EMPLOYEE JOB SATISFACTION IN FOOD INDUSTRY: A CASE STUDY OF NEW RANGA FOODS PRIVATE LIMITED

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Abstract:

Purpose:

The relation of employees at the work place create special environment and get job satisfaction to the employees in the organization. The purpose of the present study focus on the satisfaction of employees on the variables like Training and Development, Motivation, Counseling, relations with Superiors, Safety and Health Measures, Job security in the organization.

Design/Methodology:

The study has adopted primary data through questionnaire method with the sample size of 90. Through simple random sample techniques and the collected date are analyzed through the statistical tools mean, median, t-test, ANOVA.

Findings:

There is significant influence of Age, Gender, Experience, Level in the organization on Motivation and counseling at 0.001 level. There is significant influence of Education Qualification, Department in Training and Development at 0.005 levels.

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Practical implications:

The satisfaction of employees will judge the betterment of Human Resource department. Understand the needs to satisfy the semployees are most important. This study will help to identify such needs.

Key words: Job satisfaction, Profile of the New Ranga Foods, Results and Discussions

Introduction:

Human resources management is key function of all functioning activities of management. The individuals who make up organization go a long way toward driving its success; they are employees, managers, consultants or others. Human resource management refers to the process of recruitment to retirement of an employee. In these processes the satisfaction of an employee in their job is crucial.

Job satisfaction is the perception of an individual about his work at the workplace and exhibits his character in forms like accept or reject. Job satisfaction results in better performance of an employee. The satisfaction gets through motivation, climate and culture of organization Job satisfaction is the inner feeling of individual to particular aspects at the work place to get satisfaction. There is number of factors influence to change the mind set of employee to get dissatisfaction

Review of Literature:

Sarri and Judges' (2004), article provided greater understanding of the research on employee's attitudes and Job Satisfaction. The article identified three gaps between Human resource practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular –Job satisfaction: the causes of employee attitudes, the result of positive or negative job satisfaction and how to measure and influence employee attitudes. Suggestions for practitioners are provided on how to close the gaps in knowledge and for evaluating implemented practices.

Worrell (2004) examined and described the levels of Job Satisfaction and relationship between the variables in a national sample of school psychologists belonging to the National Association of School Psychologists (NASP). Data were collected through mailed survey packets including a data form including Minnesota Satisfaction Questionnaire. 234 full time practitioners responded. Result indicated that 90% of school psychologists were satisfied or very satisfied with their jobs. The findings showed a gradual increase in overall satisfaction when compared to 1982 and 1992 that reported being satisfied or very satisfied with their jobs. Participants in the current sample were more satisfied with their job security, independence and creativity

Santhapparaj (2005) studied the Job Satisfaction of the women managers working in automobile Manufacturing Industry in Malaysia. It was based on primary survey from 200 women managers. The study investigated the relationship between specific aspects of Job Satisfaction and the personal characteristics of women managers. It was also aimed to retest the Herzberg's Two-Factors theory. The correlation analysis showed that there was a significant negative correlation between education level and pay, promotion people on present job and job in general. The percentage of overall satisfaction was 75.59%. The results did not support the Hezberg's theory and concluded that no separate and distinct factors lead to job satisfaction or dissatisfaction, but if they were together contributed to job satisfaction or dissatisfaction. The study reveals that there was a need for change in the Organisational culture and the management should create the environment for social and organisational network. The factor which was relatively less satisfied was the pay and this can be improved only through dialogue which involve cost to the organisation and the less level of satisfaction on present job could be easily improved by job rotation, providing challenging job and so on.

Santhapparaj, et.al. (2005) were assessed the job satisfaction of the women managers working in automobile industry in Malaysia based on primary survey from 200 woman managers. The result showed that female managers were generally satisfied with their job. Highest level of satisfaction occurs in the areas of supervision, job in general, and present job and present pay. However, relatively more number of women managers was dissatisfied with their co-workers, pay and present job. The correlation analysis showed that there was a significant negative correlation between age, education and various job factors that determine the job satisfaction.

