A Study on Impact of Job Satisfaction on Motivation and Performance of Employees in Sugar Mills at Erode District

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ABSTRACT

Studies conducted by Schneider et al. (2003) and Zohir (2007) confirm that there is a positive correlation between overall employee satisfaction with the organization’s financial and market performance. Corporate Leadership Council (2003) also conducted an employee satisfaction survey of over 40% of the companies that are listed in the top 100 of Fortune 500 companies indicates that the employee satisfaction will have both visible and invisible benefits to the organization in long run. The primary aim of the project is to study the influences of job satisfaction on the motivation and performance of the employees in sugar mills of erode district. The study results reveal that there is a highly significant relationship is found between the job satisfaction variables and motivation and performance of the employees in sugar mills in the sample area. The statistical hypothesis is rejected at 1% level of significance indicating highly significant relationship between the job satisfaction and performance of the employees in sugar industry.

Keywords--- Employee Retention- Skepticism -Bickering - Grievances

I. INTRODUCTION

Miller and Wheeler, found that the lack of meaningful work and opportunities for promotion significantly affected employees' intentions to leave an organization. Organizations are able to improve their employees' retention rate by adopting job enrichment programs and enhancing their advancement opportunities. Besides promotion opportunities, the evaluation criteria used in the promotion and reward system also had significant effects on employees’ turnover intentions (Quarles163). Ineffective performance appraisal and planning systems contributed to employees' perceptions of unfairness and they were more likely to consider leaving the organization. Internal promotion the availability of career possibilities within the firm tends to promote a higher degree of organizational commitment among employees, Guest164 who perceive career possibilities with the firm. Additionally, an emphasis on internal promotion is likely to provide a sense of fairness and justice among the employees who note that organizational tenure is valued in the company (Pfeffer165).

II. MONETARY BENEFITS

Compensation systems that organizations offer to the employees play a key role in increasing employee motivation, performance and productivity. Hence, most of the organizations are very much concerned about establishing and maintaining the optimal compensation systems. According to expectancy theory, when pay is tied to some measure of individual or group performance, employees are more likely to work harder to increase the individual's, the group's or the organization's performance and an increase in performance in any of these areas will lead to an overall improvement in firm performance.

III. GRIEVANCES

Grievances exist in the mind of individuals, are produced and dissipated by the situations, are fostered or healed by group pressures, are adjusted or made worse by supervisors, and are nourished or dissolved by the climate in the organization which is effected by all the above factors and by the management170. In a study by S. Chandra171 the major reasons for employees grievances are promotions, amenities, continuity of service,
compensation, disciplinary action, fines, increments, leave, medical benefits, nature of job, payment of wages, promotions, recovery of dues, safety appliances, superannuation, supersession, transfer, victimization and conditions of work. Grievances shall be redressed by adopting proactive approach rather than waiting for the grievances to be brought to the notice of the management. A proactive approach for grievance redressal helps the management to take actions for modifying those factors that are responsible for the emergence of grievances.

IV. SUGAR INDUSTRY IN TAMILNADU

Tamil Nadu has shown phenomenal progress with regard to sugar production during the last few years. High yield per hectare of sugarcane, higher sucrose content, high recovery rate and long crushing season have enabled Tamil Nadu to obtain highest yield of 9.53 tonnes of sugar per hectare in the whole of India. As a result of these advantages, the state has emerged as the third largest producer of sugar, contributing over nine per cent of the total sugar production of India. This study in the Sugar Industry in Tamilnadu will reveal some of the motivation elements, their application and net effect in the industry. It will also offer a critique of application of the elements from the employee's perspective. It is only through this that the organization can achieve its goals hence management and employees share the same vision of the organization's goals and work together to achieve them. If the employees are not well motivated in their performance, the organization will be diversely affected and this can be noticed through labour turnover, low morale, strikes, absenteeism and general performance. The purpose of this study is to determine the level of employee motivation and job satisfaction among the employees in the Tamil Nadu (Focused to Erode District) Sugar Industry in India.

