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JOB SATISFACTION AMONG EMPLOYEES IN A CO-OPERATIVE SUGAR MILL: AN EMPIRICAL STUDY OF NADIPPISAI PULAVAR K. R. RAMASAMY CO-OPERATIVE SUGAR MILLS LTD - MAYILADUTHURAI DISTRICT.

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ABSTRACT



Job satisfaction is an important factor influencing employee attitudes, workplace relationships and organisational effectiveness. In industrial organisations, employee satisfaction may be influenced by salary, working conditions, welfare facilities, management practices, career opportunities and recognition. This study examines job satisfaction among employees of Nadippisai Pulavar K. R. Ramasamy Co-operative Sugar Mills Ltd. The study adopts a descriptive research design and is based on questionnaire responses from 100 employees. Three objectives were selected from the original thesis: to examine differences in employee opinions concerning job satisfaction factors according to work experience, to investigate the association between employee age and perceptions of welfare facilities, and to examine the association between department and perceptions of career prospects. One-way analysis of variance (ANOVA) and chi-square tests were employed, following the statistical results reported in the thesis. The reported ANOVA results indicate significant differences across experience groups concerning counselling programmes, employee recognition and salary satisfaction. The thesis also reports significant associations between age and perceptions of welfare facilities and between department and perceptions of career prospects. These findings highlight the importance of experience-sensitive employee support, transparent recognition practices and career development opportunities. The study is limited to a single organisation and a sample of 100 respondents. The reported inferential results should be interpreted cautiously and verified using the original respondent-level data before publication.

KEYWORDS: *Job satisfaction, employee satisfaction, co-operative sugar mill, working experience, welfare facilities, career prospects, ANOVA, chi-square test.*

INTRODUCTION

Job satisfaction refers to an employee's positive or negative evaluation of their job and work experiences. It is influenced by several organisational and personal factors, including remuneration, working conditions, supervision, relationships with colleagues, recognition, opportunities for advancement and the nature of the work performed.

In industrial organisations, job satisfaction is particularly important because employees contribute directly to production, operational efficiency, workplace safety and organisational continuity. Employee dissatisfaction may be associated with poor morale, strained workplace relationships and reduced willingness to participate in organisational activities.

Co-operative sugar mills operate within an industrial and agricultural environment that involves production activities, technical operations, administrative functions and employee coordination. Understanding employee perceptions of management practices and workplace facilities can help management identify areas requiring improvement.

Nadippisai Pulavar K. R. Ramasamy Co-operative Sugar Mills Ltd. is described in the thesis as a co-operative sugar mill located in Thalainayar village in the Mayiladuthurai region of Tamil Nadu. The thesis identifies job satisfaction, working conditions, salary, employee relationships, management policies and welfare facilities as relevant areas of investigation.

Against this background, the present paper examines selected relationships between employee characteristics and their perceptions of organisational practices.

2. REVIEW OF LITERATURE

- **Singh (2005)** found that job satisfaction is the result of various attitudes in all probability, activated by a worker's needs and their fulfillment (through work), a worker exhibits towards his job, towards related factors and towards life in general. More explicitly explained a worker's experience of satisfaction or dissatisfaction with his job, or any aspect of it, in large part, consequences of the extent of his positive or negative job attitude.
- **Anitha. R (2011)** analyses the satisfaction level of paper mill employees. Chi-Square test and percentage analysis have been used in this study to analyze the job satisfaction of paper mill employees in Udumalpet and Palani Taluk. The study shows that only 44% of the employees are satisfied with the working conditions, 31% of them with the welfare facilities, 44% of them with the accident compensation, and 42% of them are satisfied with the rewards provided and 52% of them are satisfied with the grievance handling procedure. The organization may give importance to certain factors such as Canteen, rest room facilities, rewards, recognition and promotion policy so that satisfaction of the employees may be improved further.
- **Pankaj Deshwal (2011)** investigates the levels of job satisfaction among engineering faculty members in the engineering colleges of technical universities in Uttar Pradesh and to examine the effects of the dimensions of the job on levels of satisfaction among them. This study also gives suggestions to maintain or improve faculty members' job satisfaction level. A questionnaire-based study was conducted on engineering faculty members working in the engineering colleges of technical universities in Uttar Pradesh. A sample of 360 engineering faculty members was drawn from this population. The collected data were entered in SPSS 16 and were analyzed using descriptive statistical methods Mean and Standard Deviation. The job satisfaction levels of the engineering faculty members were found to be moderately high.
- **Ekta Sinha (2013)** measures the satisfaction level of employees with special reference to KRIBHCO, Surat. Today to sustain in such a competitive market its very important to retain good employees, that contribute towards the attainment of Organizational goal and customer satisfaction as well. Many researchers have worked in this area with different organizations but this kind of research work has not been done before in KRIBHCO, Surat. We went ahead in this research with sample size of 150 employees based on systematic sampling. Data was collected based on structured questionnaire method on Likert five point scale for 23 major variables which were reduced to five factors namely Empowerment & Work Environment, Working Relation, Salary & Future prospects, Training & work Involvement and Job Rotation. We found the employees to be satisfied on the basis of above said five factors. For the purpose of data analysis we used IBM SPSS 20. We performed factor analysis to reduce the data and non parametric tests as Kruskal-Wallis and

Mann Whitney Rank test. Chi-Square tests were performed to view the satisfaction level of the employees against each major variables found after dimension reduction. We also found that a few important factors that normally contribute to the employee satisfaction, didn't have much influence on employee satisfaction in KRIBHCO, Surat, such as, welfare measures, role clarity, freedom of decision making and recognition at work. The innovativeness and creativeness of employees also took a back seat as far as satisfaction level was concerned.

