

A study on job satisfaction of paper mill employees with special reference to udumalpet and palani taluk

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ABSTRACT

Job satisfaction is a general attitude towards one's job, the difference between the amount of reward workers receive and the amount they believe they should receive. Employee is a back bone of every organization, without employee no work can be done. So employee's satisfaction is very important. Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers. As Udumalpet and Palani Taluk are famous for paper industries, the main aim of this study is to analyze the satisfaction level of paper mill employees. Chi-Square test and percentage analysis have been used in this study to analyze the job satisfaction of paper mill employees in Udumalpet and Palani Taluk. The study shows that only 44% of the employees are satisfied with the working conditions, 31% of them with the welfare facilities, 44% of them with the accident compensation, and 42% of them are satisfied with the rewards provided and 52% of them are satisfied with the grievance handling procedure. The organization may give importance to certain factors such as Canteen, rest room facilities, rewards, recognition and promotion policy so that satisfaction of the employees may be improved further.

Key words: Job satisfaction, Paper mill, Job security, Rewards, working conditions

1. INTRODUCTION

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, responsibility, skill and knowledge". Job satisfaction has some relation with the mental health of the people. It spreads the goodwill of the organization. Job satisfaction reduces absenteeism, labour turnover and accidents. Job satisfaction increases employee's morale, productivity, etc. Job satisfaction creates innovative ideas among the employees. Individuals may become more loyal towards the organization. Employees will be more satisfied if they get what they 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 conditions, etc. these conditions are less significant when compared to pay.

2. STATEMENT OF THE PROBLEM

Employees play an important role, so employee's satisfaction is a very essential one, hence there arises a need to study the job satisfaction of paper mill employees,

3. OBJECTIVES OF THE STUDY

1. To analyze the satisfaction level of the employees working conditions
2. To analyze the satisfaction level of the employees rewards
3. To analyze the satisfaction level of the employees welfare measures and Job security
4. To suggest some measures for improving the satisfaction level of the employees.

4. SCOPE OF THE STUDY

- Job satisfaction should be major determinants of an employee organizational behavior.
- A satisfied employee will be having positive attitude towards his or her job and would go beyond the normal expectation in his or her job.
- A person who places high importance on imagination, independence and freedom is likely to be poorly matched with an organization that seeks conformity from its employees.

5. RESEARCH METHODOLOGY

1. **Research design:** A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.
2. **Sampling design:** Sampling design refers to the technique or procedure the researcher would adopt in selecting items from the sample.
3. **Sampling size:** 100 employees were selected after considering time and cost.
4. **Sampling method:** Convenience method of sampling is used to collect the data from the respondents.
5. **Data collection:** The data is collected from both primary and secondary sources. Primary data is collected through interview schedule and the secondary data is collected from books, magazines, and websites etc.

6. SAMPLING TECHNIQUE

For the purpose of research study, the method of simple random sampling is undertaken.

7. STATISTICAL TOOLS USED

The collected data has been analyzed by using

- a) Percentage analysis
- b) Chi square test

8. LIMITATIONS OF THE STUDY

The study is limited to udumalpet and Palani Taluk only and therefore, the findings of the study cannot be extended to other areas. All the findings and observations made in the study are purely based on the respondents' answers which may be biased. Time and cost is also another constraint.

9.1 HYPOTHESIS OF THE STUDY

1. There is no association between working conditions and job satisfaction.
2. There is no association between rewards provided and job satisfaction
3. There is no association between welfare measures and job satisfaction
4. There is no association between job security and job satisfaction.

10. REVIEW OF LITERATURE:

Keith Davis, “Job satisfaction is defined as “Favorableness or unfavorableness with which the employees view their work and results when there is a fit between job characteristic and wants of the employees”

Stephen P. Robbins: Job satisfaction as the “difference between the amount of rewards the workers receive and the amount they believe they should receive”.

Further he says, “Job satisfaction is an individual general attitude towards his or her job”.

C.B.Mamoria explains: “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, responsibility, skill and knowledge”.

In Locke words, “Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”.

