

A STUDY ON EMPLOYEE JOB SATISFACTION

1.CHINTHAKINDI POOJITHA, 2.A. BALA KRISHNA

¹MBA STUDENT SCHOLAR, TKR COLLEGE OF ENGINEERING&TECHNOLOGY, HYDERABAD,TELANGANA,INDIA

²ASSISTANT PROFESSOR ,TKR COLLEGE OF ENGINEERING&TECHNOLOGY, HYDERABAD,TELANGANA,INDIA

ABSTRACT

Human resources are one of the most important assets of the organization & assessing its current value is both important and difficult, but it must be done if this resource's utility is to be optimized, the performance of their resource will determine the overall effectiveness of the organization. One method of evaluating their value is through the assessment of the climate of the organization. The research data shows that job satisfaction does have an equation on the overall organization's effectiveness. An organization is made up of people there for if people do not change then the organization cannot change for obtaining the full co-operation & enthusiastic support of the members in achieving the organizational objectives, the organization must satisfy their needs and insure their feelings. Every organization is different and has a unique feeling and character beyond its structures; characters of these each org, deal with its members in a distinct way through its policies on allocation of resources, common action pattern, reward and penalty, leadership and decision-making style etc. The org policy and connection with regard to all these and a cluster of other related activities influence the feelings, attitudes and behavior of its members and result in the creation of a unique organizational climate. Hence job satisfaction is a product of leadership practices, communication, partnership, enduring systemic characteristics of the working relationship among persons and divisions of the organization. To study the overall job satisfaction of supervisors in Heritage Foods India Limited. Specific objectives, To measure the level of satisfaction among employees in Heritage Foods India Ltd. To measure the relationship and human relations & job satisfaction. To find out the most distaining factors which influence their performance in the job. To give applicable and practical suggestions to improve job satisfaction of supervisors in Heritage Foods India Ltd limited.

KEY WORDS: MEASURING JOB SATISFACTIONSUPERIOR, SUBORDINATE,COMMUNICATION,HUMAN RELATIONS,CONSERVATION MEASURES.

I.INTRODUCTION

Human resources are one of the most important assets of the organization

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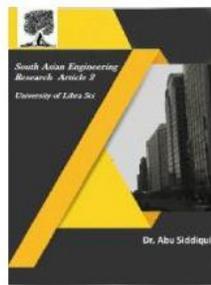


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Every organization is different and less a unique feelings and character beyond its structures characters these each org, deals with its members in a distinct way through its policies on allocation of resources, commune action pattern reward and penalty leadership and decision making style etc. the org policy and connection with regard to all these and a cluster of other related activities influence the feelings attitudes and behavior of its members and results in the creation of a unique organizational climate. Hence job satisfaction is a product of leadership practices and communication partner, enduring the systemic characteristics of the working relationship among persons and divisions of the organization.

II. REVIEW OF LITERATURE

The term human resource can be thought of as, "the total knowledge, skills, abilities, talents and aptitudes of an

organization's force, as well as the value, attitudes and beliefs of the individuals involved. HRM can be defined as the planning, directing and controlling of human resources. HRM is an approach to the management of people, based on four fundamental principles. First, human resources are the most important assets of an organization and their effective management is the key to its success. Second, this success is most likely to be achieved if his personal policies and procedures of the enterprises are closely linked with, and make major contributions to the achievement of corporate objectives and strategic plans. Third, the corporate culture and the values, organizational climate and managerial behavior that emanate from that culture will exert a major influence on the achievement of excellence. This culture must, therefore, be managed which means that continuous effort, starting from the top, will be required to get them accepted and acted upon. Finally, HRM is concerned with integration getting all the members of the organization involved and working together with a sense of common purpose. HRM is the proactive rather than reactive, that is always looking forward to what needs to be done and then doing it, rather than waiting to be told what to do about recruiting, paying for training people, or dealing with employee relation's problems as they arise. The techniques for the application of HRM or manpower planning, selection, performance appraisal, salary administration, training

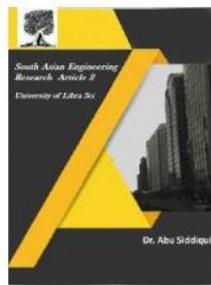


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and management development. In its essence, HRM is the qualitative improvement of human beings who are considered the most valuable assets of an organization the sources, resources, and end users of all product and services.

