

## **EMPLOYEES OCCUPATIONAL (JOB) SATISFACTION WITH SPECIAL REFERENCE TO SESHASAYEE PAPER & BOARDS LIMITED, ERODE**

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### **ABSTRACT**

This research work is undertaken to study the employees' satisfaction towards their job in SESHASAYEE PAPER & BOARDS LIMITED, ERODE. In this present scenario so many factors are influencing the job satisfaction of employees in the organization. Especially Perception of employees towards work environment, welfare facilities, co – workers, co – operation, promotional opportunities, supervision, physical, psychological and their pay are considered as the factors of job satisfaction. It has major influence of human performance, individual motivation, safety measures and leave concessions. Individuals in the organization have certain expectations and fulfillments. Starting from the attitude of the employees to management involvement towards the welfare of employees plays a major role for job satisfaction. Moreover job satisfaction influences the attitude and the performance of employees in industry. The research design used for the study was descriptive research design. In this study convenient sampling techniques was employed in selecting the samples. The workers (samples) were selected according to the convenience and interviewed. The data was analyzed by using appropriate statistical tools and conclusions were drawn. The data collected from the respondents were converted into readable form to the process of classification and arrangements. The data was tabulated and analyzed for logical statement using simple statistical method like simple percentage analysis. Chi – square and correlation was used as the statistical tool for analysis.

**KEYWORDS:** Employees, Job Satisfaction, Attitude, Performance, Welfare, Environment, Facility, Physical and Psychological

### **INTRODUCTION**

In a developing country like India, the key progress is done to increase the productivity and services are the key factor for every organization to improve the country to next level. The country cannot progress unless the man and work have good relationship. With this the organization clearly knows that the combination or the chain has like this job satisfaction, attitude, performance, physical care of employees, psychological issues and ergonomics etc. Basically industry is a combination of 6 Ms namely, men, money, machine, material, market and method. The first one is significant in the sense that it deals with uncontrollable human emotions and sentiments. So the organization generally cannot work without these factors. Organization must focus on these issues continuously for the improvement or the betterment of employees and organization.

Peter F. Drucker says that the sources capable of enlargement can only be human resources. Other resource can be utilized of worse utilized, but they can never have an output greater than the sum of outputs.

### **Employees Satisfaction towards Their Job**

Job satisfaction is the collection of tasks and responsibilities regularly assigned to one person while a job is a group of positions, which involves essentially the same duties, responsibilities, skill and knowledge.

- C.B. Mamoria.

Job satisfaction is defined as the difference between the amount of rewards the workers receive and the amount they believe they should receive.

- Stephen P. Robbins.

### **Relative Factors Involved in Employees' Satisfaction towards Their Job**

Some of the main factors involved in employees satisfaction towards the jobs like working hours, Job security, responsibility given in the job, promotional opportunities, working environment, relationship with colleagues, relationship with supervisor, workers participation in decision making, safety measures, grievance handling procedures, salary, incentives, canteen Facilities, rest room, family welfare measures, accident compensation, union – management relations, recognition, job status and type of work etc.

### **Importance of Employees Satisfaction towards Their Job**

- Job satisfaction has some relation with the mental health of the people.
- It has some degree of positive correlation with physical health of an individual.
- It spreads good will about the organization.
- Job satisfaction reduces absenteeism's and turnover and accidents.
- Job satisfaction increase workers morale, productivity etc.

Workers will be satisfied if he gets what he expected. Job satisfaction relates to inner feelings of workers. Naturally, it is the satisfied worker who shows the maximum effectiveness and efficiency in his work. Most people generalize that, workers are concerned more about pay rather than other factors which also affects their level of satisfaction, such as canteen facilities, bonus, working condition etc of course, these factors are less significant when compared to pay.

### **OBJECTIVES OF THE STUDY**

- To find out the employees satisfaction level towards their job (physical factors) in Seshasayee Paper & Boards Limited for three major areas.
- Related to work, related to work place, and related to benefits availed.
- To study about the (psychological factors) employees interaction, relationship with his co-worker and with supervisors in the work group.
- To study the employees expectations and their motivation practice of the management.

## LIMITATIONS

- The satisfaction level of the employees of this organization may differ from those of other. In paper industry the overall satisfaction of employees may differ from company to company, from industry to industry.
- Fear of the employer will have an effect on the results obtained. There are chances of biased response on the part of the respondents, as the researcher is viewed as the representative of the management.
- The survey purely based on opinion of staff, which may be biased at time
- The factory functions in shift system so all shift workers did not take part in the sample.
- In this article the tools are start with the two way analysis and chi-square test. Here the percentage analysis data mentioned for the purpose of findings but their no table shown.

