



A STUDY ON EMPLOYEE SATISFACTION AMONG EMPLOYEES IN ARIGNAR ANNA SUGAR MILLS, THANJAVUR

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ABSTRACT

Employee satisfaction is defined as the employee's reaction to what he or she receives from the job, that is, the work environment. By looking at the differences between what employees want and what they get, public sector employers can make organizational improvements or changes to the work environment that may motivate employees. Wright, B. (2001, October) 2 .The present study revealed that significantly higher percentage of the workers was satisfied with their present job at Arignar Anna sugar mills. The study further suggested that pay, benefits and working conditions for their overall employee satisfaction. The present study was designed to investigate the satisfaction level regarding that pay, benefits and working environment at Arignar Anna Sugar Mills Limited. A structured questionnaire was used to collect the required data. In analyzing data descriptive statistics were applied. A total 100 respondents were selected on random sampling basis. Primary and secondary sources of data are used for this present study.

1.1. INTRODUCTION

Employee satisfaction, also known as job satisfaction, is the extent to which an individual is happy with their job and the role it plays in their life. The extent to which employers prioritize employee satisfaction depends on the employer and the industry – the Hawthorne studies and the work of George Elton Mayo in the 1930s put the link between employer satisfaction and productivity on the radar.

Satisfaction researchers tend to differentiate between affective satisfaction and cognitive job satisfaction – affective satisfaction is the sum total of pleasurable emotions and

feelings associated with the job and its place in the individual's life, whereas cognitive satisfaction refers to rational satisfaction over particular facets of the job e.g. pay and day-to-day responsibilities.

There are a wide variety of theories surrounding employee satisfaction. Dispositional theory, for example, argues that individuals are predisposed to a certain level of job satisfaction regardless of the job or industry. Range of Affect Theory, put forward by Edwin A. Locke in the 1970s, is a theory based on expectations – satisfaction depends on the gap between what an employee expects from a job and what they actually get.

Employee satisfaction plays an essential role in motivating the employees to deliver their level best and also leads to a positive ambience at the workplace.

Employee satisfaction is no rocket science and trust me; it does not take much to satisfy your employees. Small but sincere efforts are enough to satisfy employees so that they not only enjoy their current roles and responsibilities but also stick to the organization for a long time.

Let us go through ways which improve employee satisfaction.

Individuals should be assigned work as per their expertise, interest area and specialization.

If you expect a marketing guy to do justice in an accounts profile, he is bound to get demotivated, which would eventually affect his performance. Discuss with the employees at the time of their joining only as to what profile would suit them the most to avoid confusions later on. Key responsibility areas should be communicated to the employees very clearly from day one. If employees work on something

which they are best at, not only they would be happy and satisfied but also yield better results.

No employee should be overburdened. Work has to be equally distributed among all. Why should only one employee do everything while others just come, enjoy and go back home? Favouritism and partialities have no place in the professional world. Please do not give less work to someone just because he is your friend and you like him. This way, others who actually end up doing more work eventually lose interest and start looking for better opportunities.

Promote a healthy work culture. **Encourage employees to talk to each other, discuss among themselves and work as a single unit not for themselves but for the organization.** It is indeed the responsibility of the management to make their employees realize that they all are a part of a single family and it is foolish to fight amongst themselves and create unnecessary problems for each other. Let them have their lunch together or go out for small get together once in a while. This way, they seldom find office monotonous, are satisfied with their jobs and also work with full dedication.

Employees are unsatisfied the most when their voices are not heard. It might be a small problem for you but for the other person, it can be a major cause of concern. Grievances need to be addressed on an immediate basis. It is the responsibility of the human resource professionals to sit with their employees on a regular basis and find out whether they are satisfied with their jobs or not? Let them come out with their problems.

Give ample growth opportunities to employees. Employees lose interest in work, the moment they have nothing new to do. Give them new assignments, new challenges, new roles so that they get to learn something interesting every day. Do not unnecessarily pressurize them for unrealistic targets. Do not interfere much and let them work in their own way. Guide them whenever required.

Not appreciating the employees when they have performed well leads to dissatisfaction and negativity in them. The credit should not always go to the top management and team leaders but to the employees as well.

Bosses should not forget that their role is not to shout on their subordinates but to handhold them and stand by them even in the worst situations.

Majority of the employees are frustrated because they do not have an understanding BOSS.

