

A STUDY ON JOB SATISFACTION AMONG EMPLOYEES OF TEXTILE MILL IN TAMILNADU

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ABSTRACT

The happier people are within their job, the more satisfied they are said to be Job satisfaction is a very important attribute which is frequently measured by organizations. Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, e.g., the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc. This study seeks to find out the level of job satisfaction of employees on various facilities provided at their work place. The study conducted in the textile mill in Tamil Nadu. One hundred employees of the company were taken for the study. The results indicate that the age and education significantly influences the job satisfaction of employees.

Key words : Job satisfaction, Welfare measures, Educational qualification

INTRODUCTION

In the present age of liberalization and global economy, any industrial organisation requires machines, raw materials, factory, buildings, furniture and money, but also men to run it efficiently. This is also true even in highly automated industry. The speed of achieving the economic goal will depend not only on how they work but also on the optimal social and physical conditions in which they work. In the earlier days the management considered the raising of pay packet to be the solution to all human problems in the industries. The classical approach (Hawthorne studies Roethlisberger and Dickson 1943) also provides evidence for this but the neo-classical approach talks more on human relations and human behaviour at work. It says that not all men are economic men¹. They need something beyond money to be satisfied with their job. For employee-centered companies, employee satisfaction is both a goal and a human resource development tool. It is not only a decisive component in framing the HR strategy, but also an inseparable part of the industry as far as its existence is concerned. Locke² gives a comprehensive definition of job satisfaction as involving cognitive, affective and evaluative reactions and states it is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. It is a result of employee's perception of how well their job provides those things that are viewed as important. The organization today has to concentrate on providing job satisfaction so as to retain intellectual employee. Further organization can out perform the loss only if

they win the intellectual employee by satisfying because today's employee have a vast array of opportunities in and out of the nation. In such environment it is quite natural for an intellectual to determine which will give him the maximum satisfaction.

Job satisfaction is simply how people feel about their job. Feeling of satisfaction arises when employees compare their present level with their expectation. If the existing level equals or exceeds an employee's expectation he/she is satisfied, if it vice versa then the employee is dissatisfied. There are various dimension of job satisfaction like emotional responseto job situation, how well outcomes meet or exceed expectation and attitude.

Today, textile industry is playing a vital role in the development of the economy of India. So this study was conducted at one of the leading textile mill in Tamilnadu.

PROBLEM DEFINITION

Textile industry by and large depends on the employee like any other industry does and it considers them as king. The company considers job satisfaction as a pivotal component in framing the HR strategy whether it is promotion, training and development performance appraisal etc. It is now employing new means to improve the job satisfaction of employees; there fore the company feels it is absolutely essential to critically study the level of job satisfaction of employees who work in this organization.

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OBJECTIVES OF THE STUDY

The study was mainly designed to find the level of job satisfaction of employees on various facilities provided at their work place. The objectives are,

1. To find out the opinion of employees with different educational qualification on job satisfaction.
2. To find out the opinion of employees about the welfare measures provided in the organization
3. To find out the opinion of different age group of employees about the medical facilities provided in the organization
4. To find the opinion of different age group of employees about the loan facilities provided in the organization

METHODOLOGY

The exploratory research was conducted in the form of a survey, with the help of a standardized questionnaire on job satisfaction among the employees who are working in the organization. One hundred respondents were selected randomly from different sections of the unit.

Irrespective of their age, sex, educational qualification and department each one were distributed with one copy of the questionnaire. The questionnaire mainly consisted of items like employees opinion on medical benefits, welfare measure, and loan facilities provided in the organization.

The data was processed using Chi-square and ANOVA

ANALYSIS AND INTERPRETATION

To see if, there is any significant effect of educational qualification towards welfare measures, data of 100 workers was analyzed. The analysis of variance was applied to find out the effect of length of past service of employees on job satisfaction. It becomes clear from table 1, that F-ratio (5.48) is significant at 1% level of significant. This reveals that there is a significant difference among employees job satisfaction level based on the length of service. It indicates that service is a major factor, which causes differences in the level of job satisfaction of employees. It is seen that the mean value is highest (38.7) for the employee with 16 years of service than the others. The mean value is 30.1, 32.5, 31.6 for employees less than 5 years, 6-10 years, 11-15 years respectively similarly the SD is 6.2 for employees

with less than 5 years of experiences and 6.7 for employees with 11-15 years of experience, which shows much deviation from the rest of the group, 5.5 and 5.3 for employees with 6-10 years experience and 5.3 for employees with 16 years and above experience. There is also consistency between the mean and S.D value. This infers that the employees with longest years of experience are having highest job satisfaction than employees with short length of service.

The results of analysis of variance are presented in Table 2. It becomes clear from Table 2, that the computed F – ratio is not significant. It reveals that there is no significant difference of opinion among the employees with different educational qualification towards welfare measure.

This is also confirmed from that the mean, and standard deviation for employees with different educational qualifications towards welfare measure. It is seen that the employees having diploma qualifications has got higher mean value of (4.83) than the other groups. The rest of the groups like employees with engineering degree, PG degree, and above are all having the same mean value of 4.75. It reveals that employees with higher educational qualification (PG and above) has got slightly higher S.D value than the other groups (Diploma), PG and above). It shows that employees with less education are more satisfied about the welfare measure and have high job satisfaction.

