Introduction and Design of the Study
CHAPTER - 1

INTRODUCTION AND DESIGN OF THE STUDY

INTRODUCTION

Human resources are the most valuable resource of an organisation as the productivity of all other resources depends upon people. Recognition of human resources as vital asset is essential for realising organisational goal. Human resource management is the management of people at work. Human resource management is a comprehensive people oriented, action oriented, individual and growth oriented and future oriented action. Human resource management involves both management and operative functions.

Human resource management is concerned with competing for and competing on human resources. Competing for human resources involves recruiting and employing right personnel and competing on human resources involves developing, retaining, and integrating personnel to achieve competitive advantages.
Human resource management is concerned with the people dimension in management. Since every organisation is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organisation are essential to achieving organisational objectives. This is true, regardless of the type of organisation – government, business, education, health, recreation or social action.¹

The human resource is by far the most dynamic and important resource that are needed to move the wheels of an economic activity. Economic development of any nation depends on the natural resources, the rate of capital formation and technological progress. In recent years, the economists have added “human resource” besides land, capital and technology as key factor for building and developing the nation. The optimal utilization of natural resources and the factor inputs of capital and technology depend on the extent of use of human resources². Basically, resource components can be categorized as human, material and time. Unlike other resources, this resource presents its own unique characteristics of “the resource of all resources”, which are harnessed to begin any

¹ David A., Decenzo and Stephen P. Robbins, Personnel / Human Resource Management, New Delhi ; Prentice Hall of India, P.3
economic enterprise. The human resources of an enterprise is the most important wealth producing and most delicate resource and its management is an extremely difficult exercise because of changing attitudes, aspirations and motivations.

Ever since the days of Adam Smith, Human Labour has remained an essential element in industrial society. It has also been proved by researchers that technology, despite its advancement and sophistication in recent decades upto “Artificial Intelligence”, could only supplement human resources and cannot substitute the potency of the human labour and its ‘natural intelligence’ which is more complex and varies from man to man.

Amongst the five M's contributing to production namely Men, Machines, Material, Money and Management, “Men” rank first. Man’s physical energies and skills of labour, when properly employed, generate production. As Gingberg points out ‘Human resources are the key to economic development’. These resources account for a large portion of a national output and there exists wide scope for enhancing productivity through their proper development of human resources. The physical resources alone will not give results unless the human resources are applied to them.
The human resources are assuming increasing significance in modern organisations. Obviously, majority of the problems in organisational settings are human and social rather than physical, technical or economical. The failure to recognize this fact causes immense loss to the nation, enterprises and the individual concerned. An enterprise cannot make any progress unless it has a well-trained, efficient, and an adequately motivated work team.

Lives being a search for satisfaction, people or the workmen go to work in order to satisfy their needs and aspirations. It is necessary that the management should find out what satisfies an individual and know something about what makes him to do what he does.

To get work from people, the management should understand their behaviour, and should know what satisfies the workers. Every individual can and is able to work, but he may or may not be willing to work for want of certain motivation. Management must strive to satisfy this motivation. Workers’ willingness to work is based largely on a management's ability to integrate the interests and needs of its employees with the objectives of the organisation. It is because of this reason that individual who works with an organisation for his livelihood labours some expectations from the management.
An industrial worker plays a significant role in determining the trends of industrial relations. If they are not satisfied they may become non-operative, indifferent, arrogant, irritating, insubordinate and unfriendly or act in an undesirable manner.

The management must examine the nature of the needs of an employee which motivate an individual to achieve certain goals or fulfill his needs. Human behaviour is directed towards the fulfillment of some aspirations, needs, drives, wants, etc. and it is therefore necessary for the employers to find out the answer to the question "Why or What is it that makes people to do things"?