2.1. NATURE AND SCOPE OF HUMAN RESOURCE

(a). Complex Dynamism

A close observation of employees reveals that they are complex being that are physiological, psychological, sociological, ethical beings. If human factor is properly utilized, it may even prove a dynamic motive force for running an organization otherwise, it becomes a passive and destructive force A social System.

HRM is a task of dealing with human relationships, molding and developing the human behavior and attitude towards the job and organizational requirements. A challenging Task:

2.2. MEASURING JOB SATISFACTION

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale (named after RensisLikert). Other less common methods for gauging job satisfaction include: Yes/No questions, True/False questions, point systems, checklists, and forced choice answers. This data is sometimes collected using an Enterprise Feedback Management (EFM) system. The Job Descriptive Index (JDI), created by Smith, Kendall, &Hulin (1969)

, is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or can't decide (indicated by '?') in response to whether given statements accurately describe one's job. The Job in General Index is an overall measurement of job satisfaction. It is an improvement to the Job Descriptive Index because the JDI focuses too much on individual facets and not enough on work satisfaction in general.

2.3.SUPERIOR-SUBORDINATE COMMUNICATION

Superior-subordinate communication is an important influence on job satisfaction in the workplace. The way in which subordinate's perceive a supervisor's behavior can positively or negatively influence job satisfaction. Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship (Teven, p. 156). Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotional expression (Burgoon, Buller, & Woodall, 1996). Nonverbal immediacy from the supervisor helps to increase interpersonal involvement with their subordinates impacting job satisfaction. The manner in which supervisors

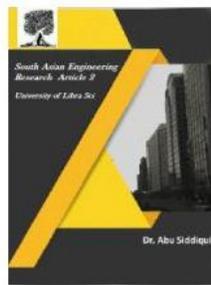


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communicate with their subordinates may be more important than the verbal content (Teven, p. 156). Individuals who dislike and think negatively about their supervisor are less willing to communicate or have motivation to work whereas individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their job and work environment.

2.4. HUMAN RELATIONS

The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling-state accompanying attainment by an impulse of its objective. Job dissatisfaction does mean absence of motivation at work. Research workers differently described the factors contributing to job satisfaction and job dissatisfaction. Hoppock describes job satisfaction as, “any combination of psychological, physiological and environmental circumstances 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 job as achieving or facilitating 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.

III.RESEARCH METHODOLOGY

The methodology that is adopted for the study is such that it facilitates data accumulation. The information is gathered through a survey method. The survey method has been adopted for collecting the data from employees.

3.1.RESEARCH DESIGN

Research Design is defined as the specification of methods and procedures for acquiring the information needed. Generally the research design is any of the following three

3.2. DESCRIPTIVE STUDY

Descriptive study/research is marked by the prior formulations of specific research questions. The investigator already knows a substantial amount about the research problem before the project is initiated. Hence this is chosen for my research.

3.3.EXPLORATORY STUDY

The major purpose of exploratory study is the identification of problem, the more precision formulation of problem and the formulation of new alternative courses of action.

3.4 CASUAL STUDY

The study involves the determination of the causes of what the researchers are predicting. This is mainly a cause and effect study. The research design selected by the researcher in the present study is “DESCRIPTIVE” in nature.

3.5. RESEARCH INSTRUMENT

HR research has one main research instrument in collecting primary data. That is a questionnaire. In order to extract first-hand information from the

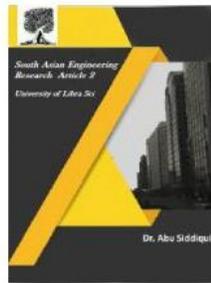


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respondents, a pre-tested questionnaire was prepared and the same was administered to the respondents.

IV.INDUSTRYPROFILE & COMPANT PROFILE

Retailing in India is one of the pillars of its economy and accounts for 16 to 18 percent of its GDP. India is the 5th largest retail market in the world. The country ranks fourth among the surveyed 30 countries in terms of global retail development. The current market size of Indian retail industry is about US\$ 520 bn(Source: IBEF). Retail growth of 14% to 15 % per year is expected through 2015. By 2018 , the Indian retail sector is likely to grow at a CAGR of 13 % to reach a size of US\$ 950 bn. Retailing has played a major role the world over in increasing productivity across a wide range of consumer goods and services. In the developed countries, the organized retail industry accounts for almost 80 % of the total retail trade. In contrast, in India organized retail trade accounts for merely 8-10% of the total retail trade. This highlights a lot of scope for further penetration of organized retail in India. The sector can be broadly divided into two segments: Value retailing, which is typically a low margin-high volume business (primarily food and groceries) and Lifestyle retailing, a high margin-low volume business (apparel, footwear, etc.).