V. NEED FOR THE STUDY

The purpose of this research was to investigate the motivational Practices and measures of job satisfaction that have led to low work morale and unprofessional trends in the sugar industry employees in Tamilnadu but focusing on sugar Companies’ employees in Erode District. Low motivation of employees was experienced recently when in a bid to down size the work force, employees willing to go were asked to apply for an early retrenchment and to astonishment of the management more than a half of them were ready to live. This was a clear indicator that most of them are not happy with their present situation. There are other unprofessional trends like theft, truancy, coupled with absenteeism that are rampant in Sugar company employees. Through this research, recommendations have been made and if put in place the fore mentioned problems amongst the Sugar Company employees will be minimized to acceptable levels if not totally eliminated. It will also help the government in general policy makers’ society and all stakeholders in the Sugar industry in India and Tamilnadu.

VI. RESEARCH METHODOLOGY

The primary objective of the study is to study the influences of job satisfaction on the motivation and performance of the employees in sugar mills of erode district.

VII. HYPOTHESIS

- There is no significant relationship between the employees with regard to perceptions on the Promotional policies as a variable in motivating and performance factor in sugar industry.
- There is no significant relationship between the employees with regard to perceptions on the Monetary Benefits as a variable in job satisfaction, motivating and performance factor in sugar industry.
- There is no significant relationship between the employees with regard to perceptions on the Grievance handling systems as a variable in motivation and performance factor in sugar industry.

VIII. SOURCES OF DATA

The data required for the study is collected from both primary and secondary sources. The primary sources include a structured questionnaire and field visits and observation. The secondary sources include both print and electronic media.

IX. SAMPLE METHOD- SIZE-UNIT AND PROFILE

For the purpose of study a simple random sample method is adopted. The random is drawn from the list of sugar mills chosen for the study. The majority of the focus is given to the sugar mills in erode district. Among the identified target respondents many are not co-operative because the respondents are not easily available to debate and discuss on the questionnaire and to respond. The respondent’s time and approach becomes key limiting factor to meet as per plan. However, it is planned in a meticulous way and collected 200 samples as per target.

X. DATA ANALYSIS AND RESULTS DISCUSSION
Promotional policies as a Variable in Motivating and Performance of Employees in Sugar Industry

Null Hypothesis: Ho: There is no significant relationship between the employees with regard to perceptions on the Promotional policies as a variable in motivating and performance factor in sugar industry.

Table 4.9: Relationship between the demographical variables and Promotional policies as a variable in Motivating and performance Factor in Sugar industry

<table>
<thead>
<tr>
<th>Demographic variables</th>
<th>No.</th>
<th>Mean</th>
<th>SD</th>
<th>F value</th>
<th>P value</th>
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<tr>
<td>Age in years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below 20</td>
<td>32</td>
<td>3.10</td>
<td>.57</td>
<td>8.11</td>
<td>0.080</td>
</tr>
<tr>
<td>21 to 30 years</td>
<td>179</td>
<td>3.16</td>
<td>.58</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 to 40 years</td>
<td>93</td>
<td>3.07</td>
<td>.64</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41 to 50 years</td>
<td>90</td>
<td>3.15</td>
<td>.63</td>
<td></td>
<td></td>
</tr>
<tr>
<td>above 50 years</td>
<td>106</td>
<td>3.00</td>
<td>.57</td>
<td></td>
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</tr>
<tr>
<td>Residence</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Urban</td>
<td>119</td>
<td>3.12</td>
<td>.54</td>
<td>2.79</td>
<td>0.240</td>
</tr>
<tr>
<td>Rural</td>
<td>188</td>
<td>3.04</td>
<td>.59</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Semi urban</td>
<td>193</td>
<td>3.16</td>
<td>.64</td>
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<td></td>
</tr>
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<td>Education</td>
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<tr>
<td>Below SSLC</td>
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<td>.54</td>
<td>5.87</td>
<td>0.200</td>
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<tr>
<td>SSLC</td>
<td>133</td>
<td>3.17</td>
<td>.57</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HSC</td>
<td>14</td>
<td>3.27</td>
<td>.45</td>
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<tr>
<td>Degree</td>
<td>246</td>
<td>3.06</td>
<td>.65</td>
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<tr>
<td>ITI</td>
<td>6</td>
<td>3.23</td>
<td>.49</td>
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<tr>
<td>Marital status</td>
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<td></td>
<td></td>
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<td>Unmarried</td>
<td>125</td>
<td>3.10</td>
<td>.55</td>
<td>3.00</td>
<td>0.220</td>
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<tr>
<td>Married</td>
<td>329</td>
<td>3.09</td>
<td>.62</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Widower/separated</td>
<td>46</td>
<td>3.24</td>
<td>.59</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below Rs.10000</td>
<td>39</td>
<td>3.11</td>
<td>.66</td>
<td>13.7</td>
<td><strong>0.008</strong></td>
</tr>
<tr>
<td>Rs.10000 to 15000</td>
<td>216</td>
<td>3.12</td>
<td>.61</td>
<td></td>
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<tr>
<td>Rs.15000 to 20000</td>
<td>76</td>
<td>3.21</td>
<td>.54</td>
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<td></td>
</tr>
<tr>
<td>Rs.20000 to 25000</td>
<td>114</td>
<td>2.94</td>
<td>.58</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Above Rs.25000</td>
<td>55</td>
<td>3.24</td>
<td>.59</td>
<td></td>
<td></td>
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<tr>
<td>Experience</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Up to 5 years</td>
<td>59</td>
<td>3.17</td>
<td>.66</td>
<td>4.43</td>
<td>0.350</td>
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<tr>
<td>6 to 10 years</td>
<td>204</td>
<td>3.05</td>
<td>.66</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 to 15 years</td>
<td>94</td>
<td>3.19</td>
<td>.51</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16 to 20 years</td>
<td>100</td>
<td>3.07</td>
<td>.50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Above 20</td>
<td>43</td>
<td>3.15</td>
<td>.59</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Since p value is less than 0.01, the null hypothesis, There is no significant relationship between the monthly income of the employees with regard to perceptions on the Promotional policies as a variable in job satisfaction, motivating and performance factor in sugar industry is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant relationship between the monthly income of the employees with regard to perceptions on the Promotional policies as a variable in job satisfaction, motivating and performance factor in sugar industry. Based on the mean value, it is noted that, employees with above Rs.25000 income per month are strongly endorsed the promotional policies as a variable in job satisfaction, motivation and performance of the employees in sugar industry. This may be due to the experience in industry and the observed learning of the employees in the industry.

