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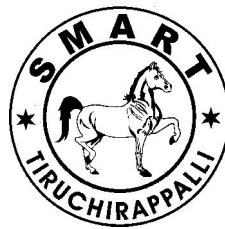
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A STUDY ON JOB SATISFACTION OF THE CANNING INDUSTRIES COCHIN LIMITED, THRISSUR, KERALA

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Abstract

Job satisfaction and dissatisfaction are directly linked to the organizational climate. Dissatisfaction or discontent among employees of an organization reduces commitment towards the job and the organization as a whole. Hence the study of employee satisfaction is very important to the survival and growth among business enterprises. The present study was carried out in an agribusiness enterprise with an objective to understand the degree of job satisfaction of employees. The study was based on primary data collected by using pre-structured schedules, which also include the standardized Minnesota Satisfaction Questionnaire (MSQ). Scaling Techniques and Regression Analysis were used to analyse the data. The analysis reveals that employees were satisfied with the organization. It is also substantiated with the age group of employees and long years of service in the same organization. Other socio economic independent variables, treated with Regression Analysis, have not significantly influenced the level of job satisfaction. The study also identified the role of a high profile Human Resource Department.

Setting

Human Resource should be utilized to the maximum possible extent in order to achieve individual and organizational goals. The employee's performance is the principal factor which determines the success of any organization. However, the employee's performance is largely influenced by motivation and job satisfaction. Job Satisfaction is a feeling of emotional response to the work we do and the environment in which we do that work. If the feeling we experience is a positive one, we experience job satisfaction and if it is negative, we experience job dissatisfaction. It is the feeling of an individual employee. Job satisfaction and dissatisfaction are directly linked to the organizational climate. Dissatisfaction or discontent among employees of an organization reduces commitment towards the job and the organization as a whole. Hence

the study of employee's satisfaction is very important to the survival and growth of any business enterprise. CAICO is a pioneering organization in the field of food processing. Mr.O.T.Vareed, basically a fruit merchant and a visionary thinker, started the Canning Industries Cochin Ltd in 1947 under the Indian Companies Act with an authorized capital of Rs.5 Lakhs. His relentless efforts took the company to the status of supplier for the Indian Army with a strong brand name and image. The establishment of three hi-tech factories with more products viz., squashes, crushes, syrup, lime juice cordial, sauces, pickles, jam, mango pulp, soft drinks and concentrates, ensure its sustainable strength. Considering the competition in the industry and for its sustainable growth, job satisfaction of employees is important. Hence the study attempts to empirically test their correlation.

Objectives

The objective of the study is to understand the degree of job satisfaction of employees of Canning Industries, Cochin.

Methodology

Methodology of the study is presented in the following sequence (a) Sampling Design, (b) Major Parameters (c) Method of Data Collection, (d) Tools for Analysis

(a) Sampling Design

The selected company has three factories at Ernakulam, Thrissur and Mangalore. This study covered only one factory located at Thrissur. The Thrissur factory has 70 employees of all categories. The Researcher carried out census among all employees. The position wise classification of respondents is given in **Table-1**, which is self explanatory.

(b) Major Parameters : Job satisfaction, measured on the basis of different dependent variables and several independent variables are given in **Table-2**

(c) Data Collection: The study is based on primary data collected by using pre-structured schedules which also include the standardized Minnesota Satisfaction Questionnaire (MSQ). MSQ is the questionnaire developed by the University of Minnesota, Minneapolis, U.S.A. The advantage of using MSQ is that it helps to obtain a more individualized picture of employees' satisfaction much deeper than it was possible before. MSQs have been widely used for various studies relating to job satisfaction of different categories of employees throughout the world.

There are two forms of MSQs - short form and long form. The present study adopted the long form which consists of 100 statements. Each statement refers to a Reinforcer in the work environment. Each MSQ scale, i.e. dependent variable, consists of 5 statements. The statements appear in blocks of 20, with statements constituting a given scale appearing at 20 statement intervals. The respondents were asked to indicate how satisfied they were with the Reinforcer in their present job. Five response alternatives were presented for each statement, viz. "very dissatisfied; dissatisfied; neither (dissatisfied nor satisfied); satisfied; and very satisfied".

Tools for Analysis : The study employed simple statistical tools like Percentages, Averages and Indices of Satisfaction. To analyse the level of satisfaction, the questions were graded on a five point Likert Scale.

The scale scores, determined by summing up the weights for the responses chosen for the statements in each scale, are given in **Table-3**. The raw scores for each MSQ scale were converted into indices which indicate the relative position in a norm group. The indices were calculated by using the following formulae:

$$i) \text{ Index} = \left[\frac{\sum_{i=1}^n \sum_{j=1}^m x_{ij}}{n \times \text{maximum score}} \right] \times 100$$

where x denotes the actual score obtained

i denotes the individual

j denotes the statements

n denotes the number of persons

m denotes the number of statements

$$ii) \text{ Overall Satisfaction Index} = \left[\frac{\text{Sum total of the Scores of all Statements for all Respondents under each Scale}}{\text{Maximum Score} \times \text{Number of Statements} \times \text{Number of Respondents}} \right] \times 100$$

All the 20 scales of MSQ had five statements each. The maximum score for all the statements under each scale for a respondent is 25. After obtaining the indices, the degree of satisfaction was determined on the basis of the following scale (**Table-4**).