O'Leary, Patrick, et.al14 (2008) studied the relationship between job characteristics and job satisfaction amongst physicians in Russia. This research included rewards, other people, nature of work and organisational context. The instrument used in this study was based on the Physicians work-life survey (PWS) created by Konrad et.al (1999) and representing the Society for General Internal Medicine. The survey was distributed to physicians in four Russian cities. The sample included 2,325 physicians. The research had a large number of female respondents. The study found that the male doctors report higher levels of Job satisfaction than Female doctors and polyclinic doctors report higher level of satisfaction than those employed by Hospitals. The majority of doctors are satisfied with patient's relationship, colleagues and staff relationship, and prestige and the majority of physicians were dissatisfied with administration and time constraints. The dissimilar finding in the study was that women physicians appear more likely to be satisfied with their compensation than do their male counterparts. The study also found that doctors were more likely to be satisfied if they maintained clinical autonomy, if they were paid well, if they did not have excessive bureaucratic interference

Profile of the Company:

New Ranga Food Products was initiated as a global food company and continues its global outlook to this day. Our knowledge in the demand and supply of fruit pulp around the world helps us maintain an extensive range of products to suit our customers around the world.

The company have maintain international standards in our procurement, production and supply chain logistics systems. New Ranga production team closely monitors crop patterns around the country, Quality Policy of the yield and prevailing commodity prices to enable consistent supply of high Quality Policy products at competitive prices efficiently.

At New Ranga, we have developed an efficient delivery system over the years. Experienced professionals track delivery commitments and cost efficiencies introducing improvements continually. Our capability to handle bulk volumes translate into efficiency of scale and benefit our customers.

Identification of the Problem:

Employee satisfaction is the mental attitude of the individual, or the group, which enables the employee to realize that the maximum satisfaction of his/her drives coincides with the fulfillment of the objectives with those of the company and the companies need to follow some strategies to satisfied the employees like, awards and rewards, training, welfare facilities, motivation like that. Hence the statement of the problem is to identify whether the above strategies are followed by New Ranga Foods private ltd.

Objectives of the study:

1.   To study the training and development and awards and rewards towards the employee job satisfaction in the organization.

2.   To study the motivation and counseling towards the employee job satisfaction in the organization.

3.   To study the relations of superiors towards the employee job satisfaction in the organization.

4.   To study the safety and health measures and job security towards the employee job satisfaction in the organization.

Research Methodology:

The data used for the study is both primary and secondary. Primary data in form constructing questionnaire and collected from employees. Secondary data in form of journals, articles, company websites. Questionnaire was the main tool used to collect the data from the sample respondents for this purpose; a well structured questionnaire is prepare to collect data from the sample respondents in the study area. The data are calculated through statistical tools like, mean, standard deviation, t-test and f-test. The sample size is 90.

Results and Discussions:

Perception across Age:

On the basis of Age, the employees are divided into three groups. The employees of age 20-30 years comes under group-I, employees of age 30-40 years comes under group-II , employees of age above 40 years comes under group-III. The mean value of dependent variables the three groups were tested for significance by employing 'F' test. The following hypothesis is formulated.

Hypothesis-I

There would be no significant influence of age on employees job satisfaction in New Ranga Foods pvt ltd.

It is clear from the table no.1 that the computed value of 'f' for training and development and job security of employee is less than the table of 'f' (3.10) for 2 and 87 df at 0.05 level. Hence the hypothesis-I is accepted. It is concluded that there is no significant influence of age on training and development, job security of employee job satisfaction.

The table no. 1 shows that the computed value of 'f' for the awards and rewards , motivation and counseling , relations, safety and health measures , company policy , total of employee job satisfaction is greater than the table value of 'f' (4.85) for 2 and 87 df at 0.01 level. Hence the hypothesis-I is rejected. It is concluded that there is a significant influence of age on the above variables.

Perception across Gender:

On the basis of Gender, the employees are divided into two groups. The male employees come under group-I, female employees come under group-II. The mean value of dependent variables for the two groups were tested for significance by employing 't' test. The following hypothesis is formulated

Hypothesis-II

There would be no significant influence of gender on employee job satisfaction in New Ranga Foods pvt ltd.

It is clear from the table no. 2 that the computed value of 't' for training and development, relations and safety and health measures of employees is less than the table of 't' (1.98) for 1 and 88 df at 0.05 level. Hence the hypothesis-II is accepted. It is concluded that there is no significant influence of gender on the above three variables.

It is clear from the table no. 2 that the computed value of 't' for job security is greater than the table of 't' (1.98) for 1 and 88 df at 0.05 level. Hence the hypothesis-II is accepted. It is concluded that there is a significant influence of gender on job security.

The table no.2 shows that the computed value of 't' for the awards and rewards , motivation and counseling, company policis and total of employee job satisfaction is greater than the table value of 't' (2.63) for 1 and 88 df at 0.01 level. Hence the hypothesis-II is rejected. It is concluded that there is a significant influence of gender on awards and rewards, motivation and counseling, company policy, total of employee job satisfaction.

