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INTRODUCTION

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CHAPTER-1
INTRODUCTION

1.1 Introduction to Job Satisfaction

The relationship between man and work has always attracted the attention of philosophers, scientists and novelists. A major part of man’s life is spent in work. Work is a social reality and social expectation to which men seem to conform. It not only provides status to the individual but also binds him to the society. The nature and significance of work would be important as an area for study, if only on the basis that it occupies so much of a man’s life span.

On the surface, it may seem that with the growing complexities of the industrial society, work is simply a means of earning a living. This appears to be an oversimplification. Work serves many other functions for an individual. An individual’s sense of well-being, of doing something worthwhile, of having some considerations, may be so compulsive that men may continue to work even if they are not pressed by economic needs. If men worked for money alone, there would be no way of explaining the fact that some men who have plenty of money still continue to work.

As a matter of fact, by working on a job most men gratify many of their needs. Job satisfaction is closely related to the gratification of needs. It is composed of effective, cognitive and behavioral elements. These elements vary in their intensity and consistency from one individual to another. Thus, job satisfaction is the satisfaction derived from any pursuit directed by the process of fulfillment of the needs. It is the favorableness or un-favorableness with which employees view their work. It results from specific attitudes of employees in three areas viz., Specific job factors and individual adjustment on the job and group relationship. Work in this regard, is a potent source of need-gratification of all types such as physical, security, social and ego needs. Schaffer (1953) for example, opined that job satisfaction is primarily based upon the satisfaction of needs. The stronger the need, the more closely will job satisfaction depend on its gratification.

The concepts of needs and attitudes have been taken from animal psychology and social psychology respectively. The term ‘needs’ is defined as a “condition marked by
the feeling of lack or want of something or of requiring the performance of some action” (Drever, 1964). The same lexicon defines an attitude as, “a more or less stable set of disposition of opinion, interest, or purpose, involving expectancy of a certain kind of experience and readiness with an appropriate response”. The goals or purposes to which needs are directed are technically termed incentives. Needs are terminated by attainment of incentives. This termination accompanies a “simple feeling-state” known as satisfaction. According to Drever (1964), satisfaction is the “end-state in feeling accompanying the attainment by an impulse of objective.” The resulting feeling of satisfaction is a function of the motive (need) strength and the opportunity that environment provides for the attainment of the appropriate incentive. In the literature on Industrial psychology, the term job satisfaction is quite frequently used for individual attitudes towards the specific aspects of the total work situation. The word ‘job’ is used in a restricted sense and refers to a specific task. Whereas the term job satisfaction covers the satisfaction derived from being engaged in work or in any pursuit of a higher order, it is essentially related to human needs and their fulfillment through work. It is generated by the individual’s perception of how well his job satisfies his various needs.

However, job satisfaction is not to be confused with employee’s attitudes to specific job factors or with industrial morale. In recent years, Crites (1969) has aptly distinguished between job attitudes, job satisfaction, vocational satisfaction and morale. He observes, “If it is some specific aspect if the job such as duties and tasks or working conditions, then the concept which is defined would be job attitudes. If it is the overall job in which the individual is presently employed, then the concept would be job satisfaction. If it is the type of work in which the, individuals has been trained and / or has gained experience in several jobs (two or more), then the concept would be vocational satisfaction and if the referent includes the work groups and/ or employing organization, as well as job vocational satisfaction, the concept would be morale”.

Reviewing the literature on ‘morale’ and ‘job satisfaction’ the author observed that some investigators and theoreticians such as Cranny et al (1992), Church (2000), Ganguli (1957), Kahn (1990) and Morse (1953), Herzberg, Mausner and Snyderman (1959) have treated morale and job satisfaction as interchangeable terms. However, in a report Scott (2009), Dawis (1984) and Lofquist (1984) have underlined
the difficulty created by ambiguity in defining job satisfaction and the indiscriminate use of morale and job satisfaction as interchangeable terms. On the other hand, scholars like Hul and Kolstad (1942), Blum and Naylor (1968), Harrel (1964) and Slegal (1982) are clearly of the view that job satisfaction and morale are not the same and the two terms cannot be used interchangeably. Some recent investigations carried out for determining the ‘factor’ of morale have clearly borne out that job satisfaction constitutes an important factor or dimension of morale. Studies conducted by Kahn (1990), Church (2000) and Kahn (1990) support the view that job satisfaction is not the same as morale although it is closely related to morale and states a preference for using job satisfaction with reference to the individual and morale with reference to the group. While discussing the relationship between morale and job satisfaction, he states that morale and job satisfaction merely indicate two attitudes towards one’s job. From the review of available literature on the issue it can be gathered that morale and job satisfaction are not synonyms. They differ from each other on at least two important dimensions. The first may be designed as the individual vs. group dimension; the second as the content dimension. This necessitates an evaluation and consideration of factors which constitute morale and job satisfaction. Job satisfaction includes a feeling of satisfaction or dissatisfaction with the various segments of one’s job life. These segments may be small and trivial but they create a certain feeling tone in the individual workers. Morale stands for a general attitude of the workers which may be taken as an index of their regard for the organization which employees them. Job satisfaction and morale, though non-interchangeable, are interrelated.