## RESEARCH METHODOLOGY

Research methodology explains the various steps that are generally adopted by the research in studying research problem along with logic behind them.

## RESEARCH DESIGN

The research design adopted for the study is descriptive design.

## SAMPLING DESIGN

### Population

The population of the study includes 1550 employees in Seshasayee Paper & Boards, Erode.

### Sampling Technique

The sampling technique used for selecting sample elements is convenience sampling.

### Sample Size

The sample size of 150 employees of different sections in the organization was interviewed.

### Field Work

The field work is the actual data collection process and the respondents are the employees of the Seshasayee paper & Boards, Erode. The respondents were met and told about the objectives of the study and data were collected through questionnaire form.

### Data Collection Method

The collection of data is considered to be one of the important aspects in the research methodology. There are two types of data that exists one is primary data and the other is secondary data.

### Primary Data

Well structured questionnaire has been used for the collection of primary data from the respondents.

### Secondary Data

Secondary data has been collected from the magazines, journals and various web sites.

### Questionnaire Design

A well-structured questionnaire was used for this study. The types of questions used in the questionnaire were open-ended, multiple-choice and Dichotomous question.

### Tools Used for Analysis

The data collected from the respondents were converted into readable format for processing, classification and arrangements. The data was tabulated and analyzed using Statistical Methods like.

- Two way Analysis
- Chi-Square analysis

**Table 1: Marital Status vs Level of Satisfaction (Two – Way Table)**

Marital Status	Level of Satisfaction					Total
	Highly Satisfied	Satisfied	Moderate	Dis-satisfied	Highly Dissatisfied	
Married	17	61	21	9	0	108
Unmarried	7	24	11	0	0	42
<b>Total</b>	<b>24</b>	<b>85</b>	<b>32</b>	<b>9</b>	<b>0</b>	<b>150</b>

**Null Hypothesis (H<sub>0</sub>):** There is no significant relationship between marital status and level of job satisfaction

**Alternative Hypothesis (H<sub>1</sub>):** There is significant relationship between marital status and level of job satisfaction

### $\chi^2$ Result

Calculated $\chi^2$ value	=	4.16
Degree of Freedom	=	4
Table Value	=	9.49
Level of significance	=	5%

### CONCLUSIONS

From the above analysis we conclude that there is no significant relationship between marital status and level of satisfaction.

**Table 2: Monthly Income vs Level of Satisfaction (Two – Way Table)**

Monthly Income	Level of Satisfaction					Total
	Highly Satisfied	Satisfied	Moderate	Dis-Satisfied	Highly Dissatisfied	
<5000	13	8	1	0	0	22
5000- <10000	49	51	4	1	0	105
>=1000	7	16	0	0	0	23
<b>Total</b>	<b>69</b>	<b>75</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>150</b>

**Null Hypothesis (H<sub>0</sub>):** There is no significant relationship between income and level of job satisfaction.

**Alternative Hypothesis (H<sub>1</sub>):** There is significant relationship between monthly income and level of job satisfaction

### $\chi^2$ Result

Calculated $\chi^2$ value	=	5.87
Degree of Freedom	=	8
<b>Table Value</b>	=	<b>15.5</b>
Level of significance	=	5%

### CONCLUSIONS

From the above analysis we conclude that there is no significant relationship between marital status and level of satisfaction.

**Table 3: Working Experience vs Level of Satisfaction (Two – Way Table)**

Working Experience	Level of Satisfaction					Total
	Highly Satisfied	Satisfied	Moderate	Dis-Satisfied	Highly Dissatisfied	
Below 5 years	25	24	2	0	0	51
5 to 10 years	15	16	0	0	0	31
11 to 25 years	20	24	2	1	0	47
Above 25 years	9	11	1	0	0	21
<b>Total</b>	<b>69</b>	<b>75</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>150</b>

**Null Hypothesis (H<sub>0</sub>):** There is no significant relationship between working experience and level of job satisfaction.

**Alternative Hypothesis (H<sub>1</sub>):** There is a significant relationship between Working experience and level of job satisfaction

### $\chi^2$ Results

Calculated $\chi^2$ value	=	3.98
Degree of Freedom	=	12
Table Value	=	21.0
Level of significance	=	5%

### CONCLUSIONS

From the above analysis we conclude that there is no significant relationship between working experience and level of satisfaction.

**Table 4: Educational Level and Working Level (Two – Way Table)**

Working Level	Education Level				Total
	10	12	Diploma	Degree	
Worker	32	19	5	27	83
Staff	0	0	6	15	21

Officer	1	1	5	18	25
Supervisor	0	0	9	3	12
Manager	0	0	1	8	9
<b>Total</b>	<b>33</b>	<b>20</b>	<b>26</b>	<b>71</b>	<b>150</b>

**Null Hypothesis (H<sub>0</sub>):** There is no significant relationship Between Education level and working level.

**Alternative Hypothesis (H<sub>1</sub>):** There is a significant relationship between Education level and working level.