The high satisfaction among these employees may be because of expectation from the job. But as far as the mean value is concerned it is almost similar for all the groups.

Chi-square test was used to find out the effect of age on medical benefits. It is observed from the table that the employees below 40 years are satisfied with medical facilities provided by the company, whereas the employees above are not satisfied with medical facilities provided by the company. It is confirmed from table 3 that the χ^2 values 27.4 are significant at 5% level. It indicates that their job satisfaction level also varies.

Table 4. Shows the use of Chi-square test to find out the effect of age on loan facility towards job satisfaction. The calculated χ^2 value (21.36) that is significant at 5% level of significance, indicates that the opinion of employees with different age groups greatly differs regarding the loan facilities provided in the organization. It indicates that their job satisfaction level also varies

DISCUSSION

The present study reveals that higher is the job satisfaction of employees with long years of past service. Finding from the previous study also lead us to believe that job satisfaction will change with job seniority. A negative relationship between job satisfaction and turnover has been reported by a large no. of investigators (e.g. Atchinson and Effects 1972). In other words the less satisfied worker tend to resign and the more satisfied ones tend to remain in the job. This result in a higher level of satisfaction being reported by employees who job seniority is greater.

As far as the impact of educational qualification on welfare is concerned, employees with high educational qualification are not satisfied with welfare measures provided by the company. This indicates that they are not satisfied in their job with respect to this factor. Human relation is maintained when the employees are satisfied economically, socially and psychologically. Welfare measures motivate the employees for better contribution to the organization. It improves morale and works as an effective advertisement for the employer. So the company should take steps to provide satisfactory welfare measures to the employees.

From table 3 it also becomes clear that the employees at the age of 40 and below are satisfied with the medical benefits provided in the organization. Their job satisfaction level is also high with reference to medical facility in comparison to employees at the age of above 40 years. Thus it can be said that the workers who are young are satisfied with medical facilities provided in the company than the senior employees As the age of the employees grows they may get more physical problems than the younger ones. So medical facilities should be provided as per the need of the problems. The senior employees could be the source of inspiration to young people. Appropriate measures can be taken by the organization to provide better medical facility in order to satisfy them.

Finally, there is significant difference among the opinion of employees in different age groups with reference to loan facility provided in the job. It is evident that the employees who are young are more satisfied than the senior person. The senior persons have more commitments like meeting family expenses, educational expenses of the children, taking care of the dependents etc. To meet all these expenses they may struggle which causes diversion from their job. It leads to turn over and unproductivity. To avoid all these, better facilities can

be given to the employees. Because motivating the employees by identifying and satisfying their unsatisfied needs will provide security and satisfaction to the employees.

IMPLICATIONS

In view of the significant effect of medical facility, welfare measures and loan facility on job satisfaction and age and educational qualification of employees, these are some practical implications for the textile industry in particular and to business people in general. It would be a significant step to find out the necessities of loyal "employees in order enhance the satisfaction level with reference to medical and loan facilities. Secondly there should be consistent efforts on the part of the employer to provide all facets of job satisfaction. Employees welfare and faculty must be given due importance so that they have high job satisfaction.

SUGGESTIONS FOR FURTHER RESEARCH

Research is a continuous process. Improving the job satisfaction of employees is the need of the hour. This study that focuses on job satisfaction is a starting point. Based on the experience gained from the study, the researchers suggest the following areas of further research.

- Comparative study can be undertaken on job satisfaction among private and public sector organizations.
- Research on job satisfaction can be carried out by incorporating other outcome variables like mental health, managerial efficiency, quality of work life and recognition.

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Table 1: One way ANOVA showing the job satisfaction and length of past service

Groups	N	Mean	SD	SE _M	Sum of squares	Mean score	F-ratio
Less than 5	20	30.1	6.2	0.8	609.34	203.11	5.48
6-10	22	32.5	5.5	0.5	11711.53	37.06	
11-15	41	31.6	6.7	0.6			
16 and above	17	38.7	5.3	0.7	12320.87		

Table 2: One way ANOVA showing the education and welfare measure on job satisfaction

Education	N	Mean	S.D	Sum of squares	Mean score	F-ratio
Diploma	52	4.833	0.50	9.00	4.50	0.08
Engineering	36	4.750	0.45	52.62	5.73	
P.G and above	12	4.760	0.67			
Total	100	4.770		55.71		

Table 3: Chi-square test - showing the impact of age on medical benefits

Age	Strongly agree	Agree	Disagree	Row Total	χ^2	DF	LS
Less than 30 years	10	25	5	40	27.4	6	0.05
31 – 40 years	10	5	5	20			
41- 50 years	5	15	5	25			
Above 50 years	5	5	5	15			
Col total	30	50	20	100			

Table 4: Chi-square test - showing the effect of age on loan facilities

Age	Strongly agree	Agree	Disagree	Row total	χ^2	DF	LS
Less than 30 years	20	15	5	40	21.32	6	0.05
31 – 40 years	9	6	5	20			
41- 50 years	8	10	7	25			
Above 50 years	5	5	5	15			
Col total	42	36	22	100			