The degree of dependence between the independent variables and dependent variables was worked out by using the following regression function. The dependent variables are the attributes of job satisfaction whereas the independent variables are the socio-economic characteristics.

$$y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \dots + \beta_{11} x_{11} + u_i$$

Where y is the job satisfaction

β_0 is constant

$\beta_1, \beta_2 \dots$ are coefficients of the independent variables.

Description of the Sample Respondents

The socio-economic variables of the respondents are significant as a prelude to the Study. Socio economic characteristics influence the satisfaction one derives from his work. The variables taken here are age, sex, religion, family size, education, experience, membership in social organization and monetary benefit. The major observations are presented hereunder:

- Age is an important factor which influences many other variables. No respondent was below the age of 30. 52.85 percentage of workers were above 50 years of age. It shows that fresh recruitment did not take place in this factory.
- Seventy six percentage of workers did not go to college. This was mainly due to the fact that the major portion of employees were 50+ and might not have found opportunity to upgrade their educational qualification.

- Long years of experience in a particular firm is an indication of job satisfaction. Interestingly, 47.14 percentage of workers recorded experience of more than forty years.
- Majority of workers (87 percent) were from a family of five members or less.
- The workers were mostly Hindus (57.14 percentage) and Christians (42.85 percentage), the major communities of the Region.
- Majority of employees (60 percent) did not enrol in other social or political organizations.
- 57.14 percentage of workers received a salary between Rs.1500-3000, 21.42 percentage of workers received a salary between Rs.6000 to 9000 and 20 percentage of workers received a salary between Rs.3000 to 6000. Only 1.4 percentage of workers received a salary above Rs.9000. It seems that the factory paid a wage lesser than the market rate since workers were mostly women and they were not inclined to shift their job and organization.
- All workers were eligible for annual bonus which was above Rs.6000/- per worker and it was declared every year. This is also an important factor for job satisfaction.

Analysis of Job Satisfaction of Employees

For the sake of convenience, analysis of data was done with suitable codes. Out of the total 70 respondents, 9 were board members (*BoD*) and 4 were managers. They were brought under the category of Top Level (*TL*), six managers were under Middle Level (*ML*), six office staff under *OS*, one technologist under *T*, two salesmen under *S* and peons under *I*, and 40 workers under *W*. The Table appended is a consolidated and condensed one which speaks about all variables of job satisfaction.

The last but one column reveals the total score obtained by each variable and the last column indicates the job satisfaction index. The following paragraphs and the Table explain the level of satisfaction and variables studied.

High Degree of Satisfaction

The first and foremost aspect of the Study was to understand job satisfaction in relation to their chance to do Social Service. Questions on service to others, service to people, help to people, to do things for people and service of other people were asked to understand whether the employees were concerned about the society and community in which employee is a member.

The second one was in relation to the Employees' Chance to try their own methods of doing the job. To identify this aspect, there were five questions-to try out some of my own ideas, to do new and original things on my own, to try something different, to develop new and better ways to do the job and to try own methods of doing job.

Independence was the third aspect of the study which is to understand the employees' satisfaction in terms of "chance to work alone on the job". The questions included were to work myself, to work alone on the job, to be alone at the job, to work independently of others and to work away from others.

Variety Variable was the fourth aspect of our Study and it speaks about the job satisfaction in relation "to chance to do different things from time to time". Five questions were related to this aspect of variety in work - to do different things from time to time, routine in my work, to do something different everyday and to do many different things on the job.

Ability Utilization was the fifth variable of our study to understand job satisfaction in relation to 'the chance to do something that makes use of my abilities'. The five questions in this respect are related to - to do the kind of work that I do best, to do work that is well

suited to my abilities, to make use of my best, abilities, to do something that makes use of my abilities and to make use of my abilities and skills.

Social Status means 'the chance to be somebody in the community'. There were five questions on - this position in the community that goes with the job to be somebody in the community, to rub shoulder with important people, to be important in the eyes of others and to have a definite place in the community.

Organization Policies could be a source of great job satisfaction or dissatisfaction. Hence company policies should be fair and equally applicable to all, easy to understand, flexible and adaptable. The way company policies are put into practice is also a variable. Policies towards the employees of this company, the way in which they are administered, the way employees are informed, the way policies are put into practice, the way the company treats its employees are five different aspects of this variable.

Supervision is an important one for the efficient working of an organization. They should be able to guide the workers efficiently and also should help to develop the skills of individuals. Hence it is necessary to evaluate the workers' perception of supervision while calculating job satisfaction. Supervisor and I understand each other, the way boss handles his or her employees, my boss backs up his or her employees at the top management, my boss takes care of the complaints of his or her employees and personal relationship are five different expressions of this variable.

