attitude of the employees towards their job. It is essential for any company to know the level of the satisfaction its employees show towards their job, as higher satisfaction will ensure lower employee turnover. .

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