If a manager of human resources neglects this aspect of human behaviour the inevitable consequences would be the employees’ hostility, refusal to accept responsibility, resistances to change, laziness, unreasonable demands for economic benefits, high labour turnover and absenteeism, poor quality of work, fall in production and reduced efficiency, social turmoil arising out of strikes, lockouts, indiscipline, low morale, withdrawal from work, day-dreaming, wasteful and destructive behaviour, jealousy, irritation, antagonism, annoyance, excessive complaining, bragging and frustration.
Unsatisfied employees often become aggressive and non-operative towards management and this is often disastrous for labour and the management relations. For the maintenance of industrial peace and prosperity, it is essential that greater attention is given to satisfy the needs of the worker. Social scientists like Blum have stressed the significance of studying the phenomenon of job satisfaction. The problem of job satisfaction, however, is interesting and significant from another point of view as well. Even though it is realized that a job grants certain status, power, dignity and feeling of achievement to the individual, still all men do not feel so about their jobs.

The worker wants his work and dignity of labour to be appreciated duly to win respect as a good citizen and a member of the industrial society. It is not only within the four walls of the undertaking that he expects to be well looked after but also in the matter of his employment and working conditions viz., hours of work, wages, fringe benefits, allowances, physical environment, amenities and other facilities. He very much wants his living conditions and standard of living outside the plant or within the undertaking much improved.
STATEMENT OF THE PROBLEM

India has the second largest pool of human resources in the world. The quantum of human potential that can be utilized in our country is mind boggling. The success of any organisation in the long run depends very much on the quality of its human resources. Human resource is an important asset of any concern. Personnel management is an integral part of the management of any business undertaking. Employees’ satisfaction and motivation play a vital role in achieving the ultimate goal of any undertaking.

The sugar industry is the second largest agro-based industry in India next to textiles. A sizable part of the rural population is directly and indirectly involved in these sugar factories. The sugar mills play an important role in rural areas for bringing radical changes by providing various facilities like agriculture, extension of irrigation, education, health, recreation facilities and have even promoted dairy and poultry activities. The sugar mills have not only modernized agriculture from subsistence to a commercial proposition but have also brought a far-reaching socio-economic development in the rural areas surrounding the sugar mills.
The sugar factories have an impact on the agriculture of the region and these sugar mills are responsible for bringing the socio-economic transformation in the regions where they are located. These factories provide a reasonable and assured price for sugarcane and also supply a number of facilities to their members. Hence, these factories are the agencies for the rural economic development. As such a study of the job satisfaction of the workforce of the sugar mills is a service indeed to these people and a service to the nation also.

The term “Job satisfaction” refers to the attitude of the employee towards his job and the extent to which it fulfils his dominant needs and his future expectation and values. There are 3 major theories of job satisfaction, viz.. (1) Herzberg's Motivation Hygiene theory, (2) Need-fulfillment theory and (3) Social reference-group theory. The Herzberg’s Motivation Hygiene theory is based on two types of factors viz., (1) Extrinsic factors (2) Intrinsic factors. When a worker is satisfied with his achievement on the job, he attributes this to the intrinsic factors and thereby he will take all the credit for it. On the other hand, if he is dissatisfied with his work, he will blame the extrinsic factors for it and thereby clears himself of all the responsibility for it. The Need-fulfillment theory pre-supposes that a person is satisfied if he gets what he wants and the more he wants something, or the more important
it is to him, the more satisfied he is when he gets it and the more dissatisfied he is when he does not get it. The social reference-group theory is similar to need-fulfillment theory except that it takes into account not only the desires, needs and interests of the individual, but also the points of view and opinions of the group. Such groups are defined as the "reference-group" which they define the way in which he should look at the world and evaluate various phenomena in the environment (including himself). It would be predicted, according to this theory, that if a job meets the interests, desires and requirements of a person's reference group, he will like it, and if not, he will not like it.

The present study is confined to “A study on the Job Satisfaction of Employees of Sugar mills in Erode District”. It has been conducted to find out answers to the following queries:-

1. What are the existing practices of personnel department of Sugar mills?
2. What is the extent of the satisfaction of the employees working in the mills?
3. What are the factors influencing their job satisfaction?
DETERMINANTS OF JOB SATISFACTION

According to Abraham A Korman there are two types of variables which determine the job satisfaction of an individual. They are:

(1) Organisational variables, and (2) Personal variables.

