Chapter 1
INTRODUCTION

Job satisfaction is a pleasurable emotional state resulting from the perception of one’s job as fulfilling as one’s important job values, provided these values are compatible with one’s needs. Job satisfaction is intrinsic as well as extrinsic in nature. A satisfied employee derives his level of satisfaction from various sources. It is a feeling of affiliation that he drives out of his job and the context in which he operates the job. The resultant psyche leads to higher level of involvement, greater degree of participation, greater cost consciousness and timely maintenance of job schedules. The success of the human resource developmental programme eventually depends on the job performance, job loyalty and also on the job satisfaction that they derived out from their environment. The concept of job satisfaction is regarded as a very significant factor in worker morale, absenteeism, turnover and productivity. Further it has been known that satisfied employees has better health and live longer, and it develops a feeling of commitment to the organisation.

Organisations are staffed and managed by people who form the most vital and valuable investment. For the effective management of any organization, the human element is indispensable. Dynamic persons can build progressive and growth oriented organisations. Managing the human assets in any organisation is a far more difficult task than managing the physical and financial assets. It is known from time immemorial that human resource, if properly managed, may achieve unlimited progress. The modern industrial environment substantiates the claim that for sustaining the growth and effectiveness of organisations, human relations should be complementary to industrial operations. It may be observed that the involvement of human
beings in an industrial environment is essentially related to the psychological environment that exists within the organisation.

The Co-operative movement started in India in the last decade of the 19th Century with two objectives in view, i.e. to protect the farmers from the hands of the private moneylenders and to improve their economic condition. Madras province was the birthplace of this movement. With the setting up of Agricultural Co-operative Banks in Madras, the movement took root in the country and slowly gained strength. Co-operative movement in India has already completed more than 100 eventful years and through its long period, this movement has carved out a niche for itself in various important segments of Indian economy reflected by credit and banking, dairy, fertilizers, sugar, marketing, housing, handlooms fisheries and education etc. These sectors has extended its outreach to 100% of villages and 71% of rural households and are associated with over 5 lakh co-operative societies along with 230 million members\(^1\). Dairying is reckoned as an instrument of social and economic change The National Government took great initiative in setting up new Dairy Co-operatives in many parts of the country. The National Dairy Development Board was set up to make the ambitious project a success.

Co-operatives, as a firm or business organisation, are involved in a wide variety of enterprises from very simple ones to very complex ones and are expected to compete effectively with well-established organisations in the private as well as the public sectors which may have preferential treatment and patronage.

Co-operative organizations are expected to fulfill social as well as economic obligations to ensure all-round development of the economy. Like in any other organization, people and their behavior assume a vital role in determining the performance and effectiveness of co-operative enterprises.
too. While many studies have concentrated on physical and financial performance of co-operative organizations the studies on behavioral aspects like absenteeism, employee motivation, worker morale and job satisfaction are conspicuous by their absence. Therefore, it is high time to make relevant study on such behavioral aspects with co-operative organizations. Considering the above fact the present study is carried out in dairy co-operative enterprises all over in Kerala. The present research is an attempt to study job satisfaction of employees working in the dairy co-operative enterprises of Kerala. This study aims at building an enlightened and participatory membership oriented entities and to improve the business efficiency of board members and office bearers. The study findings could also be aimed at developing a forward- looking dynamic leadership and creating co-operative awareness among the employees.

1.1 Statement of the Problem

Job satisfaction is the feeling of achievement that the employee experiences after they do their job to their best. This could lead to improved job performance and is expressed in the form. of increased interest in doing job, greater confidence while interacting with their managers or supervisors etc.

The challenges and opportunities of managing organisations frequently stem from people related problems. The roots of many crisis and failures of industries may often lie within the unhealthy psychological conditions that persists among the employees Negligence or lack of attention to human potential in an organisation can cause a deceleration in productivity with consequent ill effects on the economy as a whole. Understanding job satisfaction is important because when individuals experience dissatisfaction with their jobs, it can result in negative outcomes in the workplace such as low morale, reduced productivity, and turnover.
This is the context and an effort has been made to examine the level of job satisfaction and its impact in Dairy co-operatives in Kerala. In this study, attempts are made to find out the overall job satisfaction of employees, factors affecting job satisfaction (extrinsic, intrinsic and personal factors) and the impact of job satisfaction in terms of job performance and job loyalty among employees in the Dairy co-operative industry of Kerala.

1.2 Definition of Job Satisfaction

There is no one definition that sums up job satisfaction. Crudely defined, job satisfaction is “the degree to which people like their jobs” (Spector, 1997, p. 7). Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one’s job; (Locke, 1976) an affective reaction to one’s job; (Cranny, Smith & Stone, 1992) and an attitude towards one’s job. (Brief, 1998) Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, beliefs, and behaviors.

1.3 Operational Definition used in this Research

Job satisfaction is the favourableness with which workers view their jobs. It expresses the extent of match between the workers’ expectations and the rewards the job provides as well as the values it creates and gets cherished.

1.4. Objectives of the study

1. To study and ascertain the levels of job satisfaction, job performance, job loyalty among the employees of dairy co-operatives in Kerala.
2. To examine the degree of variation in the levels of job satisfaction of the respondent in terms of their demographic variables and departmental (functional) affiliation.

3. To examine the contribution of intrinsic and extrinsic factors in deciding the job satisfaction and assess whether these factors were associated with employees background characteristics.

4. To assess the impact of job satisfaction in terms of job performance and job loyalty.

5. To study the constraint factors if any, pertaining to the job satisfaction among the employees of dairy co-operatives in Kerala.

1.5 Hypothesis

This study is carried out first by mapping the level of job satisfaction among Dairy Co-operative employees and subsequently setting the following hypothesis.

H0₁ It is not possible to inculcate and develop job satisfaction among employees by providing extrinsic and intrinsic factors.

H0₂ There is no correlation between overall job satisfaction and demographic variables among employees.

H0₃ There is no correlation between overall job satisfaction and departmental affiliation among employees.

H0₄ There is no correlation between overall job satisfaction, job performance and job loyalty among the employees.

H0₅ There are no constraint factors for job satisfaction.
1.6 Scope and Importance of the study

The overall performance of the organizations is determined by the performance of its employees and loyalty towards the organisation. Only those organizations that develop and practice newer and better polices and systems can survive the pressure of competition. The employees must have suitable skills and effectiveness to perform well in their job, inorder to ensure job satisfaction. This could lead to higher job commitment and greater confidence in performing the day to day activities. Thus better performance and loyalty are the outcomes of job satisfaction.

This study aims to reveal the merits and constraint factors in the working environment as well as the impact of job satisfaction in terms of the employees' job performance and job loyalty. The study will also bring out the problems faced by the employees in their job and their suggestions to overcome them. The conclusion based on the detailed study by the researcher along with the feedback from the respondents of the survey will help to improve the working environment. An enlightenment of these constraints/problems and suggestions would help planners and administrators to chalk out the appropriate policies that would place the employees suitably in a better atmosphere for discharging their functions more efficiently.

1.7 Chapter Scheme

The chapter scheme of this report has been summarised as follows:

The first chapter deals with the introduction, which consists of details of job satisfaction, statement of the problem, operational definition, objectives of the study, hypothesis, scope and importance of the study. The second chapter deals with the review of literature pertaining to the study. The third chapter illustrates job satisfaction- What it Means?.The fourth chapter illustrates the overview of the Dairying sector. The fifth chapter deals with the
research design. The sixth chapter analyses the data collected by using appropriate statistical tools. The last chapter consists of summary, findings and suggestions of the study.
REFERENCES

1. http://www.ndri.res.in