3. RESEARCH OBJECTIVES

1. To examine differences in employee opinions regarding selected job satisfaction factors based on their work experience.
2. To examine the association between employees' age and their perceptions of welfare facilities provided by the organisation.
3. To examine the association between employees' departments and their perceptions of career prospects.

4. RESEARCH HYPOTHESES

Objective 1: Work experience and job satisfaction factors

- (H01): There is no significant difference in employee opinions across work-experience groups concerning counselling programmes, recognition of employees' work and salary satisfaction.
- (H11): There is a significant difference in employee opinions across work-experience groups concerning at least one of these factors.

Objective 2: Age and welfare facilities

- (H02): There is no significant association between employees' age and their perceptions of welfare facilities.
- (H12): There is a significant association between employees' age and their perceptions of welfare facilities.

Objective 3: Department and career prospects

- (H03): There is no significant association between employees' departments and their perceptions of career prospects.
- (H13): There is a significant association between employees' departments and their perceptions of career prospects.

5. RESEARCH METHODOLOGY

5.1 Research design

The study adopts a descriptive research design to examine employee perceptions and selected relationships between demographic or occupational characteristics and job satisfaction factors.

5.2 Study area

The study was conducted at Nadippisai Pulavar K. R. Ramasamy Co-operative Sugar Mills Ltd., located at Thalainayar village in the Mayiladuthurai region of Tamil Nadu, as identified in the thesis.

5.3 Sample size

100 employees included employees from administrative, accounts, production and other departments, with differences in age and work experience.

5.4 Statistical tools

Statistical tool	Purpose in this study
Percentage analysis	To describe the distribution of respondents and their opinions
One-way ANOVA	To compare reported mean responses across work-experience groups
Chi-square test	To examine associations between categorical variables

5.6 Level of significance

A 5% significance level (alpha = 0.05) is used as the conventional interpretation threshold. The reported p-values are compared with this threshold.

6. DATA ANALYSIS AND RESULTS

6.1 Objective 1: Work experience and job satisfaction factors

The thesis reports a one-way ANOVA examining whether employees with different lengths of work experience differ in their opinions about counselling programmes, recognition of work and salary satisfaction.

Table 1. One-way ANOVA results for work experience and job satisfaction factors

Job satisfaction factor	Experience group	N	Mean	SD
Counselling programmes	3–5 years	44	3.36	1.296
	6–9 years	24	2.29	1.805
	Above 9 years	32	3.13	1.454
	Total	100	3.03	1.527
Recognition of employees' work	3–5 years	44	3.25	1.416
	6–9 years	24	4.00	1.445
	Above 9 years	32	3.06	1.435
	Total	100	3.37	1.461
Salary satisfaction	3–5 years	44	2.66	1.539
	6–9 years	24	2.50	1.719
	Above 9 years	32	3.63	1.601
	Total	100	2.93	1.659

Table 2. ANOVA test statistics and significance

Factor	F-value	p-value	Decision at 5%
Counselling programmes	4.167	0.018	Significant
Recognition of employees' work	3.228	0.044	Significant
Salary satisfaction	4.497	0.014	Significant

Interpretation

The reported p-values for all three factors are below **0.05.** Therefore, the null hypotheses of equal mean responses across the experience groups are rejected for the three reported comparisons.

The mean scores show different patterns across experience groups:

- For counselling programmes, the highest mean is among employees with 3–5 years of experience (3.36).
- For recognition of employees' work, the highest mean is among employees with 6–9 years of experience (4.00).
- For salary satisfaction, the highest mean is among employees with more than 9 years of experience (3.63).

These results suggest that opinions about the selected organisational practices vary across experience groups.

Research implication: Management may review counselling access, employee recognition and salary-related concerns across experience groups rather than assuming that the same policies affect every employee equally.

6.2 Objective 2: Association between age and welfare facilities

Table 3. Age-wise distribution of opinions about welfare facilities

Opinion	20–30 years	31–40 years	41–50 years	Above 50 years	Total
Strongly agree	0	0	1	46	47
Agree	1	0	1	8	10
Neutral	0	0	1	7	8
Disagree	1	0	0	24	25
Strongly disagree	0	1	2	7	10
Total	2	1	5	92	100

Table 4. Chi-square test for age and welfare facilities

Statistical measure	Reported value
Pearson chi-square statistic	22.845
Degrees of freedom	12
p-value	0.029
Significance level	0.05
Reported decision	**Significant association**

Hypothesis decision

Since the reported p-value of 0.029 is less than 0.05, the result indicates a statistically significant association between age group and opinions about welfare facilities. Accordingly, the null hypothesis is rejected under the reported test.