Perception across Experience:

On the basis of Experience, the employees are divided into three groups. The employees of 0-5 years of experience come under group-I, employees of 6-10 years come under group-II, employees of 15 years and above experience come under group-III. The mean value of the all dependent variables the three groups were tested for significance by employing 'f' test. The following hypothesis is formulated.

Hypothesis-III

There would be no significant influence of experience on employee job satisfaction in the organization.

It is clear from the table no. 3 that the computed value of 'f' for training and development, relations, safety and health measures and job security of employees is less than the table of 'f' (3.10) for 2 and 87 df at 0.05 level. Hence the hypothesis-III is accepted. It is concluded that there is no significant influence of experience on the above four variables.

The table no.3 shows that the computed value of 'f' for the four variables such as awards and rewards, motivation and counseling, company policy and total of employee job satisfaction is greater than the table value of 'f' (4.85) for 2 and 87 df at 0.01 level. Hence the hypothesis-III is rejected. It is concluded that experience has a significant influence of the above four variables.

Perception across Educational Qualification:

On the basis of Education qualification, the employees are divided into five groups. The qualification of 10th come under group-I, qualification of intermediate come under group-II, diploma come under group-III, qualification of I.T.I come under group-IV and qualification of

degree come under group-V. The mean value of all the dependent variables are tested for significance by employing 'F' test. The following hypothesis is formulated.

Hypothesis- IV

There would be no significant influence of Education qualification on employee job satisfaction in New Ranga Foods pvt ltd.

It is clear from the table no.4 that the computed value of 'f' for relations, safety and health measures, job security of employee job satisfaction is less than the table of 'f' (2.47) for 4 and 85 df at 0.05 level. Hence the hypothesis-IV is accepted. It is concluded that there is no significant influence of educational qualification on the above variables.

 It is clear from the table no. 4 that the computed value of 'f' for training and development of employee job satisfaction is greater than the table of 'f' (2.47) for 4 and 85 df at 0.05 level. Hence the hypothesis-IV is accepted. It is concluded that there is a significant influence of educational qualification on training and development of employee job satisfaction.

The table no.4 shows that the computed value of 'f' for the awards and rewards , motivation and counseling, company policy, total of employee job satisfaction is greater than the table value of 'f' (3.53) for 4 and 85 df at 0.01 level. Hence the hypothesis-IV is rejected. It is concluded that there is a significant influence of educational qualification on the above four variables.

Perception across Department:
On the basis of department, the employees are divided into five groups. The manufacturing department come under group-I, electrical department come under group-II, finance department come under group-III, quality control department come under group-IV and mechanical department come under group-V. The corresponding scores of the all variables were tested for significance by employing 'f' test. The following hypothesis is formulated.

Hypothesis-V

There would be no significant influence of department on employee job satisfaction in New Ranga Foods pvt ltd.

It is clear from the table no.5 that the computed value of 'f' for all the variables except two variables such as training and development and motivation and counseling is less than the table of 'f' (2.47) for 4 and 87 df at 0.05 level. Hence the hypothesis-V is accepted. It is concluded that there is no significant influence of department on the above variables except training and development and motivation and counseling.

Perception across Level in the Organization:

On the basis of Level in the organization, the employees are divided into three groups. The lower level come under group-I, middle level come under group-II, higher level come under group-III. The mean value of all the dependent variables were tested for significance by employing 'f' test. The following hypothesis is formulated.

Hypothesis-VI

There would be no significant influence of Level in the organization on employee job satisfaction in New Ranga Foods pvt ltd.

It is clear from the table no.6 that the computed value of 'f' for training and development, relations, job security of employee job satisfaction is less than the table of 'f' (3.10) for 2 and 87 df at 0.05 level. Hence the hypothesis-VI is accepted. It is concluded that there is no significant influence of Level in the organization on training and development, relations, job security of employee job satisfaction.

It is clear from the table no.6 that the computed value of 'f' for safety and health measure, company policy of employee job satisfaction is greater than the table of 'f' (3.10) for 2 and 87 df at 0.05 level. Hence the hypothesis-VI is accepted. It is concluded that there is a significant influence of Level in the organization on the above variables.