Robert L. Kahn reveals, “Job satisfaction does seem to reduce absence, turnover and perhaps accident rates”

Robert A. Baron: Job satisfaction is the positive or negative attitude held by individuals toward their job

Further he says, “Job satisfaction is defined as individual cognitive, affective and evaluative reaction towards their job”.

11. ANALYSIS AND INTERPRETATION**Table I: MARITAL STATUS**

Marital status	Number of employees	Percentage (%)
Married	85	85
Bachelors	15	15
TOTAL	100	100

Source: Primary data

From the above table, it is inferred that 85% of the respondents are married, 15% of the respondents are bachelors.

Table II: DESIGNATION

Designation	Number of employees	Percentage
Executives	11	11
Staff	32	32
Workers	57	57
Total	100	100

Source: Primary data

From the above table, it is inferred that 57% of the respondents are workers, 32% of the respondents are staff members and 11% of the respondents are executives

Table III: DEPARTMENTS

Departments	Number of employees	Percentage (%)
Personnel	8	8
Marketing	4	4
Finance	6	6
Production	53	53
Others	29	29
Total	100	100

Source: Primary data

From the above table, it is inferred that 53% of the respondents are working in production department, 29% of the respondents are working in others, 8% of the respondents are working in personnel departments, 6% of the respondents are working in finance department and 4% of the respondents are working in marketing department.

Table IV: NUMBER OF YEARS OF SERVICE

Years of service	Number of employees	Percentage (%)
below10	33	33
11-20	16	16
21-30	40	40
31-40	10	10
Above 41	1	1
TOTAL	100	100

Source: Primary data

From the above table, it is inferred that 40% of the respondents come under 21- 30 years of service, 33% of the respondents comes under less than 10 years of service, 16% of the respondents comes under 11-20 years of service, 10 % of the respondents 31-40 years of service and 1% of the respondent comes under above 41 years of service.

Table V: EDUCATIONAL QUALIFICATION

Education level	Number of employees	Percentage (%)
10 th	21	21
12 th	16	16
ITI	7	7
Diploma	6	6

Graduates	36	36
Post Graduates	7	7
Others	7	7
TOTAL	100	100

Source: Primary data

From the above table, it is inferred that 36% of the respondents are graduate, 21% of the respondents are completed 10th standards, 16% of the respondents are completed 12th, 7% of the respondents completed PG and ITI and 6% of the respondents completed diploma.

Table VI: MONTHLY INCOME

Monthly income (Rs)	Number of employees	Percentage
below10000	74	74
10001-15000	19	19
15001-20000	5	5
Above 20001	2	2
TOTAL	100	100

Source: Primary data

From the above table, it is inferred that 74% of the respondents are earning less than 10000 rupees, 19% of the respondents are earning between 10001 and 15000, 5% of the respondents are earning between 15001-20000 and 2% of the respondents are earning above 20001

Table VII: SATISFACTION LEVEL FOR WORK ENVIRONMENT

Working environment	Number of employees	Percentage
Highly satisfied	42	42
Satisfied	44	44
Neutral options	12	12
Disagree	1	1
Strongly Disagree	1	1
TOTAL	100	100

Source: Primary data

From the above table, it is inferred that 44% of the employees are satisfied with the working conditions, 42% of the employees are highly satisfied with the working conditions, 12% of the employees have no idea and 1% of the employee is dissatisfied.

Table VIII: OPINION ON GRIEVANCE HANDLING

Grievance handling	Number of employees	Percentage
Highly Satisfied	35	35
Satisfied	52	52
Neutral Options	10	10
Disagree	1	1
Highly Disagree	2	2
TOTAL	100	100

Source: Primary data

From the above table, it is inferred that 52% of the employees are satisfied with the grievance handling procedure, 35% of the employees are highly satisfied with the grievance handling procedure, 10% of the employees have neutral opinion, 2% of the employees are highly dissatisfied and 1% of the employee is dissatisfied with the grievance procedure.

Table IX: SUPPORTIVE RELATIONSHIP WITH COLLEAGUES

Supportive colleagues	Number of employees	Percentage
Highly Satisfied	39	39
Satisfied	50	50
Neutral Options	9	9
Disagree	1	1
Highly disagree	1	1
TOTAL	100	100

Source: Primary data

From the above table, it is inferred that 50% of the respondents are satisfied with the relationship with the colleagues, 39% of the respondents are highly satisfied with the co-workers relationship, 9% of the respondents are having neutral opinion and 1% of the respondent is dissatisfied with the relationship.