1.2 Importance of Job Satisfaction in Sugar Industry

The following may be concluded as the basic aims for the earlier job attitude researches: economic aim, humanistic aim and theoretical aim. The economic aim of job attitude research is that a satisfied employee will be more productive than a dissatisfied employee. The humanistic aim of the job attitude research is to make the work hours as pleasurable and as meaningful as possible. The theoretical aim of job attitude research is to increase our understanding of man. Knowledge of the determinants of satisfaction and dissatisfaction at work can contribute appreciably to motivation and personality theory in particular and to psychological theory in general.
Whilst in principle these three aims are separable, in practice they are not. The economic aims were strongly represented in the early research as amplified by the work of Taylor (1911) who laid the foundation of ‘scientific management’ in 1911. In the 19th century ‘economic man’ was the basic notion and motivation for work and money was considered to be the only source of satisfaction. The theory of economic man postulated that the worker is essentially a rational creature, who uses his reason primarily to calculate exactly how much satisfaction he may obtain from the smallest amount of effort or when necessary how much discomfort he can avoid. Although Taylor’s scientific management which provided a good example of the matching of human characteristics with those of the machine got undoubted success, it has several weak points. Taylor depended upon an important field and never saw more than a very small segment of it. He failed to see the significant role of attitudes of workers in organizing and directing their behavior.

In the field of attitude assessment of workers, Elton Mayo (1933) propounded his theory of ‘human relation’. The publication of the classic Hawthorne studies (1920) proved almost a revolution for those interested in studying the behavior of people working in industries and the findings proved to be trendsetters in the coming decades. Mayo’s study, according to Herzberg, Mausner and Snyderman (1959) established that relationship between worker and supervisor ‘leads to a more potent influence on output than any manipulation of environmental condition and that the informal association of a group of man at work acts as a potent stabilizer on the level of reference in industry.

The Hawthorne studies (1920) led to the realization that work is a social phenomenon. The worker operates within the social framework which has its rules and regulations and these affect the worker’s attitude and efficiency. Job attitudes are influenced by the total job environment or at least, by its various aspects.

As the behavior of an individual within the organization is a result of interaction between the situation and personality, the attitude of the worker is influenced by the total job environment and personality related factors. In other words, both individual and environment related factors contribute significantly to determine the attitude of the workers. Gradually, it was realized that by and large, investigators have focused their attention on to specific variables in explaining the phenomenon of job satisfaction and have not paid adequate attention to a theoretical framework to explain the relationship between these variables and job satisfaction. This realization has
made researchers pay more attention to the problem of providing a theoretical framework to explain the phenomenon of job satisfaction in relation to employee motivation as well as every day organizational practices.

There are reasons to believe that the theoretical approach to the study of job satisfaction is a necessity. The first and of course, the most straightforward reason rests on the fact that strong co-relations between absenteeism and satisfaction, as well as, between turnover and satisfaction appear in the related co relational studies. Accordingly, job satisfaction would seem to be an important focus of organizations which wish to reduce absenteeism and turnover.

The second reason for interest in job satisfaction stems from its low but consistent association with job performance. On speculation as to why this relationship exists, one possibility appears that satisfaction causes performance whereas; there is no theoretical reason to believe that satisfaction can causes performance.

Sugar industry occupies a key place in the Indian economy in terms of employment and investment. Over the years, sugars industries are endowed with several objectives. They were conceived as powerful tools in the process of economic development. Sugar industries are expected to fulfill social as well as economic obligations to ensure all round development of the economy. But unfortunately, due to many reasons most of the sugar industries are not able to fulfill the promises for which they have been established. In many cases, decline in their performance in terms of productivity, profitability and social obligation has been widely noticed. Heavy losses, huge expenditure on social overheads wastage, low employees morale, dissatisfaction, indiscipline and lack of commitment are some of the reasons for the poor performance of sugar industries.

As a result of poor performance of sugar industries the government is forced in recent times to lean towards low profitability and low production of sugar industries. If the same situation continues, the survival of sugar industries in the forth coming period may become a challenging task. Therefore, it is necessary that the sugar industries should make some sort of soul searching exercise and identify the basic reasons for their poor performance.

Like in any other organization people and their behavior assume a vital role in determining the performance and effectiveness of sugar industries. While many studies have concentrated on physical and financial performance of sugar industries, the studies on behavioral aspects seems to be inadequate. Considering the importance
of sugar industries in terms of large scale employments of human resources, attempts must be made to understand the human side of these companies. This underlines the necessity of identifying the nature of human relation and the problems of human behavior in the organization and suggests suitable measures for coping with the problems.

Keeping this in view, a modest attempt is made to study the evaluation of employees’ job satisfaction in the sugar industries in Gujarat state: With a developmental Perspective as regards job satisfaction of their employees and HR professionals.

1.3 A Present Profile

The present study is divided into seven chapters. The chapter plan of the study is as follows:

Chapter-1: Described introduction to employee job satisfaction, importance of job satisfaction and chapter plan of this thesis to Sugar Industries.

Chapter-2: Reviews various national and international research studies available in the literature on employee job satisfaction.

Chapter-3: Describes the details of Research Methodology applied in this study, which includes the major objectives of this study, problem statement, research design, scope of the study, data collection and summary of statistical tools and techniques used for data analysis.

Chapter-4: Elaborates the conceptual framework of job satisfaction in employees.

Chapter-5: Describes the overview of Sugar Industry as regards its periodic growth and development over the period of study. It also describes the brief profile of sugar Industry employees in Gujarat State of this study.

Chapter-6: Deals with data analysis and interpretation which is divided in two parts based on data collected from two different categorised in employee of sugar manufacturing Company of Gujarat State: Part - I general and Part - 2 HR Professionals job satisfaction in sugar Industry by applying various statistical models and the results obtained thereby are interpreted in order to meet the objectives of this study and the chapter ends with the description of the major findings of the study.
Chapter-7: Summarizes the results of this study along with its implications, conclusion and suggestions for the sugar manufacturing Company in order to enhance their employee job satisfaction levels and their by increase their future growth prospects.

The next chapter described review of literature.

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