

“A Critical Analysis of Job Satisfaction among Workers of Seshasayee Paper and Boards (SPB) Limited, Erode in Recent Years”

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Abstract

Human Resources are one of the most important assets of any organization and Economy. Therefore, human resources should be utilized to the maximum possible extent, in order to achieve individual and organization goals. Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. Factors include: the work itself, conditions, influence of internal and external environment to the job which are uncontrolled by the management etc. The study was conducted to find out the reasons at any kind of dissatisfaction among the employees. SPB, incorporated in June 1960, was promoted by Seshasayee Brothers (Pvt) Limited in association with a foreign collaborator M/s Parsons and Whitte more, South East Asia Inc., USA. Managers should take concrete steps to improve the level of job satisfaction. These steps may be in the form of job redesigning to make the job more interesting and challenging, improving quality of work life, linking rewards with performance, and improving overall organizational climate. The study is based on Descriptive Research which includes survey and fact finding enquires of different kinds. The main characteristic of this type of research is that the researcher has control over the variables. Probability Sampling, here the researcher knows the population whom he wants to conduct the study. Sample Size consists of the permanent employees of Seshasayee Paper and Boards Limited i.e., 300 employees. Out of this the researcher has taken 150 samples from the employees.

Statistical Tools Used

- a) Percentage Analysis,
- b) Chi-square Test., The Overall the job satisfaction of employees in Seshasayee Paper and Boards Limited though is not very high but still satisfactory. But there is still considerable room for improvements.

1.1 Introduction

Human Resource is considered to be the most valuable asset in any organization. It is the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise executives, supervisors, and the rank and file employees. Therefore it is important for every organization to serve the needs of human factors effectively. There are various factors that may affect the working environment of the employees within an organization. Stress is one of the major factors that do demoralize the employees in any organization. To a large extent, the employee's performance is influenced by motivation and job satisfaction. Human resources should be utilized to the maximum possible extent, in order to achieve individual and organization goals.

1.1.1 Job Satisfaction

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as

a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the Satisfaction on the job. The term refers to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling -state accompanying the attainment of any goal, the end-state accompanying the attainment by an impulse of its objectives. Job satisfaction does mean absence of motivation at work. Resource workers differently described the factors contributing to job satisfaction and job dissatisfaction. Hop pock described job satisfaction as, any combination that cause and person truthfully to say I am satisfied with my job.

Job satisfaction is defined as: "The pleasurable emotional state resulting from the appraisal of one's jobs as achieving or facilitates the achievement of one's job values". In contrast job dissatisfaction is defined as "the un pleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's job values or as entailing disvalues". However both satisfaction and dissatisfaction were seen as, "a function of the perceived relationship between what on perceives it as offering or entailing." Job satisfaction is denied as the, pleasurable emotional state resulting from the appraisal of one's job as achieving simple feeling – state accompanying the attainment of any goal, the end-state accompanying the attainment by an impulse of it one's job values or as entailing disvalues". However, both satisfactions were seen as, "a function of the perceived relation between what on perceives it as offering or entailing."

1.1.2 Factors inherent in the job

These factors have recently been and found to be important in the selection of employees. Instead of being guided by their co-workers and supervisors, the skilled workers would rather like to be guided by their own inclination to choose jobs in consideration of 'what they have to do'. These factors include: the work itself, conditions, influence of internal and external environment to the job which are uncontrolled by the management etc. They include the nature of supervision, job security, and kind of work group, wage rate, promotional opportunities, and transfer policy, duration of work and sense of responsibilities. All these factors greatly influence the workers. Their presence in the organization motivations the workers and provides a sense of job satisfaction.

Though performance and job satisfaction are influenced by different set of factors, these two can be related if management links rewards to performance. It is viewed that job satisfaction is a consequence of performance rather than a cause of it. Satisfaction strongly influence the productive efficiency of an organization whereas absenteeism, employee turnover, alcoholism, irresponsibility, un-commitment are the result of job dissatisfaction. However, job satisfaction or dissatisfaction forms opinions about the job and the organization which result me employee morale.

1.2 Review of Literature

Job satisfaction is the total of the sentiments related with the hob conducted. If the workers perceives that values are realized with in the job, improvises a positive attitude towards his/her job and acquires job satisfaction.

Bulm and Maylor (1968) define job satisfaction as a generalized attitude resulting from many specific attitudes in three areas: Specific job factor, Individuals adjustment, and Group relationship.

Weits (1952) Kornhauser (1965) and Iris Barrette (1972) have reported significant

correlation between attitudes towards the job and life. An individual's job attitude can also affect his view of himself for instance.

Hezberg et al., (1959) found that satisfying job experience often increased the individuals self confidences by the same logic, dissatisfying experience are likely to have an adverse effect on ones self confidence.