ORGANISATIONAL VARIABLES

(1) **Occupational level**: The higher the level of the job, the greater the satisfaction of the individual. This is because higher level jobs carry greater prestige and greater self-control. This relationship between occupational level and job satisfaction stem from social reference group theory in which our society attributes value for some higher jobs than others. Hence, people like valued-jobs more than non-valued jobs. The relationship may also stem from the need-fulfillment theory. People in higher level jobs find most of their needs satisfied compared to lower level jobs.

(2) **Job content**: Greater the variation in job content, lesser the repetitiveness and greater is the satisfaction of the individuals concerned. Hence job content in terms of variety and nature of tasks called for is a function of occupational level. In low level occupations,
job content is repetitive and uninspiring in general, whereas in higher levels it is not so.

(3) **Considerate leadership**: People in an organisation like to be treated with consideration. Hence considerate leadership results in higher job satisfaction than inconsiderate leadership.

(4) **Pay and promotional opportunities**: All other things being equal, these two variables are positively related to job satisfaction. An explanation for this finding lies in both the theories stated.

(5) **Interaction and the work group**: Here the question is ‘When does interaction of a work group represent a source of job satisfaction and when it does not?’ Interaction is most satisfying when

i. It results in the associated that other person's attitudes are similar to one's own, since this permits the ready calculability of others' behaviour and constitutes a validation of one's own self.

ii. It results in being accepted by the other.

iii. It facilitates the achievement of goals set.
PERSONAL VARIABLES

Harrell,\(^3\) classifies Job Satisfaction dimensions in three major areas, which are suitable for most of the environments. They are,

Gender

Gender plays a role in fixing the highest job satisfaction but the difference in ratio is certainly negligible. Jordan in his book on "Staff Management in Library and Information work" indicated that perceptions and judgements that depend on the gender will influence his/her Job Satisfaction.\(^4\) For example Srivastava and Krishna have reflected in their study that male teachers are more involved in their jobs than the female teachers.\(^5\)

Age

Various studies have found different results in different groups on the relationship of age to job satisfaction. To put forth an example here,

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Anandaraman and Kaliappan attempted to find the relationship between age and job involvement. 46 nurses were interviewed. It was concluded that age is significantly associated with job involvement. In another study, Hanlon, investigated the relationship between age and commitment to work and the job, which revealed that age had little effect on work commitment.

**Time on Job**

Several investigations have indicated that job satisfaction is relatively higher at the start, drops slowly to the fifth or eighth year and then rises again with more time on the job. The highest morale is found to have reached after the twentieth year.

**Intelligence**

The relation of intelligence to job satisfaction no doubt depends on the level and range of intelligence and the challenge of the job. Intelligence accounted for a tiny fraction of the variation in work attitude among the employees, the brightest having slightly poor worker attitudes. A study by

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Houdyshell, revealed that majority of the Librarians are satisfied due to the challenge of a good question and other challenges faced in the library.\(^8\)

**Education**

There is a great deal of conflicting evidence on the relationship between education and job satisfaction. Jordan (1995) in his book on “Staff Management in Library and Information work” indicated that perceptions and judgements depend on the education which influences his/her job satisfaction.\(^9\)

A study by Dharanendriah and Amindabhavi clearly revealed that education does not correlate with strong job involvement.\(^10\)

**Personality, Exclusive of Intelligence**

Personality has been suggested as a major cause of job dissatisfaction. In an investigation of female employees of the Kimberly - Clark corporation it was found that “of the 25 most neurotic, 16 were more dissatisfied than the

\(^8\) Mara Houdyshell, “What were you thinking? If you could choose Librarianship again, would you?”, *Survey on career satisfaction : Report, California University*, July 1999.


average; of the 25 most stable, only 3 were the dissatisfied.” Another possible criterion of personality is general satisfaction with non-job conditions. Another study revealed that persons who were rated with high interpersonal desirability by their fellow employees were the most satisfied with their jobs.