The table no.6 shows that the computed value of 'f' for the awards and rewards , motivation and counseling , total of employee job satisfaction is greater than the table value of 'f' (4.85) for 2

and 87 df at 0.01 level. Hence the hypothesis-VI is rejected. It is concluded that there is a significant influence of Level in the organization on awards and rewards, motivation and counseling, total of employee job satisfaction.

Major Findings of the Study:

1.   There is significant influence of Age at 0.01 level on awards and rewards, motivation and counseling, relations, company policy, total of Employee Job satisfaction

2.   There is significant influence of Gender at 0.05 level on job security. There is significant influence of Gender at 0.01 level on awards and rewards, motivation and counseling, company policy and total of Employee Job satisfaction

3.   There is significant influence of Experience at 0.01 level on awards and rewards, motivation and counseling, company policy, total of Employee Job satisfaction

4.   There is significant influence of Education qualification at 0.05 level on training and development. There is significant influence of Education qualification at 0.01 level on awards and rewards, motivation and counseling, company policy and total of Employee Job satisfaction

5.   There is significant influence of Department at 0.05 level on training and development of Employee Job satisfaction

6.   There is significant influence of Level in the organization at 0.05 level on safety and health measures, company policy. There is significant influence of Level in the organization at 0.01 level on awards and rewards, motivation and counseling, and total of Employee Job satisfaction

Conclusion:

Job satisfaction is all about how one feels about (or towards) one's job. An employee who expresses satisfaction is said to have a positive attitude towards the job, unlike a dissatisfied employee who has a negative attitude towards the job. A person having negative attitude shows a personality disposition which is inclined to experience nervousness, tension, worry, upset and distress, where as those with positive attitude will feel happy with themselves, others, and with their work. If we really concentrate on the variables that influence to change satisfaction levels of employee, it easy to help the organization to maintain high satisfaction levels to the employees. The present study gives information about influence variables and their relations. And finally,

this study really helps the organization, to know the Job Satisfaction levels of employees in various aspects. The company will consider the findings and improve the job satisfaction level of employees

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List of Tables

Table No: 1

Influence of Age on the Employee Job Satisfaction in New Ranga Foods pvt ltd.

Variable	Mean			SD			F – Values	Level of significance
	I	II	III	I	II	III		
Training and development	15.66	16.66	17.81	2.44	2.48	2.18	2.211	@
Awards & rewards	21.10	23.28	25.00	2.82	3.08	2.90	8.343	**
Motivation & counseling	20.93	22.56	24.18	2.45	2.93	1.08	6.983	**
Relations	17.86	19.34	19.45	1.96	2.08	1.97	5.387	**

Safety and health measures	20.24	20.48	23.18	2.46	2.08	2.09	7.789	**
Company policy	20.31	22.02	23.45	3.41	3.03	1.37	5.176	**
Job security	6.76	7.04	7.55	1.41	1.29	0.82	1.520	@
Total	104.86	131.38	140.62	16.95	16.97	12.41	37.409	**

N1=29   N2=50   N3=11   df: 2 and 87

** indicates significant at 0.01 level

@ indicates not significant at 0.05 level

Table No: 2

Influence of Gender on the Employee Job Satisfaction in New Ranga Foods pvt ltd.

Variable	Mean		SD		F – Values	Level of significance
	I	II	I	II		
Training and development	16.68	15.79	2.28	2.78	1.601	@
Awards & rewards	23.47	21.29	2.95	3.33	3.122	**
Motivation & counseling	22.89	20.79	2.46	2.99	3.503	**
Relations	19.08	18.43	1.88	2.57	1.354	@
Safety and health measures	20.89	20.39	2.36	2.41	0.913	@
Company policy	22.44	19.89	2.71	3.44	3.785	**
Job security	7.23	6.54	1.08	1.60	2.405	*
Total	132.68 123.12		15.72	19.12	16.683	**

N1=62   N2=28   df : 1 and 88

*indicates significant at 0.05 level

** indicates significant at 0.01 level

@ indicates not significant at 0.05 level

Table No: 3

Influence of Experience on the Employee job satisfaction in New Ranga Foods pvt ltd.