Kornhauser (1946) reports findings that the job satisfaction rises with occupational level. He finds that the high income groups indicated greater personal satisfaction. **Schaffer (1958)** has proposed the hypothesis that "overall satisfaction will vary directly with the extent to which the needs of an individual which stronger the need the more closely will job satisfaction depend upon its fulfillment".

Kirchner (1967) and Sheppard (1967) indicate that the more satisfied personnel were the better performance.

Prasad Kotni and Karumuri (2018) used the two-factor theory to analyze the job satisfaction of 150 current employees working in retail sales. The results showed that hygiene factors had a more significant impact on job satisfaction than motivational factors, contradicting the traditional two-factor theory. Sobaih and Hasanein (2020) also used the two-factor theory to analyze job satisfaction among employees working in five-star hotels in 10 countries. The results indicated that motivational factors have a negative effect on job satisfaction, while hygiene factors have a positive impact, suggesting that the two-factor theory may not apply to every organization or employee in different countries.

Alrawahi et al. (2020) used this theory to analyze job satisfaction among healthcare workers and found that safety, workload, pay, advancement, recognition, and company policies mainly contributed to job dissatisfaction. In contrast, relationships with coworkers or supervisors and career development were found to influence job satisfaction, which is inconsistent with the existing two-factor theory.

The two-factor theory has been widely used in the field of job satisfaction, and is commonly regarded by researchers as offering practical and explicit solutions. It eases the understanding of the factors that motivate an organization's employees and those that lead to dissatisfaction. In other words, it enables a detailed analysis of the satisfactory and unsatisfactory aspects of job performance and the work environment. Because of these advantages, many previous studies have analyzed employee job satisfaction on the basis of the two-factor theory. However, motivation & hygiene factors based on the two-factor theory differ across countries and industries (Hyun & Oh, 2011). Therefore, it is required to reanalyze the factors that influence job satisfaction in the food service industry (Sobaih & Hasanein, 2020). Additionally, previous studies that analyzed job satisfaction factors based on the two-factor theory used survey data, and few studies verified relevant theories based on big data collected from job portal websites. However, using survey data creates a social desirability bias problem, where employees may not share honest opinions because of confidentiality concerns. Therefore, big data analyses are required to supplement these surveys. However, few studies have verified relevant theories based on big data (Koncar et al., 2022). Additionally, many job seekers tend to trust information posted on job portal websites more than information from a given company. Therefore, this study aimed to identify motivation & hygiene factors associated with job satisfaction using big data from JobPlanet, a job portal website. Specifically, we investigated whether the motivation & hygiene factors comprising the two-factor theory would show the same big data and survey data analysis results.

Singh(1980) investigated that personal and social factors have significant effect on the level of job satisfaction.

Kapoor (1983) in the national representative study of one thousand seven hundred and forty one workers found 75% of the workers were satisfied with their job only 25% were dissatisfied.

1.3 Profile of the Company

Seshasayee Paper and Boards Limited (SPB), the flagship company belonging to 'ESVIN GROUP', operates an integrated pulp, paper and paper board Millat Pallipalayam, Erode- 638 007, District Namakkal, Tamilnadu, India. SPB, incorporated in June 1960, was promoted by Seshasayee Brothers (Pvt) Limited in association with a foreign collaborator M/s Parsons and Whittemore, South East Asia Inc., USA. After commencement of commercial production, having fulfilled their performance guarantee obligations, the foreign collaborators withdrew in 1969. The current installed capacity of the Company stands at 115 thousand tonnes per annum. The Company's paper plant was originally designed for using bagasse, as the primary raw material mixed with 20% bamboo fibre. Bagasse was being obtained from nearby sugar mill on substitution basis using oil fired boilers. With the commissioning of more wood based industries in Tamilnadu, there was again an apprehension about availability of hardwood. As a long term strategy, the Company at this time decided on restructuring use of bagasse which was seen to be the most reliable source of fiber for the entire Industry. SPB's exports are nearly 20% of its production and SPB is a significant exporter in the Indian Paper Industry. Due to its excellent export performance, SPB has been awarded 'Golden Export House' status.

1.4 Need for the Study

The study was helped to find out the reasons at any kind of dissatisfaction. So that it can take steps for the betterment of employees services and facilities in organization with a view to boost the morale of employees and to help the company future progress.

1.5 Statement of Problem

Job satisfaction plays significant role in the organization. Therefore, managers should take concrete steps to improve the level of job satisfaction. These steps may be in the form of job redesigning to make the job more interesting and challenging, improving quality of work life, linking rewards with performance, and improving overall organizational climate. Employee satisfaction and retention have always been important issues for physicians. After all, high levels of absenteeism and staff turn over can affect your bottom line, as temps, recruitment and retraining take their toll. But few practices (in fact, few organizations) have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and patient Satisfaction.