FACTORS INHERENT IN THE JOB

Type of Job

The most important factor inherent in job satisfaction is the type of work assigned to an employee. Several studies have shown that varied work brings about more job satisfaction than the routine work. Houdyshell, in his study on survey on career satisfaction, found that majority of the Librarians are satisfied due to variety and diversity of work.\textsuperscript{11}

Skill

Skill in relation to job satisfaction has a bearing on several other factors such as kind of work, occupational status, responsibility and possibly others. Fischer (1996) in his paper on “Techno stress and the Librarian”

\textsuperscript{11} Mara Houdyshell, op.cit., 1999.
discussed that certain amount of respect to employee’s skills is a factor that gives more Job Satisfaction to library professionals of different disciplines.\textsuperscript{12}

**Occupational Status**

Several studies show that occupational status plays a role in job satisfaction. The study on job satisfaction among Government officers by Daftuar revealed that top level respondents is the most satisfied group followed by the lower and middle level respondents in that order. More specifically top executives are the most satisfied.\textsuperscript{13}

**Geography**

Several studies relating to job satisfaction show that geographical location of work spot also has significant role in job satisfaction. Sharma conducted a study on Job Satisfaction among bank officers. The study revealed that urban background had strong and consistent influence on Job Satisfaction among bank officers.\textsuperscript{14}


Size of Organisation

The favorable attitudes in small plants are based specifically on the optimism advancement, opportunity for making suggestions, treatment of employees, and respect for the ability of the management. In small firms, individuals know each other better and are therefore more co-operative. The formal organisation in a large branch becomes more impersonal and policies become more arbitrary, creating a feeling of less participation. In an investigation by Hossain & Islam inferred that the employee who are working in a small organisation having more job satisfaction than employees of large organisation.15

FACTORS CONTROLLED BY MANAGEMENT

Security

Most of the investigations indicate that the job security have direct and effective relationship with job satisfaction. In an investigation by Lindstrom it is found that job security was the main source of job satisfaction.16

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Pay

Pay of an employee has strong influence on Job Satisfaction and it was disclosed by various studies. Most of the reviews show that higher the pay, the higher the Job Satisfaction and lower the pay, lower will be the Job Satisfaction.

Fringe Benefits

The benefits enjoyed by employees in several forms in addition to salary have influence on Job Satisfaction. A study by Sivakumar indicated that providing better employee benefits is a main factor that gives maximum satisfaction to the employees of an organisation.17

Opportunity for Advancement

Several studies show that opportunity for advancement plays an important role in satisfying the employees. One study on job satisfaction in six university libraries, colleges and research libraries has found that promotional avenues are influencing the job satisfaction of Librarians.18

18 Vaughn J. William and J.D. Dunn, A Study on Job Satisfaction in Six University Libraries, College and Research Libraries, 1979, p.35.
Another study found that majority of the employees in banks was dissatisfied only due to poor scope for advancement.\textsuperscript{19}

**Working conditions**

Working conditions that are conducive to the physical and mental health of the employees is another factor of job satisfaction. Bhattacharya in his study found that working conditions played a vital role in job satisfaction of majority of employees.\textsuperscript{20}

**Co-workers**

Influence of co-workers is another factor which contributes to job satisfaction of employees. A study by Hariharamahadevan and Amirtharajan revealed that there is a close relationship between Job Satisfaction and Interpersonal relationship of the workers.\textsuperscript{21}


Responsibility

A study by Navalani indicated that the factor that satisfied greatest number of persons is the responsibility entrusted to workers in a firm. i.e. three fourth of the respondents were found to be satisfied due to this factor in this study.\textsuperscript{22}

OPERATIONAL DEFINITIONS OF CONCEPTS

Employee

Employees refer to people working in the sugar mills in Tamil Nadu either on permanent or seasonal basis. It includes administrative staff and workmen.

Employees’ satisfaction

Satisfaction denotes a set of attitudes about a particular thing. Thus, the term satisfaction for the purpose of the study connotes the attitude of the employees of the sugar mills towards the human resource management practices.

\textsuperscript{22} K. Navalani, “Job Characteristics of Library and Information work as Satisfiers and Dissatisfiers”, \textit{Annals of Library Science and Documentation}, 37(3), 1990, pp.85-95.
Human Resource Management

Human resource management refers to management of human resources of the sugar mills, which includes a set of policies and practices. The policies and practices of the traditional personnel management also kept under the purview of human resource management.

Human Resource Management Policies

Human resource management policies mean general guidelines on human resource functions for action in sugar mills.