Nothing works better than rewarding employees suitably and releasing their salaries on time. Most of the times, employees have a problem because they do not get their incentives and payments when they require the most. Why would an individual slog for an entire day if he does not require money? Do not create too much of a problem in clearing their bills.

Factors of Employee Satisfaction

Keeping employees engaged and satisfied takes more than just good pay and benefits. The following list reveals some of the key job satisfaction aspects cited by employees:

- **Respect** – According to the SHRM report, employees rate respectful treatment of all employees as the most important factor in job satisfaction.
- **Trust** – Perhaps because of workplace uncertainty in the years following the Great Recession, employees indicated that trust between themselves and senior management was another highly important satisfaction factor.
- **Security** – If you've ever had to go to work each day wondering whether your job is secure, you know it can cause a great deal of anxiety. Organizations can provide a sense of security through honest communication and transparency about the company's health and long-term viability.
- **Healthy Environment** – Workplaces that are free from stress, morale issues, harassment and discriminatory practices can create a positive and healthy environment for everyone.
- **Career Path** – No one wants a dead-end job. Employees are more likely to excel when they can see an established upward path, with the opportunity to earn a higher wage and take on greater responsibilities.
- **Pay and Benefits** – Good wages aren't the only reason employees find satisfaction in their jobs, but they typically rank high on the list. Competitive pay generally makes employees feel valued, and gives them less reason to look elsewhere for work.

2. COMPANY PROFILE

Arignar Anna sugar industry was incorporated on July 12 / July 21, 1954 as a Public Limited Company with an objective of setting up a sugar factory at kurungulam, Thanjavur. The Company was promoted by late. S. Rajendran. The entire plant and machinery was imported from BMA in West Germany. The factory commenced commercial production in the year 1956 with a crushing capacity of 1200 tons of cane per day (TCD). The crushing capacity was expanded to 2000 TCD in the year 1974. Strong emphasis has also been given to cane development resulting not only in increased availability of cane, but also improvement in its quality through propagation of high sugar varieties.

With a view to expand the crushing capacity and also effectively exploit the availability of abundant sugarcane in Thanjavur, the Company set up a new mill in 1990 at kurungulam, , Thanjavur, Tamil Nadu with a crushing capacity of 2500 TCD. The Company has been making substantial investments to expand and diversify its operations in the areas of bagasse based cogeneration power plant and a distiller

SUGAR

Both the Plants manufacture plantation white sugar from sugarcane. The byproducts arising out of sugar manufacture are Bagasse, Molasses and Pressmud.

BAGASSE

The sugar plants will generate a quantity equal to 30% of total cane crushed. The entire bagasse is burnt in the boilers to generate steam for power generation as well as for sugar production.

MOLASSES

Molasses produced will be around 4.5% of total cane crushed. The molasses will be in processed in the Distillery to produce Rectified Spirit (RS) and ENA (Extra Neutral Alcohol) which are consumed by the IMFL units.

PRESS MUD

Press mud produced in the process of sugar manufacture will be sent to Distillery.

DISTILLERY

The molasses produced in the sugar plant is fermented in the Distillery along with enzymes to produce a fermented wash. The wash is distilled in a series of distillation columns to produce Rectified Spirit (RS). The RS may be sold in the market. The RS is further distilled and purified to produce Extra Neutral Alcohol (ENA)

which is consumed by bottling units to produce IMFL. The impure materials removed during the production of RS and ENA are sold to those who produce different alco chemicals like Acetaldehyde, Acetic acid, Acetic Anhydride, Ethyl Acetate etc., The unit has also set up facilities to produce Ethanol,100% Ethyl Alcohol which can be used as a automotive fuel by blending with gasoline. The unit is in readiness state to support the Ethanol blending programme of Government of India. In the above process spent wash is generated as a waste stream of which disposal as per norms is critical for environmental compliance. The spent wash so generated is mixed with the Press mud obtained from sugar mills in the compost yard to produce compost, an organic fertilizer. The composting activity is accelerated by the addition of a mixture of inoculams.

3. REVIEW OF LITERATURE

Savery (1989) highlighted the job satisfaction of nurses in Perth, Western Australia. The job satisfaction level of the nurses was mainly due to interesting and challenging work which was followed by a feeling of achievement wherein, he even said salary was ranked as a very low satisfier. The job satisfaction level increased as the person grew old where in the variables like gender, time in hospital, position held were controlled. Organizations should always focus on satisfying the three basic needs (Individual motivators, Employee relationships and personal relationships) of an employee which will in return help the employees in achieving job satisfaction.