1.6 Objective of the Study

1. To find out the level of the job satisfaction enjoyed by the employees at various levels of the organization.
2. To make are view of the working of Seshasayee Paper and Boards Limited.
3. To identify the reasons for dissatisfaction among the employees.
4. To suggest measures to improve the level of job satisfaction among the various levels of employees in the organization.

1.7 Research Methodology

Types of Research: The study based on Descriptive Research which includes survey and fact finding enquires of different kinds. The main characteristic of this type of research is that the researcher has control over the variables. He can only report what has happened

or what is happening.

Types of Survey: Sampling Survey. It is the process of obtaining information about an entire population by examining only a part of it. In any investigation if data are collected only from a representative part of the universe we say that the data are collected by sampling.

Types of Sampling: Probability Sampling. Here the researcher knows the population whom he wants to conduct the study. In this method each item has its own chance for being selected.

Sampling Technique: Simple Random Sampling A Simple Random Sample is a sample selected from a population in such a way that every member of the population has an equal chance of being selected and selection of any individual does not influence the selection of any other.

Sample Size: 150. Sample Size consists of the permanent employees of Seshasayee Paper and Boards Limited i.e., 300 employees. Out of this the researcher has taken 150 samples from the employees. This is because the employees in the work center may have almost same attitudes in their minds towards various facilities provided to them.

Source of Data: Primary Data and Secondary Data

Questionnaires and Interview Schedules were used for collecting primary data. Secondary data were collected from figures, statistics and tables from company's annual publications, memorandum of settlement and from library books.

Statistical Tools Used

1. Percentage Analysis,
2. Chi-square Test

Limitations

1. Due to the lack of time, interview schedule collected from the employees restricted to 150.
2. Data collection was very difficult because there was no adequate leisure time to speak to the employees.
3. Some of the employees do not co-operate and they hesitate to discuss the truth. Difficult in getting appointments to collect the details.

Data Analysis and Interpretation

The data collected from the primary sources were analyzed using SPSS 11.0 package. Analysis of the significance of association between the opinions on each factors of level of satisfaction of the respondents were carried out.

Table1.1:
Classification of the Employees

Factor	Classification	No. of Employees	Percentage (%)
Age	20-30yrs	12	8
	31-40yrs	38	25
	41-50yrs	80	54
	Above51yrs	20	13
Marital Status	Single	48	32
	Married	102	68
Educational Qualification	Up to School Level	50	34
	Graduate	60	40
	Post Graduate	18	12
	Others	22	14
Work Experience	Lessthan1 year	12	8
	1 -2year	26	17.33
	2 -5year	42	28
	5year and above	70	46.67

Source: Primary Data

Table 1.1 depicts that 8% of respondent under the age group of 20-30 years, 25% of respondents belonging to 31-40 years. 54% of respondents are 41-50 years and 13% of respondents are above 51 years. 32% of respondents are single and 68% of respondents are married. The educational classification of the respondents are 34% of respondents had studied up to School level only, 40% were graduate, 12% of the respondents were post graduate, 14% of the respondents were others. 8% respondents are working in the institution less than 1 year, 17.33% respondents are 1-2 years, 28% respondents are 2-5 years and 46.67% of respondents are working in the institution above 5 years.

**Table1.2:
Opinion of the Employees on Job Satisfaction Variables**

Factor	Opinion	No. of Employees	Percentage (%)	Chi-Square Test	P- Value	Remark
Working Condition	Average	57	38.0	12.235	0.0235	Significant
	Satisfied	48	32.0			
	Not Satisfied	45	30.0			
Nature of Job	Interesting	63	42.0	9.465	3.125	Not Significant
	manageable	48	32.0			
	Monotonous	39	26.0			
Interaction With The Colleagues	Most of Time	48	32.0	3.256	0.0012	Significant
	Some Time	57	38.0			
	Seldom	45	30.0			
Work Environment	Comfortable	47	31.3	2.354	0.002	Significant
	Working load sexcessive	55	36.7			
	Intervals are adequate	48	32.0			
Salary Package	Well paid	80	53.3	11.235	0.9254	Not Significant
	On Par with other institution	36	24.0			
	Need more incentives	34	22.7			
Incentives and Other Benefits	Excellent	57	38.0	4.234	0.021	Significant
	Moderate	79	52.7			
	Bad	14	9.3			
Canteen Facilities	Excellent	10	6.7	3.784	0.002	Significant
	Moderate	80	53.3			
	Bad	60	40.0			
Safety and Welfare Measures	Very Good	73	48.7	2.224	0.014	Significant
	Good	65	43.3			
	Fair	12	8.0			
Guidance Provided by the Beer	Highly satisfied	86	57.3	5.546	0.0025	Significant
	Moderate satisfied	40	26.7			
	Not Satisfied	24	16.0			