Human Resource Management Practices

Human resource management practices means the actual practices covering the service conditions of human resources, including conventional personnel management practices, which are implemented in the sugar mills.

Nature of Employment

Nature of employment means type of employment in sugar mills. It can be broadly categorized into regular and seasonal. In regular employment, the employees will be provided job throughout the year,
whereas in seasonal employment, the employees will be engaged only
during crushing season.

**SCOPE OF THE STUDY**

The scope of the study is the evaluation of the job satisfaction of employees of the sugar mills in Erode. The reason for the selection of sugar mills is that Tamil Nadu stands fourth in sugar cane production next to Karnataka, Maharashtra and Uttar Pradesh. However in percentage of sugar extraction from cane Tamilnadu stands first.

The present study on Job Satisfaction of employees of Sugar mills in Erode District comprises of the analysis of the interpersonal relationship, participative management, formalisation and standardisation, training and development, monetary benefits, objectives and rationality, scope for advancement, superior–subordinate relationship, concern for welfare, safety and security, workers attitude, factory and its location, timings of work and leave, allotment of fund, motivation & conflict, recruitment and selection, promotion and transfer, industrial relations, allowances and welfare measures. Some aspects of trade unions have also been studied. Comparison is also made among the factors to know the interrelationship and the relation between personal factors of employees and the job satisfaction.
OBJECTIVES OF THE STUDY

Organizations have to upgrade their work methods, work norms, technical and managerial skills and employee motivation to face the challenges of the changing times. People and their developments are quite central to meet these needs. As more people recognize this now HRD professionals are faced with great opportunities and challenges. The HRD professionals need to remain well aware of the wider context and the whole Global System in which the changes are taking place.

The objectives of the present study are as follows:

1. To study the progress of Sugar Mills in India.
2. To identify the factors influencing job satisfaction of employees in sugar mills.
3. To study the dimensions influencing job satisfaction along with the various levels of job satisfaction.
4. To analyses the existing practices of the human resource department.
5. To find out the problems of employees in the sugar mills in the study area.
6. To recapitulate the findings of the study and offer suitable suggestions for the improvement.
HYPOTHESES

This study aims at testing the following hypothesis:

1. There is no significant relationship between age and overall job satisfaction.
2. There is no significant relationship between gender and overall job satisfaction.
3. There is no significant relationship between educational qualification and overall job satisfaction.
4. There is no significant relationship between working department and overall job satisfaction.
5. There is no significant relationship between designation and overall job satisfaction.
6. There is no significant relationship between work experience and overall job satisfaction.
7. There is no significant relationship between marital status and overall job satisfaction.
8. There is no significant relationship between number of dependents and overall job satisfaction.
9. There is no significant relationship between income per month and overall job satisfaction.

10. There is no significant relationship between residential position and overall job satisfaction.

11. The personal variables such as age, gender, educational qualification, department, designation, experience, marital status, number of dependents, income per month and residential position of the employees do not make any difference in the job satisfaction.

**METHODOLOGY**

Personal interview schedule was employed in this study. Survey was conducted for collecting primary data from the respondents. The data were collected by means of personal interview with the respondents, using the interview schedule prepared and pretested.

A pilot study was conducted to test the validity of the questionnaire before the main study. Twenty five employees were intervieweed for this purpose. A few modifications were found essential after the pilot study and were made accordingly.
The study was based on primary and secondary data. Primary data were collected from the personnel managers, welfare officers, and employees of the Sugar mills of Erode District. Since this research was a normative survey research, it was felt that the interview alone was not enough to analyses the topic. Secondary data were collected from Indian Institute of Management, Bangalore, South India Manufacturing Association, Coimbatore, South India Sugar Mill Owners Association, Chennai, Sugar Commissioner Office, Chennai and related books, journals and reports etc.