4.1. GROWTH OF INDIAN RETAIL

According to the 8th Annual Global Retail Development Index (GRDI) of AT Kearney, India's retail industry is

the most promising emerging market for investment. In 2007, the retail trade in India had a share of 8-10% in the GDP (Gross Domestic Product) of the country. In 2009, it rose to 12%. It is also expected to reach 22% by 2010. According to a report by North bride Capita, the Indian retail industry is expected to grow to US\$ 700 billion by 2010. By the same time, the organized sector will be 20% of the total market share. It can be mentioned here that, the share of organized sector in 2007 was 7.5% of the total retail market. MAJOR RETAILERS IN INDIA

a. Pantaloon:

Pantaloon is one of the biggest retailers in India with more than 450 stores across the country. Headquartered in Mumbai, it has more than 5 million sq. ft. retail space located across the country. It's growing at an enviable pace and is expected to reach 30 million sq. ft. by the year 2010. In 2001, Pantaloon launched the country's first hypermarket 'Big Bazaar'. It has the following retail segments:

- Food & Grocery: Big Bazaar, Food Bazaar
- Home Solutions: Hometown, Furniture Bazaar, Collection-i
- Consumer Electronics: e-zone
- Shoes: Shoe Factory
- Books, Music & Gifts: Depot
- Health & Beauty Care: Star, Sitara
- E-tailing: Futurebazaar.com
- Entertainment: Bowling Co.

b.Tata Group

Tata group is another major player in Indian retail industry with its subsidiary

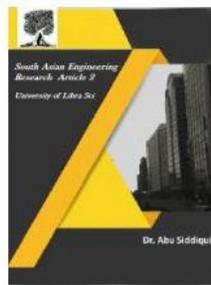


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Trent, which operates Westside and Star India Bazaar. Established in 1998, it also acquired the largest book and music retailer in India 'Landmark' in 2005. Trent owns over 4 lakh sq. ft. retail space across the country.

c. RPG Group

RPG Group is one of the earlier entrants in the Indian retail market, when it came into food & grocery retailing in 1996 with its retail Food world stores. Later it also opened the pharmacy and beauty care outlets 'Health & Glow'.

4.2.RENEWABLE ENERGY :At Heritage, we recognize our responsibility towards protecting the environment. As a forward-looking enterprise, we are strongly committed to extending our 'Green' footprint. In line with this thinking, we embarked on a clean energy initiative with a 2.34 MW Solar Power Project which provides captive power to one of our Dairy Units in Hyderabad.

- Reduced Carbon footprint at every available opportunity
- Green Belt is being developed at our plants
- Periodic Energy Audits of our processing plants are carried out as part of energy

4.3.CONSERVATION MEASURES

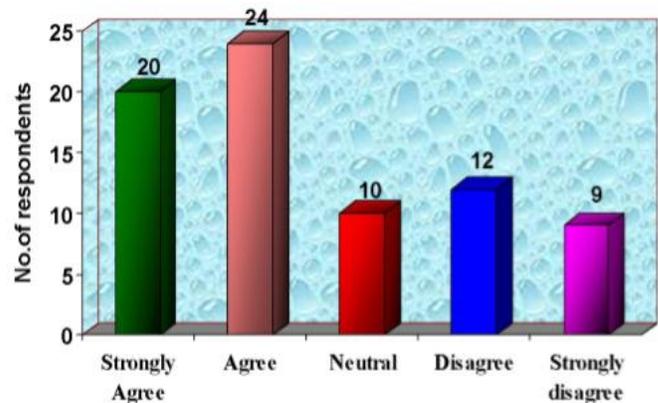
Commissioned 1st Wind Power Plant of 2.1 MW Capacity at China Kothur Village, VajrakarurMandal, Anantapur District, Andhra Pradesh on 27th March 2016 for captive consumption. This Plant is expected to generate 5 Million units per annum to be

utilized/consumed by our Gokul and Chittoor Plants. Commissioned 2nd Wind Power Plant 2.1 MW Capacity at Sy No. 291, 292, Vajrakarur, Anantapur District, Andhra Pradesh, India on 20th September, 2016 for captive consumption. This Plant is expected to generate 5 Million Units per annum to be utilized/consumed at Dairy Plants of the Company under Captive Open Access Arrangement through APTRANSCOM /APSPDCL. Commissioned 6 Solar Power Plants with total Capacity of 1.66KW to meet our captive power consumption at the following locations on 29th March 2017.