Melvin (1993) stated that the environmental design of an organization plays a very important role in job satisfaction at the same time it also plays an important role in employees high job involvement. A good environmental design of an organization helps in resolving the conflicts and confusion. The author even cites that it is the responsibility of the management to design the environment in such a manner that it reduces the dissatisfaction where in the work tasks, working patterns are properly mentioned.

MacDermid(1999) studied the job satisfaction level of workaholics. He said there are six variables of workaholic patterns i.e. Workaholics, Enthusiastic Workaholics, Work Enthusiastic, Unengaged Workers, Relaxed

Workers and Disenchanted Workers. The job satisfaction level and career satisfaction level was much more in Enthusiastic Workaholics, Work Enthusiastic, Relaxed Workers than Workaholics, Unengaged Workers and Disenchanted Workers because of the future career prospects, working involvement, drive and work enjoyment.

Beumont (1982) in his article highlights the job satisfaction level of general household in United States & Britain where in there is a close fit relationship in U.S than Britain. In the study he found that in U.S there is a positive relationship between Job Satisfaction and Age where as in Britain it was considerably low.

Partridge (1981) studied the job satisfaction level of women in Britain in which he found that the job satisfaction level of women was more as compared with black men, as they normally have low expectations from their jobs. At the same time they have a greater feeling that the alternative jobs available to them differs very less than those available to them.

Saari & Judge (2004) discussed on employee attitudes leading to job satisfaction. The employee attitude is related to the job, when a person has a liking towards to the job the satisfaction level increases there by increasing the organization performance as in a whole.

Savery (1987) highlights the effect of motivators on job satisfaction. He states intrinsic motivators' helps in achieving job satisfaction. The study says stress being one of the major reason leading to dissatisfaction therefore it has to be taken care of properly to reduce the level of dissatisfaction. The immediate supervisor is the person who has a major influence on job satisfaction. The supervisor helps in increasing the satisfaction level by offering more of intrinsic motivators like challenging work and career development to the subordinates and he is the one who provides the most tangible assistance to the subordinate.

4. DATA COLLECTION MEDHODS

Researchers need to consider the sources on which to base and confirm their research and findings. They have a choice between primary data and secondary sources and the use of both, which is termed triangulation, or dual methodology.

Primary data is the data collected by the researcher themselves, i.e.

1. interview
2. observation
3. action research
4. case studies
5. life histories
6. questionnaires
7. ethnographic research
8. longitudinal studies

Secondary data sources are data that already exists

1. Previous research
2. Official statistics
3. Mass media products
4. Diaries
5. Letters
6. Government reports
7. Web information
8. Historical data and information

4.1 DATA COLLECTION

Data collection done through interactions with employee

4.2 RESEARCH INSTRUMENT

A **questionnaire** is a research instrument consisting of a series of questions (or other types of prompts) for the purpose of gathering information from respondents. The questionnaire was invented by the Statistical Society of London in 1838.

Although questionnaires are often designed for statistical analysis of the responses, this is not always the case. Questionnaires have advantages over some other types of surveys in that they are cheap, do not require as much effort from the questioner as verbal or telephone surveys, and often have standardized answers that make it simple to compile data. However, such standardized answers may frustrate users. Questionnaires are also sharply limited by the fact that respondents must be able to read the questions and respond to them. Thus, for some demographic groups conducting a survey by questionnaire may not be concrete.

4.3 RESEARCH TOOLS

This part of study is mainly focused on verifying main objectives of study. Researcher used **Chi square, simple percentage and graphs** as statistical tool for analysis of data

4.4 CONCEPTUALIZATION

Sugar

Both the Plants manufacture plantation white sugar from sugarcane. The byproducts arising out of sugar manufacture are Bagasse, Molasses

and Pressmud.