**SAMPLING DESIGN**

An important decision that has to be taken in adopting a sampling technique is the size of the sample. The investigation in this study was confined to the employees of Sugar mills of Erode District. In Erode district, there are two sugar mills, viz., (1) Sakthi Sugars Limited, (2) Bannari Amman Sugars Limited. A list of employees was obtained from the Personnel department of these two sugar mills. The employees were classified into four departments and each department was made to represent Grade-wise, i.e. based on their respective work.
TABLE NO. 1.1

DEPARTMENT-WISE CLASSIFICATION OF EMPLOYEES OF THE SUGAR MILLS

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Department</th>
<th>Total No. of Employees</th>
<th>Sample Size Taken</th>
<th>Percentage of the Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cane Dept.</td>
<td>405</td>
<td>100</td>
<td>25.0 %</td>
</tr>
<tr>
<td>2</td>
<td>Eng. Dept.</td>
<td>612</td>
<td>152</td>
<td>25.0 %</td>
</tr>
<tr>
<td>3</td>
<td>Manu. Dept.</td>
<td>810</td>
<td>202</td>
<td>25.0 %</td>
</tr>
<tr>
<td>4</td>
<td>Administration Dept.</td>
<td>584</td>
<td>146</td>
<td>25.0 %</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>2411</strong></td>
<td><strong>600</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Annual reports of Sugar mills.

The sample was in proportion to the numerical strength of the department.

In each department there are a number of grades, namely grade I, II, III, IV and V. The number of sample units was selected in each grade proportionate to the total size of the department.
Table No. 1.2

Grade-wise Classification of Sample Employees of the Sugar Mills

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Department</th>
<th>I</th>
<th>II</th>
<th>III</th>
<th>IV</th>
<th>V</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cane Dept : Actual Sample</td>
<td>42</td>
<td>130</td>
<td>134</td>
<td>85</td>
<td>14</td>
<td>405</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10</td>
<td>32</td>
<td>34</td>
<td>20</td>
<td>4</td>
<td>100</td>
</tr>
<tr>
<td>2</td>
<td>Eng. Dept : Actual Sample</td>
<td>54</td>
<td>191</td>
<td>221</td>
<td>128</td>
<td>18</td>
<td>612</td>
</tr>
<tr>
<td></td>
<td></td>
<td>14</td>
<td>46</td>
<td>54</td>
<td>34</td>
<td>4</td>
<td>152</td>
</tr>
<tr>
<td>3</td>
<td>Manu. Dept : Actual Sample</td>
<td>75</td>
<td>253</td>
<td>284</td>
<td>170</td>
<td>28</td>
<td>810</td>
</tr>
<tr>
<td></td>
<td></td>
<td>18</td>
<td>64</td>
<td>70</td>
<td>42</td>
<td>8</td>
<td>202</td>
</tr>
<tr>
<td>4</td>
<td>Admin Dept : Actual Sample</td>
<td>54</td>
<td>183</td>
<td>206</td>
<td>121</td>
<td>20</td>
<td>584</td>
</tr>
<tr>
<td></td>
<td></td>
<td>14</td>
<td>46</td>
<td>52</td>
<td>30</td>
<td>4</td>
<td>146</td>
</tr>
<tr>
<td></td>
<td></td>
<td>56</td>
<td>188</td>
<td>210</td>
<td>126</td>
<td>20</td>
<td>600</td>
</tr>
</tbody>
</table>

Source: Annual reports of Sugar mills.

After deciding the number of sample employees in each grade, the selection and identification was made by adopting random sampling method. The total strength of human resources was 2411 as on 31.03.2005 in the selected sugar mills. On the whole, a sample of 600 (25%) employees was selected for this study. In most cases, employees were interviewed at the factory in the day time. This was possible because of the shift system adopted in the sugar mills.
FRAMEWORK OF ANALYSIS

The core study being “job satisfaction”, the study centre around the dependent variable that is level of job satisfaction and their relationship to the related independent variables focusing upon the respondents’ opinion, feelings and emotions based on age, sex, marital status, education, dependents, service experience and monthly income.

For this study simple statistical tools like percentage, average, range, standard deviation, two-way table, Chi-square test, Anova, Regression analysis and Factor analysis were applied. Apart from this Henry Garrett Ranking Technique was also used to find the problem of the sample respondents.

