

## Analysis of Job Satisfaction in Sugar Industry Employees of Gujarat State

**Saroj Rana<sup>1</sup>,**

Assistant Professor  
H.L. College of Commerce  
Ahmadabad

**Dr. Hemal Pandya<sup>2</sup>**

Professor  
S. D. School of Commerce  
Gujarat University  
Ahmadabad

### ABSTRACT

*Job satisfaction is one of the most widely discussed issues in organizational behaviour, personnel and human resource management and organizational management. As job does require a great deal of Thoroughness and commitment, so in job it is more important to have mental commitment and loyalty than physical presence. In this study the researcher investigated the present level of job satisfaction among the employee of Sugar Industry in*

*Gujarat State. Based on a survey, it attempts to gain insights into the satisfaction levels from the perspective of the employee Sugar Industry in Gujarat State. The study concluded with the facts that employee are overall satisfied with their present condition or not satisfied. The researcher summed up with view that employee of Sugar Industry in Gujarat State may give more attention to increase and maintain job Satisfaction of these human resources to make them more contented and to make the most of their effort by increasing level of job satisfaction. The purpose of this study is to find out the perceived job satisfaction of employee of 17 Sugar Industry in Gujarat State. The study has identified dimensions requiring improvement and the present level of job satisfaction of employee. This study mainly focused on satisfaction level of employee 17 Sugar Industry. From this study it has been found that employees are satisfied in some areas but at the same time dissatisfied in other areas.*

**KEYWORDS:** *Employee Satisfaction, Sugar Industry, Cluster Analysis.*

### Introduction:

The term Job satisfaction means employee's positive and negative feelings toward his or her work. 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 fulfilment in their work etc. Employers face the challenges of maintaining productivity as well as keeping their workforce engaged and motivated. Environmental pressures, rising health care costs, and the needs of the workforce have placed management in a complicated and tenuous situation. The answer lies with creating a work environment that maintains employee job satisfaction as well as motivates people toward exceptional performance. A new survey conducted by the Conference Board showed only 45 percent of Americans is satisfied with their work. This is the lowest level ever recorded by the Conference Board in more than 22 years of research. Those that fail to improve job satisfaction are at risk of losing their top talented people to the competition. Job satisfaction is one of the most widely discussed issues in organizational behaviour, personnel and human resource management and organizational management. The assessment of job satisfaction through employee anonymous surveys became commonplace in the 1930s. Although prior to that time there was the beginning of interest in employee attitudes,

there were only a handful of studies published. Latham and Budworth note that Uhrbrock in 1934 was one of the first psychologists to use the newly developed attitude measurement techniques to assess factory worker attitudes. They also note that in 1935 Hoppock conducted a study that focused explicitly on job satisfaction that is affected by both the nature of the job and relationships with co-workers and supervisors. The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job). Spector (1997) lists 14 common facets: Appreciation, Communication, Co-workers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision). A more recent definition of the concept of job satisfaction is from Hulin and Judge who have noted that job satisfaction includes multidimensional psychological responses to an individual’s job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job. Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is a more objective and logical evaluation of various facets of a job. Cognitive job satisfaction can be one-dimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with other jobs. While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences.

### **Objectives of the Research:**

The purpose of this study is to find out the perceived job satisfaction of employee of Sugar Industry in Gujarat Stat.

- To study the present job satisfaction level of employee of Sugar Industry in Gujarat Stat.
- To evaluate the job satisfaction level of employees in Sugar Industry of Gujarat Stat.
- To identify dimensions of job satisfaction requiring improvement.

### **LITERATURE REVIEW**

- **Clark**, (1998), “Job satisfaction is important in its own right as a part of social welfare, and this (simple) taxonomy (of a good job) allows a start to be made on such questions as ‘In what respects are older workers’ jobs better than those of younger workers?’ (And vice versa), ‘Who has the good jobs?’ and ‘Are good jobs being replaced by bad jobs?’ In addition, measures of job quality seem to be useful predictors of future labour market behaviour. Workers’ decisions about whether to work or not, what kind of job to accept or stay in, and how hard to work are all likely to depend in part upon the worker’s subjective evaluation of their work, in other words on their job satisfaction.”
- **Nguyen, Taylor and Bradley** (2003) ‘Employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. However, employees should also ‘be happy in their work, given the amount of time they have to devote to it throughout their working lives’.

- **Rose, 2001, Tansel, (2002)** Job satisfaction has always been important issues for organizations. 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.

### Research Methodology:

Data collection: Primary data was collected through a self structured pre tested questionnaire (5 point likert scale). Sample Size: Sample size is 1331 respondents from 17 Sugar Industry.