### $\chi^2$ Results

Calculated  $\chi^2$  value = 81.3

*Degree of Freedom* = 12

Table Value = 21.0

Level of significance = 5%

### CONCLUSIONS

Since  $\chi^2$  calculated value is greater than table value, we accept alternative hypothesis i.e., H<sub>1</sub>: There is a significant relationship between Education level and working level.

**Table 5: Educational Level of Satisfaction (Two – Way Table)**

Working Level	Education Level	Total	Working Level	Education Level	Total
Good	6	3	11	21	41
Satisfactory	18	12	11	34	75
Adequate	5	2	3	9	19
Not Adequate	4	3	1	7	15
Total	33	20	26	71	150

**Null Hypothesis (H<sub>0</sub>):** There is no significant relationship Between Education level and pay package.

**Alternative Hypothesis (H<sub>1</sub>):** There is a significant relationship Between Education level and pay package.

### $\chi^2$ Result

Calculated  $\chi^2$  value = 7.18

Degree of Freedom = 9

Table Value = 16.9

Level of significance = 5%

### CONCLUSIONS

Since  $\chi^2$  calculated value is less than  $\chi^2$  table value, we accept null hypothesis. i.e., H<sub>0</sub>: Educational Level and working level of employees are independent.

**Table 6: Age vs Experience**

Experience	Age				Total
	<30	30 to <40	40 to <50	>=50	
Below 5 years	41	10	0	0	51
5 to 10 years	10	20	1	0	31
11 to 25 years	0	17	23	7	47
Above 25 years	0	0	11	10	21
<b>Total</b>	<b>51</b>	<b>47</b>	<b>35</b>	<b>17</b>	<b>150</b>

**Null Hypothesis (H<sub>0</sub>):** There is no significant relationship between Age and Experience.

**Alternative Hypothesis (H<sub>1</sub>):** There is a significant relationship between Age and Experience.

### $\chi^2$ Results

Calculated  $\chi^2$  value = 147.76

Degree of Freedom = 9

Table Value = 16.9

Level of significance = 5%

### CONCLUSIONS

Since  $\chi^2$  calculated value is greater than  $\chi^2$  table value, we accept null hypothesis. i.e., H<sub>0</sub>: Age and Experience employees are dependent.

### FINDINGS

- From the analysis we found that 70% of the respondents are getting their salary between Rs.5000-10000
- While analyzing education qualification 48% of the respondents are Degree holders.
- The study reveals that 55% of the respondents are belonging to workers.
- While analyzing we found that 34% of the respondents have their experience below 5 years.
- The study reveals that 60% of the respondents have good opinion about the working condition.
- From the analysis we found that 74% of the respondents are cordial with their supervisor.
- The study reveals that 71% of the respondents are satisfied with their incentives.
- While analyzing promotional opportunities 47% of the respondents have good opinion about promotional opportunities.
- From the analysis we found that 49% of the respondents have good relationship with their co-workers.
- The study reveals that 98% of the respondents are satisfied with their working hours in the organization.
- From the analysis we found that 100% of the respondents are satisfied with welfare measures.

- The study reveals that 50% of the respondents are satisfied with their salary provided by the organization.
- While analyzing food served 93% of the respondents are satisfied with the food served in canteen.
- From the analysis we found that 78% of the respondents are satisfied with their rest room facilities provided by the organization.
- While analyzing we found that 57% of the respondents are satisfied with the promotional policy.
- The study reveals that 50% of the respondents are satisfied with the job security.

## SUGGESTIONS

- Most of the respondents are not satisfied with rest room facilities. The organization can concentrate to improve the quality, neatness, etc.
- The organization may increase relationship with supervisor.
- The grievance handling system may be improved to the satisfactory level of employees.
- Majority of people are satisfied with the accident compensation plan.
- The organization may increase the pay package of employees.
- Promotions are to be considered on the basis of merit and educational qualification.

## CONCLUSIONS

Job satisfaction has a direct bearing with the mental health of the employees. It has a clear relationship of the performance and attitude of the employees while they have to go with the common facilities and the environmental issues. When the job satisfaction in an organization is in a higher level, it will increase the production and cordial relationship. Whereas when the job satisfaction is low it will adversely affect the company. The study on employees' satisfaction level revealed that employees were satisfied on a majority of factors physically and psychologically. Suitable suggestions are provided to sort their problems. The findings and suggestions provided by this analysis will help to increase the satisfaction level of employees and motivate them suitably in their job. And every organization must focus on physical and mental health of the employees for continuous success in the modern and competitive business world.

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