CHI-SQUARE TEST

The degree of influence of the following independent variables pertaining to respondents’ working in different departments in Sugar mills was studied:-

1. Respondents’ age

2. Respondents’ gender
3. Respondents’ educational qualification
4. Respondents’ working department
5. Respondents’ designation
6. Respondents’ experience
7. Respondents’ marital status
8. Respondents’ dependents
9. Respondents’ income per month
10. Respondents’ residential position

In order to identify the factors influencing the job satisfaction and level of satisfaction perceived by employees of Sugar mills, Chi-square test was used.

$$\text{Chi-square test } (\chi^2) = \sum \frac{(O-E)^2}{E}$$

Degrees of freedom = (R-1)(C-1)

Whereas, 

$$O = \text{Observed frequency}$$
$$E = \text{Expected frequency}$$
$$R = \text{Number of rows}$$
$$C = \text{Number of columns}$$
ANOVA

To judge whether the difference among several sample means is significant or not.

\[
F\text{-ratio} = \frac{\text{Mean Squares (MS) between}}{\text{Mean Squares (MS) within}}
\]

where,

\[
\text{MS between} = \frac{\text{Sum of Squares (SS) between}}{(k - 1)}
\]

\[
\text{MS within} = \frac{\text{Sum of Squares (SS) within}}{(n - k)}
\]

and \( k = \) number of samples,

\( n = \) Total number of items in all the samples.

MULTIPLE REGRESSION ANALYSIS

Regression is a statistical relationship between two or more variables. When there are two or more independent variables, the analysis that describes such relationship is called multiple regression. This analysis is adopted where there is one dependent variable that is presumed to do the function of two or more independent variables. In Multiple Regression, a
linear composite of explanatory variables is formed in such a way that it has maximum correlation with an active criterion variable. The main objective for using this technique is to predict the variability of the dependent variable based on its co-variants with all the independent variables. It is useful to predict the level of dependent phenomenon through Multiple Regression Analysis model, if the levels of independent variables were given. The Linear Multiple Regression problem is to estimate the coefficients.

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \ldots + \beta_j X_j \]

provides a good estimate of an individual Y score based on the X scores.

Where,

\[
\begin{align*}
Y & \quad = \text{Level of job satisfaction perceived by the employees} \\
X_1 & \quad = \text{Age} \\
X_2 & \quad = \text{Gender} \\
X_3 & \quad = \text{Educational qualification} \\
X_4 & \quad = \text{Working department} \\
X_5 & \quad = \text{Designation}
\end{align*}
\]
\( X_6 = \text{Experience} \)
\( X_7 = \text{Marital status} \)
\( X_8 = \text{Number of dependent} \)
\( X_9 = \text{Income per month} \)
\( X_{10} = \text{Residential position} \)

and \( \beta_0 + \beta_1 + \beta_2 + \ldots + \beta_j \) are the parameters to be estimated.

**PERIOD OF THE STUDY**

The study was confined to a period of ten years from 1995 to 2005.

**LIMITATIONS OF THE STUDY**

The limitations of the study are as follows:

1. The survey is confined only to Erode District Sugar mills. Hence the result arrived from the study cannot be applied to the mill as a whole.
2. Out of the total number of employees in Sugar mills only 600 respondents were selected for the study.
3. The reliability of the study depends on the reliability of the information provided by the respondents.
4. The statistical tools applied for this study has got its own limitations.
CHAPTER SCHEME

This study consists of seven chapters.

The first Chapter deals with introduction, importance of the study, statement of the problem, scope of the study, objectives of the study, hypothesis, research methodology, period of the study, frame work of the analysis and limitations of the study.

The second chapter list out the literature of previous studies relevant to job satisfaction.

The third chapter describes introduction, concept, importance, benefits, determinants, influences, outcomes and other effects of job satisfaction, the status of job satisfaction in the work place today, use of existing job satisfaction information, using survey information and measures to improve the job satisfaction.

The fourth chapter presents the progress of Sugar mills in India. It consists of the profile of the study area, profile of the Sakthi Sugars Limited and Bannari Amman Sugars Limited.
The fifth chapter highlights the profile of employees and the human resource management practices implemented in the sugar mills.

The sixth chapter focuses on the factors that influence the level of job satisfaction of the employees of the sugar mills in the study area.

The last chapter recapitulates the key findings of the study and based on these findings a few suggestions have been put forward for the improvement of job satisfaction of employees in the Sugar mills in the study area.