Statistical tools: Cluster Analysis

Hypothesis:

H0: The employees are not satisfied by their job in Sugar Industry of Gujarat Stat.

H1: The employees are satisfied by the job in Sugar Industry of Gujarat Stat.

### Data analysis and Interpretation:

**Table 1: Final Cluster Centers**

	Cluster	
	1	2
x 1	3.80	2.80
x 2	3.85	2.80
x 3	3.93	2.84
x 4	4.07	2.93
x 5	4.07	2.94
x 6	4.05	2.90
x 7	3.98	2.92
x 8	3.92	2.89
x 9	3.86	2.87
x 10	3.82	2.82
x 11	3.83	2.79
x 12	3.80	2.75
x 13	3.81	2.71
x 14	3.80	2.66
x 15	3.82	2.64
x 16	3.86	2.69
x 17	3.83	2.74
x 18	3.87	2.74
x 19	3.89	2.74
x 20	3.88	2.70
x 22	3.88	3.32
x 23	4.01	3.39
x 24	4.34	3.69
x 25	4.27	3.74
x 26	4.32	3.90
x 27	4.29	3.84

x 28	4.31	3.78
x 29	4.33	3.74
x 30	4.35	3.75
x 32	4.29	3.57
x 33	4.41	3.69
x 34	4.38	3.77
x 36	4.43	3.75
x 37	4.27	3.55
x 38	4.25	3.54
x 39	4.28	3.68
x 40	4.20	3.66
x 41	4.20	3.70
x 42	4.25	3.67
x 43	4.31	3.64
x 44	4.25	3.57
x 46	3.99	3.31
x 47	4.07	3.37
x 48	4.28	3.54
x 49	4.28	3.65
x 50	4.31	3.75
x 51	4.32	3.72
x 52	4.35	3.70
x 54	4.46	3.72
x 55	4.44	3.74
x 56	3.80	3.19
x 57	3.85	3.23
x 58	4.20	3.55
x 59	4.20	3.70
x 60	4.31	3.91
x 61	4.31	3.90
x 62	4.28	3.87
x 63	4.27	3.73
x 65	3.92	3.06
x 66	4.03	3.18
x 67	4.25	3.44
x 68	4.24	3.56
x 69	4.23	3.65
x 70	4.17	3.61
x 71	4.16	3.60
x 72	4.18	3.52
x 73	4.24	3.52
x 74	4.28	3.61
x 75	4.23	3.57

x 77	3.90	3.28
x 78	3.94	3.28
x 79	4.13	3.53
x 80	4.16	3.57
x 81	4.17	3.61
x 82	4.18	3.59
x 83	4.14	3.48
x 84	4.07	3.50
x 85	4.06	3.52
x 86	4.10	3.52
x 87	4.06	3.51
x 88	4.07	3.49
x 89	4.04	3.49
x 90	4.06	3.52
x 91	4.08	3.55
x 92	4.12	3.56
x 93	4.15	3.57
x 94	4.18	3.64
x 95	4.20	3.66
x 96	4.26	3.67
x 97	4.22	3.63
x 99	4.28	3.61
x 100	3.77	3.22
x 101	3.80	3.24
x 102	4.07	3.47
x 103	4.16	3.59
x 104	4.18	3.67
x 105	4.18	3.68
x 106	4.16	3.70
x 107	4.09	3.63
x 108	3.98	3.55
x 109	3.99	3.53
x 110	3.98	3.55
x 111	4.05	3.53
x 112	4.06	3.56
x 113	4.07	3.56
x 114	4.05	3.55
x 115	4.09	3.58
x 116	4.13	3.63
x 117	4.16	3.67
x 118	4.18	3.65
x 119	4.24	3.66
x 120	4.13	3.60

### Cluster 1

Employee's belonging to this cluster believe that their bonuses and medical benefits permits indulgences in luxuries and also feel that owing a yearly paid vacation, basic salary and family get together is a very necessary. However, they are not satisfied by target achievement recognition and cash prize. They are agree in variety of activities, freedom, job securities, morale of the people, informal praise and appreciation, to provide better facilities and encourages for work to her boss. However, at the same time they are believed to the employee development system. They view the organizational commitment. Thus, they may be looked upon as willing to put in a great deal of effort beyond that normally expected in order to help this company is successful. They agree strongly in selection systems followed in our company are highly scientific and rigorous. Training is an important part in our life. They believe that they receive adequate training when new technology is introduced relating in our job duties. Interestingly, this cluster considers their promotion as very important part in our life. They believe that company provides health care and welfare benefits. They also satisfied by the work environment. They believe that they maintain balance in work and social life. They believe that performance management system is a good in our company. They feel that supervisor takes our performance revise seriously.