Security means the way my job provides for steady employment. Job Security leads normally to better performance. There were five questions on my job security, job provides for a secure future, job provides for steady employment, how steady is my job and pay offs and transfers.

Compensation is in relation to pay and the amount of work an employee does. There were five questions on amount of pay, chance to make as much money as their friends, pay compared with similar jobs in other companies, pay and the amount of work I do and pay compared with that of fellow workers.

The Environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. Good working conditions include various factors such as heating, lighting, physical surroundings, pleasantness, physical working conditions etc.

The Opportunity for Advancement is an important part of job satisfaction. Hence organization should support continuing education and personal growth. There were five statements on opportunities for advancement on job, getting ahead on job, promotion etc.

The variable, Supervision, depends upon the competence of the Supervisor in making decisions. There were five statements on this variable- technical know how, competence, boss delegates work to others, help on hard problems and boss trains his or her employees.

Co-workers are playing a pivotal role in retaining and motivating an employee in an organization. There were five statements on this variable- spirit of co-operation among my co-workers, chance to develop close friendship with my co-workers, friendliness, easy to make friends with and co-workers get along with each other.

Workers will be motivated to do their job well if they have Ownership of Their Work. This requires giving employees enough freedom and power to carry out their task. This variable called, Responsibility, raises five questions on chance to be responsible for planning my work, make decision on my own, responsible for the work of others, freedom to use my own judgment and responsibility for my job.

Individuals at all levels want to be recognized for their achievement on the job. Hence every person has to be constantly fed with appreciation, incentives and promotion .It will ultimately result in enhanced commitment and job satisfaction. These questions are related to the variable called, Recognition - the way I am noticed when I do a good job, the way I get full credit, recognition , praise and the way they tell me when I do my job well.

The level of Achievement the workers acquire is an important part of job satisfaction. It includes timely feedback on their job performance and possibility for their growth and development. The Achievement Variable raises five questions on able to see the results of work I do, to take pride in a job well done, to do something worthwhile, to do my best all the time and feeling of accomplishment.

Activity is the last variable of our study which help us to understand the job satisfaction in relation to be kept busy all the time. The questions on this respect were - active much of the time, to do something much of the time, to stay busy, to be able to go on all the time and to keep busy all the time.

Average Satisfaction

The next variable for the study is to understand job satisfaction in relation to facility to do things that do not go against employees' conscience. These questions include to do the job without feeling it is morally wrong, to do things that do not go against his/her conscience, to do things that do not harm other people and to do a job without cheating anyone.

The above analysis reveals that the employees are satisfied with the organization. It is also substantiated with the age group of employees and long years of service in the same organization. Other socio economic independent variables, treated with regression analysis, have not significantly influenced the level of job satisfaction.

However, the desk workers (office staff category) are highly dissatisfied. For all variables they either gave less index or negative opinion. It warrants a detailed study and the management should urgently meet them to solve their problems. Since they are acting as a bridge between workers and management, they need to be motivated properly.

Required Strategic Interventions

The company under Study is one of the pioneering ventures in the god's own country and it should show its dynamism in terms of establishing a high profile Human Resource Department. The Department should immediately look into the matters in relation to recruitment of new employees for reducing the work load, employees' welfare to motivate the employees, reward system for the best employee to increasing their job satisfaction and training and development. Above all, there must be a scientific Human Resource Planning and Development for the company under the Study.

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Table 1 : Position Wise Classification of Respondents

Name of the post held	Frequency	Percent
Board of Directors	9	12.85
General Manager	1	1.42
Production Manager	1	1.42
Sales Manager	1	1.42
Finance Manager	1	1.42
Branch Manager	3	4.28
Accountant	1	1.42
Supervisor	1	1.42
Assistant Sales Manager	1	1.42
Office Staff	6	8.57
Technologist	1	1.42
Salesmen	2	2.85
Peon	2	2.85
Worker	40	57.14
Total	70	100

Table - 2 : Details of Variables

Dependant Variables		Independent Variables
1) Ability utilization	11) Moral values	1) Personal Variables
2) Achievement	12) Recognition	2) Economic Variables
3) Activity	13) Responsibility	3) Social Variables
4) Advancement	14) Security	4) Length of Service
5) Authority	15) Social service variables	5) Social Welfare
6) Company Policies and Practices	16) Social Status	
7) Compensation	17) Supervision – Human Relations	
8) Co-workers	18) Supervision – Technical	
9) Creativity	19) Variety	
10) Independence	20) Working Conditions	

Table - 3 : Response Scores

Response Choice	Scoring Weight
Very Dissatisfied (VDS)	1
Dissatisfied (DS)	2
Neither (N)	3
Satisfied (S)	4
Very Satisfied (VS)	5

Table - 4 : Degree of Satisfaction

Index	Degree of Satisfaction
≥ 75	High degree of satisfaction
50-74	Average satisfaction
≤ 49	Low degree of satisfaction