Table X: OPINION ON EQUITABLE REWARDS

Equitable rewards	Number of employees	Percentage
Highly satisfied	39	35
Satisfied	50	42
Neutral options	9	17
Dissatisfied	1	2
Strongly Dissatisfied	1	4
TOTAL	100	100

Source: Primary data

From the above table, it is inferred that 42% of the respondents are satisfied with the reward system, 35% of the respondents are highly satisfied with the reward system, 4% of the respondents are highly dissatisfied with the reward system and 2% of the respondents are dissatisfied with the reward system.

Table XI: OPINION ON WELFARE FACILITIES

Welfare facilities	Number of employees	Percentage
Highly satisfied	31	31
Satisfied	31	31
Neutral options	26	26
Dissatisfied	7	7
Highly Dissatisfied	5	5
TOTAL	100	100

Source: Primary data

From the above table, it is inferred that 31% of the respondents are highly satisfied with the welfare facilities, 26% of the respondents are having neutral opinions, 7% of the respondents are dissatisfied with the welfare facilities and 5% of the respondents are highly dissatisfied with the welfare facilities provided.

Table XII: SATISFACTION LEVEL FOR PROMOTION POLICY

Promotion policy	Number of employees	Percentage
Highly satisfied	41	41
Satisfied	38	38

Neutral	14	14
Disagree	2	2
Highly Disagree	5	5
TOTAL	100	100

Source: Primary data

From the above table, it is inferred that 41% of the respondents are highly satisfied with the promotion policy, 38% of the respondents are satisfied with the promotion policy, 14% of the respondents are having neutral opinions, 5% of the respondents are highly disagree with the promotion policy and 2% of the respondents are disagree with the promotion policy having neutral opinions, 2% of the respondents are strongly disagree with the rest intervals and 2% of the respondents are disagree with the rest intervals.

Table XIII: JOB INTEREST

Job interest	Number of employees	Percentage
Highly satisfied	55	55
Satisfied	40	40
Neutral options	3	3
Disagree	1	1
Strongly Disagree	1	1
TOTAL	100	100

Source: Primary data

From the above table, it is inferred that 55% of the respondents are highly satisfied with the job interest, 40% of the respondents are satisfied with the job interest. 3% of the respondents are having neutral opinions, 1% of the respondents are disagreeing with the job interest and 1% of the respondents are strongly disagreeing with the job interest.

Table XIV: SATISFACTION LEVEL FOR SAFETY PROVISIONS

Safety provisions	Number of employees	Percentage
Highly satisfied	55	53
Satisfied	40	38
Neutral options	3	6
Disagree	1	1
Strongly Disagree	1	2
TOTAL	100	100

Source: Primary data

From the above table, it is inferred that 53% of the respondents are highly satisfied with the safety provisions, 38% of the respondents are satisfied with the safety provisions. . 6% of the respondents are having neutral opinions, 2% of the respondents are highly disagree with the safety provisions and 2% of the respondents are disagree with the safety provisions.

Table XV: SATISFACTION LEVEL FOR OPINIONS CONSIDERATION

Opinions consideration	Number of employees	Percentage
Highly satisfied	35	35
Satisfied	45	45
Neutral options	17	17
Disagree	1	1
Highly Disagree	2	2
TOTAL	100	100

Source: Primary data

From the above table, it is inferred that 45% of the respondents are satisfied with the opinions consideration, 35% of the respondents are highly satisfied with the opinions consideration. 17% of the respondents are having neutral opinions, 2% of the respondents highly disagree with the opinions consideration and 1% of the respondent disagrees with the opinions consideration. From the above table, it is inferred that 31% of the respondents are highly satisfied with the rest room, 35% of the respondents are satisfied with the rest room. 17% of the respondents are having neutral opinions, 2% of the respondents are strongly disagreeing with the rest room and 1% of the respondents are disagreeing with the rest room.

11.1 CHI SQUARE TEST

Chi- square test is carried out to test the hypothesis of the study. Here SA indicates – Strongly agree, A- Agree, N- Neutral, D- Disagree, SD- Strongly disagree.