In short, this cluster employee is a satisfied by salary and our motivated by the work. They believe in employee development system. They also agree that organizational commitment, recruitment system and to provide our training. They also satisfied by the promotion policy, working environment and performance management system.

### Cluster 2

These are individuals whose family get together does not permit them to indulge in luxury but believe that owing medical benefits to provide our company. They are satisfied with the job security. However, they don't motivate to provide by the information. The employee's in this cluster believe that male colleagues are gender sensitive but the employer encourages men and women equally without any bias. They believe that willing to put in a great deal of effort beyond that normally expected in order to help this company is successful but sometimes they feel very little loyalty to this company. Job advertisement is a major role by the company to recruit people but they believe that applicants undergo a medical test before being hired. They believe that training needs are identify through a formal performance appraisal mechanism but sometimes they felt that they needed extra training they would be made available for her. This employee's are aware of all benefits to which they entitled but they don't feel that they work plan accurately reflects in day to day activities. Also, they believe that they able to maintain balance in work and social life but sometimes they don't feel the company is family friendly place to work and the smooth communication system in the company. They believe that compensation increases as their performance increases but they don't feel supervisor offers constructive feedback and comments on a regular basis outside of the performance review process.

In summary, employees belonging to this cluster have a modest salary and do not believe family get together. They also motivated by the job. They somewhat agree that employee development system, organizational commitment and companies recruitment system. We can also observe that company provide training and working environment is good. They also calculated by the promotion policy and performance management system.

**Tablel-2 Number of Cases  
in each Cluster**

Cluster	1	548.000
	2	783.000
Valid		1331.000
Missing		.000

Satisfaction reflects in performance of an employee and therefore it is inevitable for Sugar Industry in Gujarat Stat to make it better to leverage best performance in terms of quality of work. Employees have been grouped into two clusters based on their job satisfaction level.

First cluster represents job satisfaction level of 41.17% employee. Employees falling under this cluster can be titled as “Not satisfied” because they are not contended from their jobs on most of the dimensions. They feel that employees in other Sugar Industry are paid more in comparison to them. They are highly dissatisfied with the salary and facilities provided to them by their Sugar Industry. They also face problem supervisors are not motivated by the employees. Supervisors/seniors are required to be more empathetic towards junior employees. They also believe that they are not given employee development, organizational commitment, and promotion benefits to the Sugar Industry. They also don't consider work environment and challenging job. They also admitted that sometimes they feel that other employees are getting more in comparison to them. They were neutral about job satisfaction level. On the contrary they feel that they are fairly paid in ratio to what they contribute to the Sugar Industry. They were quite satisfied about the quality of supervision in their work and feeling of accomplishment in doing their job.

Second cluster is partially satisfied rather emotionally satisfied from their job. 58.83% employees fall under this cluster. These employees admitted that they get 100% satisfied by salary. They are also happy with the motivation by their Sugar Industry. They also believe that they receive employee development, organizational commitment, recruitment and training provide by the Sugar Industry. They also satisfied by the promotion. They also scored high in work environment and performance management system. They were contended on this dimension too. They were neutral about external pay equity and extent to which they consider their job challenging while these respondents showed dissatisfaction about the fringe benefits they get from their Sugar Industry. They were discontented on the fact that they can't take their action/ decisions on their own. They also reported problem of internal pay inequity in their Sugar Industry. They feel the problem of discrimination in their Sugar Industry regarding amount of pay given to employees. This calls for a need to regularize pay structure of other Sugar Industry. Overall it can be interpreted that no segment of employees working in Sugar Industry is fully satisfied from their job. There is an urgent need of upgrading number of dimensions to improve job satisfaction level of employees in Sugar Industry of Gujarat Stat. Half of the employees feel emotionally contended but this is not sufficient in long run to extract the best possible performance from employees.

### **Conclusions:**

Satisfaction reflects in performance of an employee and therefore it is inevitable for Sugar Industry to make it better to leverage best performance in terms of quality of work. Employees have been grouped into two clusters based on their job satisfaction level. Overall it can be interpreted that no segment of employees working in Sugar Industry of Gujarat State is fully satisfied from their job. There is an urgent need of upgrading number of dimensions to improve job satisfaction level of employees in Sugar Industry of Gujarat State. Half of the employees feel emotionally contended but this is not sufficient in long run to extract the best possible performance from employees.

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