V. DATA ANALYSIS AND INTERPRETATION

1.Job provides scope to achieve goals?

Response	Respondents	% of Respondents
Strongly Agree	20	26.67
Agree	24	32
Neutral	10	13.33
Disagree	12	16
Strongly disagree	9	12



INTERPRETATION:-

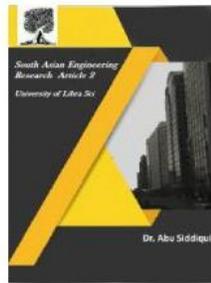


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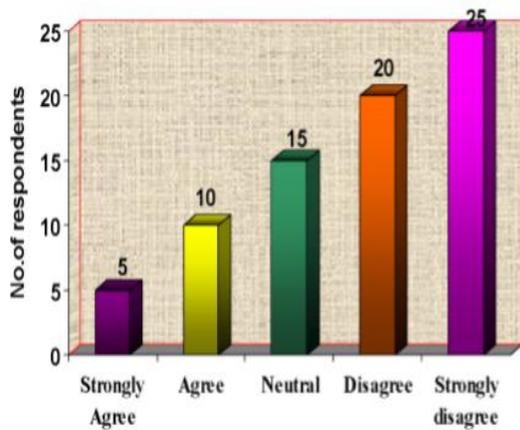


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From the above table, it is clear that 32 % of employees agree that there is scope for achieving goals and 26% of them strongly agreed. 2.Freedom to take decisions?
2.Freedom to take decisions?

Response	Respondents	% of Respondents
Strongly Agree	5	6.67
Agree	10	13.33
Neutral	15	20
Disagree	20	26.67
Strongly disagree	25	33.33

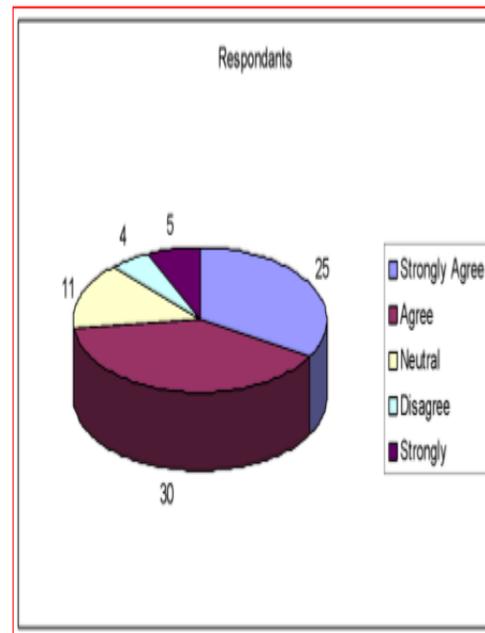


INTERPRETATION:-

From the above table, 13 % of employees agreed that they have the Freedom to take decisions with decision taking and 33% of employees don't have freedom to take decisions.

4.Working under in human working conditions.

Response	Respondents	% of Respondents
Strongly Agree	25	33.33
Agree	30	40
Neutral	11	14.67
Disagree	4	5.33
Strongly	5	6.67



INTERPRETATION:-

From the above table 40% of employees agree that the working conditions are human and 33% of employees strongly agree.

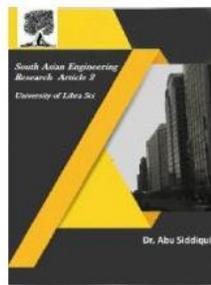


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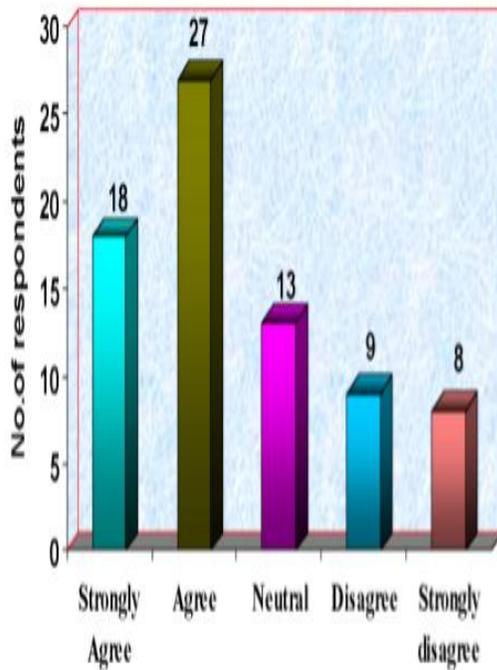