Interpretation

The table shows that 92 of the 100 respondents were above 50 years of age. Within this group, 46 strongly agreed that the welfare facilities were satisfactory, while 24 disagreed and seven strongly disagreed. The smaller age groups contain very few respondents.

The reported result suggests that perceptions of welfare facilities may vary across age groups.

Research implication: Management may collect more balanced feedback across age groups to understand whether welfare facilities meet the different needs and expectations of employees.

6.3 Objective 3: Association between department and career prospects

Table 5. Department-wise distribution of opinions about career prospects

Opinion	Administration	Accounts	Production	Others	Total
Strongly agree	0	0	24	0	24
Agree	2	0	13	0	15
Neutral	6	2	10	1	19
Disagree	0	3	12	0	15
Strongly disagree	2	3	22	0	27
Total	10	8	81	1	100

Table 6. Chi-square test for department and career prospects

Statistical measure	Reported value
Pearson chi-square statistic	26.676
Degrees of freedom	12
p-value	0.009
Significance level	0.05
Reported decision	**Significant association**

Hypothesis decision

The reported p-value of 0.009 is below 0.05. Therefore, the null hypothesis is rejected under the thesis's reported test result, indicating a statistically significant association between department and opinions about career prospects.

Interpretation

The production department accounts for 81 respondents, while administration accounts for 10, accounts for eight and other departments for one. In the production department, 24 respondents strongly agreed that career prospects were good, while 22 strongly disagreed. This indicates a mixed pattern of opinion even within the largest department.

Research implication: Management should communicate promotion criteria clearly, identify department-specific training needs and provide transparent opportunities for skill development and career progression.

7. MAJOR FINDINGS

1. **Counselling programmes**: Employee opinions differed significantly across experience groups according to the reported ANOVA result (F=4.167,p=0.018).
2. **Recognition of work:** The reported ANOVA indicated significant differences across experience groups (F=3.228, p=0.044).
3. **Salary satisfaction:** Employee opinions about salary differed significantly across experience groups according to the reported test (F=4.497, p=0.014).
4. **Welfare facilities:** The thesis reported a significant association between age and opinions about welfare facilities (chi^2=22.845, p=0.029).
5. **Career prospects**: The thesis reported a significant association between department and opinions about career prospects (chi^2=26.676, p=0.009).
6. **Uneven representation**: Employees above 50 years accounted for 92% of respondents, and production employees accounted for 81%. This limits comparisons involving the smaller groups.

8. MANAGERIAL IMPLICATIONS AND SUGGESTIONS

8.1 Improve counselling and employee support

The organisation may establish a clearly communicated counselling and employee-support system. Employees should know how to access support, raise concerns and obtain guidance on workplace problems.

8.2 Strengthen recognition practices

A transparent recognition system may help employees understand how good performance is acknowledged. Recognition could include written appreciation, performance-based awards, team recognition and opportunities for professional development.

8.3 Review salary-related concerns

Management may review the fairness and transparency of salary structures, allowances and other compensation arrangements. Employees should have a clear channel for raising compensation-related concerns.

8.4 Review welfare facilities

The organisation may periodically assess whether existing welfare facilities are accessible and appropriate for employees' needs. Feedback should be gathered across age groups instead of relying predominantly on the largest age category.

8.5 Improve career development opportunities

Promotion requirements, eligibility criteria, training opportunities and career pathways should be communicated clearly. Department-specific discussions may help management identify perceived barriers to advancement.

8.6 Improve future employee surveys

Future research should seek adequate representation from all departments and age groups. Anonymity, clear questionnaire wording and consistent data recording may improve the quality of employee feedback.

9. LIMITATIONS OF THE STUDY

- The study is limited to one co-operative sugar mill and cannot automatically be generalised to other organisations.
- The sample contains 100 respondents, with substantial imbalances in age and department.
- The study uses questionnaire-based responses, which may be affected by individual perceptions and response bias.

10. CONCLUSION

This study examined selected aspects of employee job satisfaction at Nadippisai Pulavar K. R. Ramasamy Co-operative Sugar Mills Ltd. using three objectives drawn The analysis focused on work experience in relation to counselling programmes, recognition and salary satisfaction, the association between age and welfare facilities, and the association between department and career prospects.

Reports significant differences across experience groups for all three ANOVA comparisons and significant associations for both chi-square comparisons. These results highlight the importance of considering employee experience, welfare perceptions and career development when reviewing workplace practices.

The findings suggest that management may benefit from strengthening employee support systems, improving recognition practices, reviewing compensation concerns and communicating career opportunities more clearly. Overall, the study provides a useful preliminary account of selected job satisfaction factors in a co-operative sugar mill and identifies areas for further investigation and organisational improvement.

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