11.1.1 ASSOCIATION BETWEEN EXPERIENCE AND OPINION ON THE SALARY

NULL HYPOTHESIS (H_0): There is no association between experience and opinion on the salary.

EXPERIENCE	SALARY					
	SA	A	N	D	SD	TOTAL
Below10	6	18	5	3	1	33
11-20	4	6	2	4	0	16
21-30	14	13	10	2	1	40
31-40	6	2	2	0	0	10
Above 41	0	0	0	1	0	1
TOTAL	30	39	19	10	2	100

CALCULATED CHI SQUARE VALUE: 12.1

Degree of freedom: $(5-1), (5-1) = 16$

The table value for chi square 16 degrees of freedom at 5% level of significance is 26.20, since the calculated value is less than the table value, the null hypothesis is accepted .Hence we can infer that there is no association between experience and opinion on the salary.

11.1.2 ASSOCIATION BETWEEN EXPERIENCE AND OPINION ON CORDIAL ENVIRONMENT:

NULL HYPOTHESIS (H_0):

There is no association between experience and opinion on cordial environment.

EXPERIENCE	OPINION					
	SA	A	N	D	SD	Total
Above 10	20	8	3	2	0	33
11-20	11	3	1	0	1	16
21-30	22	14	4	0	0	40
31-40	4	3	3	0	0	10
Below 41	0	0	1	0	0	1
TOTAL	57	28	12	2	1	100

CALCULATED CHI SQUARE: = 12.31

Degrees of freedom: $(5-1), (5-1) = 16$

The table value for chi square 16 degrees of freedom at 5% level of significance is 26.20, since the calculated value is less than the table value, the null hypothesis is accepted. Hence we can infer that there is no association between experience and opinion on cordial environment.

11.1.3. ASSOCIATION BETWEEN EXPERIENCE AND OPINION ON WORKLOAD IS UNIFORM.

NULL HYPOTHESIS (H₀)

There is no association between experience and opinion on workload is uniform.

		OPINION					
EXPERIENCE		SA	A	N	D	SD	TOTAL
	<10	8	13	8	2	2	33
	11-20	4	6	4	1	1	16
	21-30	10	17	10	1	2	40
	31-40	4	3	2	0	1	10
	>41	0	1	0	0	0	1
	TOTAL	26	40	24	4	6	100

Calculated Chi square value= 2.25

Degrees of freedom: (5-1), (5-1) = 16

The table value of chi square 16 degrees of freedom at 5% level of significance is 26.20, since the calculated value is less than the table value, the null hypothesis is accepted. Hence we can infer that there is no association between age and opinion of workload.

11.1.4. ASSOCIATION BETWEEN EXPERIENCE AND OPINION ON FREQUENT REWARDS PROVIDED.**NULL HYPOTHESIS (H₀)**

There is no association between experience and opinion on frequent rewards provided.

		EXPERIENCE			OPINION		
FACTORS	SA	A	N	D	SD	TOTAL	
<10	8	17	8	0	0	33	
11-20	5	7	3	0	1	16	
21-30	16	15	8	0	1	40	
31-40	5	4	0	1	0	10	
>41	1	0	0	0	0	1	
TOTAL	1	0	0	0	0	100	

Calculated chi square value = 5.46

Degrees of freedom (5-1), (5-1) =16

The table value of chi square for 16 degrees of freedom at 5% level of significance is 26.20, since the calculated value is less than the table value, the null hypothesis is accepted. Hence we can infer that there is no association between experience and opinion on frequent rewards are provided.

12. CONCLUSION

The organizations lack the relationship between workers and supervisors, it should be given due consideration. The organizations also lack on certain factors such as working conditions, Canteen, rest room facilities, rewards, recognition and promotion policy. Employee's welfare measures and Job security should be given utmost importance, so that the employee's turnover may be restricted.

The organizations need to modify the reward system of the employees and promotions must be given based on merit, educational qualification and experience, and if these factors are given little more care, the company can maintain good workers with high level of satisfaction, organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity.

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Received June 2011

Accepted July 2011

Final acceptance in revised form September 2011