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5. Employee placing in a right place.

Response	Respondents	% of Respondents
Strongly Agree	18	24
Agree	27	36
Neutral	13	17.33
Disagree	9	12
Strongly disagree	8	10.67

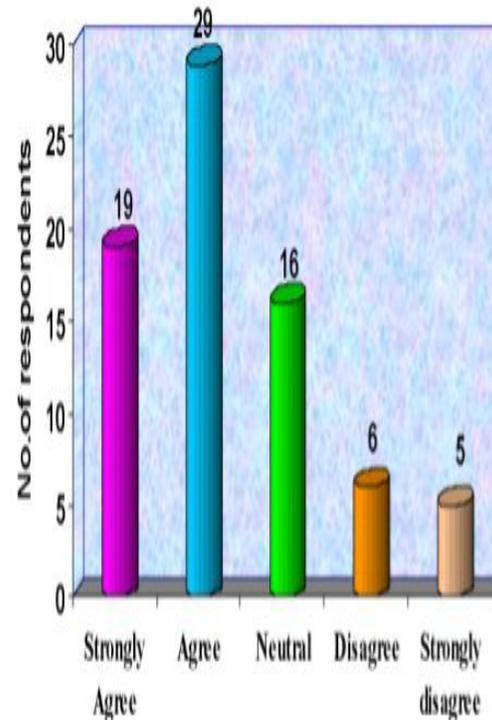


INTERPRETATION:-

From the above table, 24% of the employees strongly agree that they are placed in the right position, 36% of the employees agree, while 23% of the employees disagree for the above.

6. Good Relationship with your peers?

Response	Respondents	% of Respondents
Strongly Agree	19	25.33
Agree	29	38.67
Neutral	16	21.33
Disagree	6	8
Strongly disagree	5	6.67



INTERPRETATION:-

From the above table 25% of the employees strongly agreed that they have a good relationship with their peers, 39% said it is good, 8% said it is average, 67%

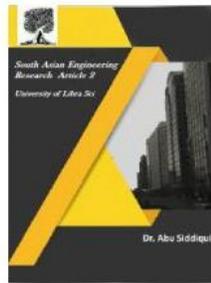


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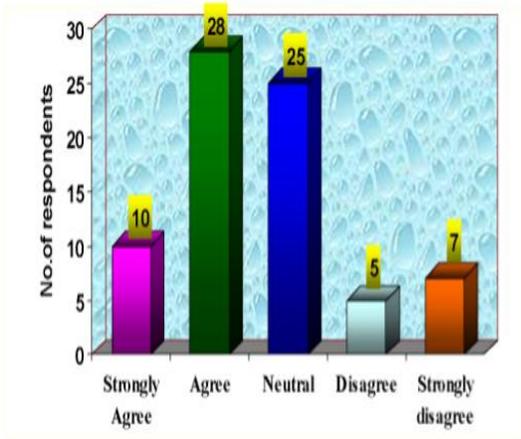
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said they have poor relationships with their peers.

7. Your relationship with a superior?

Response	Respondents	% of Respondents
Strongly Agree	10	13.33
Agree	28	37.33
Neutral	25	33.34
Disagree	5	6.67
Strongly disagree	7	9.33

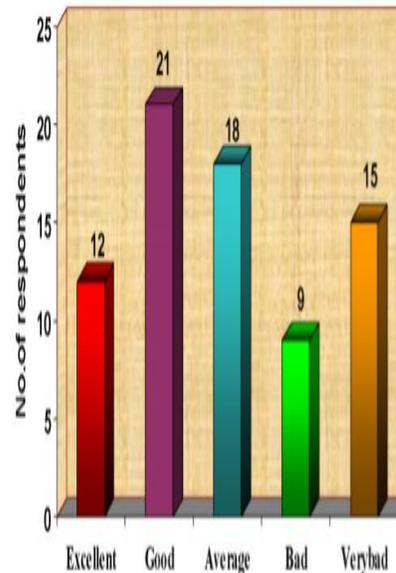


INTERPRETATION:-

From the above table, 14% of the employees have an excellent relationship with their superiors, 37% have good relationships, 33% of employees are satisfied with their relationship with superior, 7% have poor relationships