Bagasse

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4.5 PROFILE OF RESPONDENTS

5.1. DATA ANALYSIS AND INTERPRETATION

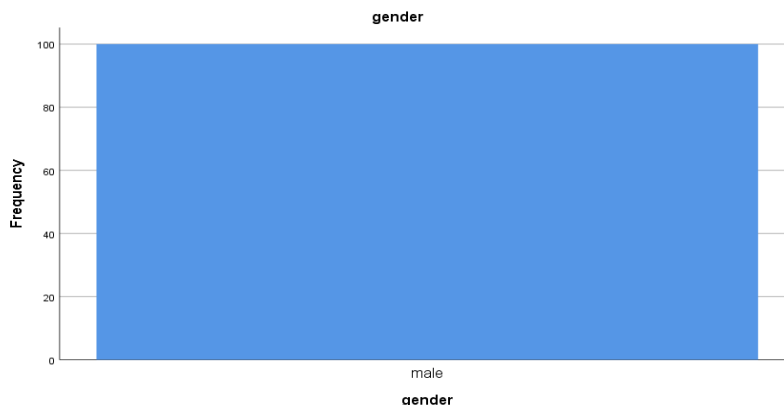
5.1

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	100	100.0	100.0	100.0

INTERPRETATION

In the above table all the respondents specified male. According to this all the employees in the concern are male



The survey was conducted among employees in Arignar Anna Sugar Mills Limited Thanjavur.

The total population is above 656 employees the sample population of my study is 100 employees

4.6 HYPOTHESIS

H0: There is no significance relationship between experience and Managers and Supervisors have a clear commitment to maintaining high quality standards

H1: There is a significance relationship between experience and Managers and Supervisors have a clear commitment to maintaining high quality standards

H0: There is no significance relationship between age and I am encouraged to come up with new and efficient ways to complete a task

H1: There is no significance relationship between age and I am encouraged to come up with new and efficient ways to complete a task.

5. DESCRIPTIVE ANALYSIS OF PRIMARY DATA

This part of study is mainly focused on verifying main objectives of study. Researcher used Chi square, simple percentage and graphs as statistical tool for analysis of data

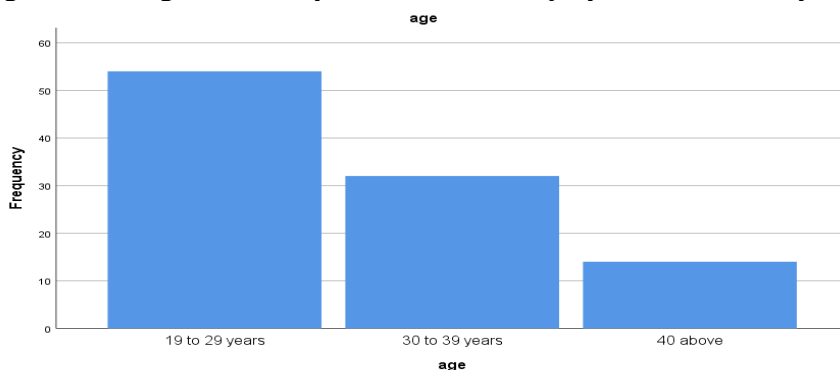
5.2

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	19 to 29 years	54	54.0	54.0	54.0
	30 to 39 years	32	32.0	32.0	86.0
	40 above	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

INTERPRETATION

In the above specified table, 54% of the respondents belong to 19 to 29 years of age, 32% of the respondents belong to 30 to 39 years of age, 14% of the respondents belong to above 40 years of age. According to this analysis most of the employees are 19 to 29 years of age



6. CONCLUSION

For centuries, employee's was not considered an important segment of society. The employees force in India had hardly any effective organization, and the philanthropists only advocated a humanitarian approach for providing the labour with better living and working conditions. With the advent of industrial revolution in India, the migration of rural population to the urban centre and the industrial belts caused socio-economic problems for thousands of persons having been uprooted from the rural moorings. The industrial workers needed welfare services to be provided to them in their surroundings, so as to enable them to adapt themselves to the changed environments. The workers thereafter started considering the provisions of welfare amenities, either as a matter of right, or as an integral part of service conditions. In the present study, review of the labour welfare measures of the sugar mills has been made and the perception of the employees has been examined. Majority of the sample employees are satisfied with the labour welfare measures. The respondents have problems with

the feedback and suggest measures like supervisors help, quality, facilities for training and education, adequate leave travel allowance, facilities for career advancement, adequate social security measures, maintenance of rest and lunch room, measures for control and reduction of stress, improving the standard of the canteen, adequate sports and recreational facilities, reasonable benefits for dependents, and adequate production incentives to improve the standard of labour welfare in the select sugar mills . If this study provokes the people concerned to take some positive measures in order to improve the standard of employee satisfaction, the researcher will feel amply rewarded.

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