Variable	Mean			SD			F – Values	Level of significance
	I	II	III	I	II	III		
Training and development	16.21	16.05	17.27	2.71	2.82	1.98	1.896	@
Awards & rewards	20.82	23.03	24.86	2.82	3.21	2.17	12.479	**
Motivation & counseling	20.50	22.43	24.09	2.67	2.75	1.51	13.142	**
Relations	18.46	19.10	19.00	1.95	2.47	1.60	0.782	@
Safety and health measures	20.61	20.48	21.36	2.44	2.33	2.36	1.053	@
Company policy	19.96	21.70	23.68	3.14	3.07	2.01	10.298	**
Job security	6.82	6.90	7.45	1.36	1.15	1.41	1.771	@
Total	123.38	129.69	137.71	17.09	17.8	13.04	41.421	**

N1=28   N2=40   N3=22   df : 2 and 87

** indicates significant at 0.01 level

@ indicates not significant at 0.05 level

Table No: 4

Influence of Educational qualification on the Employee Job Satisfaction

in New Ranga Foods Pvt Ltd.

Variable	Mean					SD					F – values	Level of significance
	I	II	III	IV	V	I	II	III	IV	V		
Training and development	15.45 17.44	16.64		14.86	16.32	2.93 1.91	2.34		1.57	2.51	2.905	*
Awards & rewards	20.25 24.85	21.93		22.14	23.32	2.95 2.18	2.37		3.24	3.33	8.506	**
Motivation & counseling	20.50 24.00	20.29		23.43	22.50	2.12 2.02	3.29		1.81	2.54	9.120	**
Relations	17.85 19.59	18.93		19.43	18.73	2.28 1.85	1.86		2.57	2.10	2.193	@
Safety and health measures	19.70 20.33	20.93		22.00	21.64	2.72 2.00	2.02		2.77	2.22	2.637	@
Company policy	20.05 22.52	20.07		22.86	22.64	3.22 2.44	3.69		3.19	2.79	3.898	**
Job security	7.00 6.93	7.07		6.86	7.14	1.17 1.27	1.64		1.35	1.28	0.109	@
Total	120.8 135.66	104.93		131.58	132.29	17.31	17.21	15.57	16.77	13.67	29.368	**

N1=20   N2=14   N3=7   N4=22   N5=27   df: 4 and 85

*indicates significant at 0.05 level

** indicates not significant at 0.01 level

@ indicates not significant at 0.05 level

Table No: 5

Influence of Department on the Employee Job Satisfaction in New Ranga Foods Pvt Ltd.

Variable	Mean					SD					F – values	Level of significance
	I	II	III	IV	V	I	II	III	IV	V		
Training and development	16.59 16.33	15.37	18.00	18.00		1.93 3.39	2.94	1.41		1.23	3.251	*
Awards & rewards	22.10 24.33	22.57	22.50		24.69	3.17 1.03	3.44	4.95		2.66	2.061	@
Motivation & counseling	21.46 24.33	22.17	22.50		23.69	2.92 1.21	2.65	2.12		2.56	2.668	*
Relations	18.85 19.33	18.63	17.00		19.62	2.23 1.75	2.22	0.00		1.76	0.951	@
Safety and health measures	21.46 20.00	20.50	19.50		19.62	2.14 0.63	2.70	2.12		2.33	2.086	@
Company policy	21.28 23.00	22.27	19.00		21.08	3.49 1.41	2.90	4.24		3.01	1.156	@
Job security	7.05 8.00	6.77	8.00		6.85	1.21 0.63	1.33	0.00		1.57	1.534	@
Total	128.7	128.28	126.5	135.55	135.32	17	18.18	14.84	15.12	10.05	13.70	@

N1=39   N2=30   N3=2   N4=13   N5=6   df: 4 and 85

*indicates significant at 0.05 level

@ indicates not significant at 0.05 level

Table No: 6

Influence of Level in the organization on the employee job satisfaction in New Ranga Foods Pvt Ltd.

Variable	Mean			SD			F – values	Level of significance
	I	II	III	I	II	III		
Training and development	15.91 17.67		16.50	2.27 1.32		2.69	1.918	@
Awards & rewards	21.55 25.89		23.06	2.83 1.45		3.28	7.871	**
Motivation & counseling	21.12 24.44		22.58	2.85 1.51		2.64	6.517	**
Relations	18.39 20.00		19.00	1.78 2.24		2.26	2.253	@
Safety and health measures	21.00 22.56		20.21	2.25 1.24		2.45	4.335	*
Company policy	20.94 23.89		21.71	3.38 1.45		3.08	3.251	*
Job security	6.88 7.67		6.98	1.27 0.87		1.36	1.353	@
Total	125.79	130.04	142.12	16.63	17.76	10.08	27.498	**

N1=33   N2=48   N3=9   df: 2 and 87

*indicates significant at 0.05 level

** indicates significant at 0.01 level

@ indicates significant at 0.05 level