8. Benefits provided by the company?

Response	Respondents	% of Respondents
Excellent	12	16
Good	21	28
Average	18	24
Bad	9	12
Very Bad	15	20



INTERPRETATION:-

From the above table, 16% of the employees said Excellent benefits provided by the company, 18% of employees Good, 24% of employees have average good, 24% off employees have average

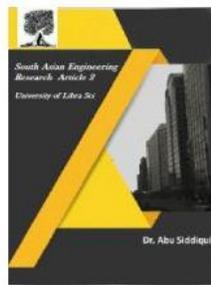


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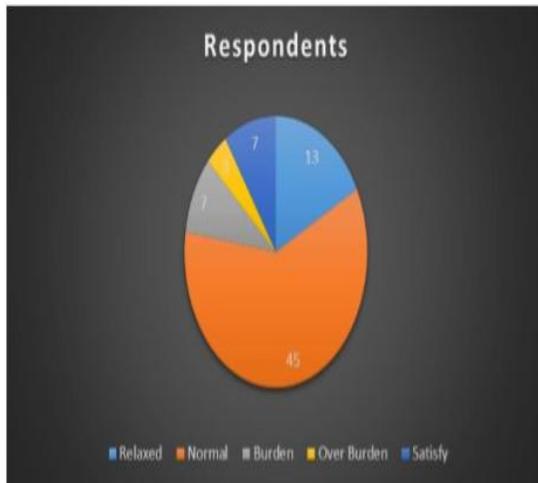
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12% of employees have bad, 20% of employees have very sad opinions.

9. How do you feel about work load?

Response	Respondents	% of Respondents
Relaxed	13	17.34
Normal	45	60
Burden	7	9.33
Overburden	3	4
Satisfy	7	9.33



SCOPE OF THE STUDY

The job satisfaction refers to a person's feeling of satisfaction on their job. It is different from person to person. The researcher has chosen to measure the level of job satisfaction in HERITAGE FOODS INDIA LIMITED. The study considers the impact of 10 factors on job satisfaction. It concentrates on the effect of factors in general, but no exclusive study is made on them. The study considers only the perceptual elements of

employees and does not focus on ground realities. The scope of study cover: work conditions, compensation, extra benefits, conveyance treatment of superiors, colleagues, duly timings, and grievance redresses mechanism and promotion policy.

CONCLUSION

Findings and suggestions are based on the survey conducted and these points are to be looked into and steps are to be taken in this regard for higher growth.

From the analysis I conclude that the job provides the opportunity to the employees to exercise their skills at the workplace. Number of the employees accepted that at times there is considerable flexibility in co-coordinating with work and they are satisfied with the existing interpersonal communication. In HERITAGE FOODS (INDIA) LTD they follow the systematic planning and review process to evaluate the performance of employees.

From analysis it was also observed that there is a scope for the improvement of working conditions in HERITAGE FOODS (INDIA) LIMITED. Salary package would hike so that it can be at par with the market rate.

Finally I would like to conclude that the employees of HERITAGE FOODS(INDIA) LIMITED, are satisfied with their work and organization.

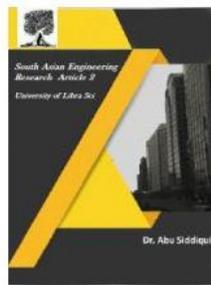


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STUDENT PROFILE



CHINTHAKINDI POOJITHA
 DEGREE COLLEGE: IDEAL DEGREE COLLEGE ,DILSHUKNAGAR NOW PURSUING MBA IN TKR COLLEGE OF ENGINEERING & TECHNOLOGY, HYDERABAD, TELANGANA, INDIA

GUIDE PROFILE

A.BALA KRISHNA WORKING AS ASSISTANT PROFESSOR IN TKR COLLEGE OF ENGINEERING & TECHNOLOGY, HYDERABAD, TELANGANA, INDIA