Motivation	Always	32	21.3	3.1256	0.0024	Significant
	Sometimes	82	54.7			
	Rarely	36	24.0			
Opportunities for Active Participation	Always	62	41.3	0.214	0.0012	Significant
	Sometimes	48	32.0			
	Rarely	40	26.7			
Support from Co-workers	Always	89	59.3	11.004	0.0025	Significant
	Sometimes	30	20.0			
	Rarely	31	20.7			
Grievance and Redressal	Always	89	59.3	2.895	0.0045	Significant
	Sometimes	30	20.0			
	Rarely	31	20.7			
Relationship with Superiors	Comfortable	44	29.3	23.44	2.365	Not Significant
	Un Comfortable	73	48.7			
	others	33	22.0			

Source: Primary Data

Significant at 5% Level

The opinions of the employees about their job satisfaction are presented in Table 1.2. It reveals that 38% of respondents feel the working condition is in average level, 32% feels it is satisfied & 30% of respondents are feels they are not at all satisfied with the working condition. 42% of respondents feel their job is interesting, 32% of respondents feel that it is manageable and 26% of respondents feel that it is monotonous. 32% respondents feel that, they interact with their colleagues most of time, 38% interact some time and 30% seldom interact with their colleagues.

Among 31.33% of respondents are comfortable with their work environments, 36.67% feels their work load is excessive and 32% of respondents feel that they need intervals adequately. 53.33% feels that they getting well paid salary, 24% respondents feel on par with other institution and 23% feels that they need more incentives. 7% of respondents feel that the canteen facilities are excellent 58% feels that it's moderate & 40% reveals that it is bad.

The above table shows that respondent are very much satisfied with the safety measures adopted by the institution, 43% of respondents feels it is moderate and 8% feels it is bad. 57% of respondents are highly satisfied with the senior's guidance, 27% are moderately satisfied and 16% of them are dissatisfied with peers guidance. 21% of respondent responded that they are always encouraged by the seniors, 55% are some time encouraged and 24% are rarely encouraged by their seniors. 41% of respondents getting an opportunity to make active participation in various activities always, 32% getting some times, 27% are rarely getting the opportunity for the participation in various activities. 59% of respondents responded that their co-working supported them always, 20% of respondents responded sometime and 21% of them responded that it is rarely. It implies that

26% responded 'always' to express the grievance, 48% responded sometimes and 26% responded rarely. In the above table shows that 29% respondents feel that they getting easy approach, 49% feels that good appreciation for their performance and 22% feels they getting bad guidance.

In order to find out to test hypothesis has been applied chi-square test. The null hypothesis framed as, there is no significant relationship between job related variables and level of satisfaction. In the above table, job variables were found to be significant ($p < .05$), hereby interpreting that those variables have significant association with level of satisfaction, concluding that these variables put major impact and give high contribution in raising job satisfaction in their working environment.

1.8 Results and Findings

1. Majority of the respondent (62%) feels job security become they are satisfied with the policies of the organization.
2. Majority of the respondent (64%) of them feels performance appraisal may open type.
3. Majority of the respondent (59%) feels that always they getting support from their co-workers.
4. Majority of the respondent (57%) of them is highly satisfied with their peers guidance.
5. Majority of the respondent (55%) of them feels that, always their seniors provide them with enough encouragement when they set to perform a task.
6. Majority of the respondent (53%) of them works to moderate canteen facilities.
7. Majority of the respondent (53%) of them feels company environment also moderate.
8. Majority of the respondent (48%) of them reveals that, sometimes only they get the opportunity to express their grievance.

1.8.1 Recommendations

Based on this study the following recommendation to enrich the job satisfaction of the employees in working environment:

1. Well planned training Programs should be implemented for employees to improve their performance.
2. The institution may provide much more opportunities to employees to express their grievances.
3. The institution may provide required information about the task to be performed.
4. Much more guidance is required from the seniors.
5. The institution may provide safety measures for the welfare of the employee.
6. The company must have to avoid the communication gap between the top level and lower level authorities.

1.8.2 Conclusion

Job Satisfaction is the favorableness or un-favorableness with which the employee views his work. It expresses the amount of agreement between one's expectation of the job and the rewards that the job provides. Job Satisfaction is a part of life satisfaction. The nature

of one's environment of job is an important part of life as Job Satisfaction influences one's general life satisfaction. Job Satisfaction, thus, is the result of various attitudes possessed by an employee. In a narrow sense, these attitudes are related to the job under condition with such specific factors such as wages. Supervisors of employment, conditions of work, social relation on the job, prompt settlement of grievances and fair treatment by employer. To conclude, the Overall the job satisfaction of employees in Seshasayee Paper and Boards Limited though is not very high but still satisfactory. But there is still considerable room for improvements.

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