It is observed from the table 4.9, that the null hypothesis, There is no significant relationship between the age, place of residence, educational qualification, marital status, experience, department of working and designation of grade of working of the employees with regard to perceptions on the Promotional policies as a variable in job satisfaction, motivating and performance factor in sugar industry is accepted at 5% level of significance.

Monetary Benefits as a Variable in Motivating and Performance Factor of Employees in Sugar Industry

Null Hypothesis: Ho: There is no significant relationship between the employees with regard to perceptions on the Monetary Benefits as a variable in job satisfaction, motivating and performance factor in sugar industry.

Table 4.10: Relationship between the demographical variables and Monetary Benefits as a variable in Motivating and performance Factor in Sugar industry

<table>
<thead>
<tr>
<th>Department of working</th>
<th>No.</th>
<th>Mean</th>
<th>SD</th>
<th>F value</th>
<th>P value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administratio n</td>
<td>1</td>
<td>2.60</td>
<td>.00</td>
<td>1.82</td>
<td>0.760</td>
</tr>
<tr>
<td>Cane</td>
<td>176</td>
<td>3.09</td>
<td>.59</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engineering</td>
<td>63</td>
<td>3.09</td>
<td>.66</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>115</td>
<td>3.16</td>
<td>.62</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distillery</td>
<td>145</td>
<td>3.09</td>
<td>.57</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The document contains statistical data, tables, and analyses related to job satisfaction factors in the sugar industry. Here is a summary of the key points:

### Age in years

- **Below 20 years**: 32, Mean: 3.05, SD: .51, F-value: 22.43, p-value: 0.000*
- **21 to 30 years**: 3.31, SD: .73
- **31 to 40 years**: 93, Mean: 3.64, SD: .65
- **41 to 50 years**: 90, Mean: 3.41, SD: .69
- **50 and above**: 10, Mean: 3.43, SD: .59

Since p value is less than 0.01, the null hypothesis, there is no significant relationship between the age, department of working, designation of working with grade of employees with regard to perceptions on the Monetary Benefits as a variable in job satisfaction, motivating and performance factor in sugar industry is rejected at 1% level of significance. Hence, it is confirmed that, there is a highly significant relationship between the age, department of working, designation of working with grade of employees with regard to perceptions on the Monetary Benefits as a variable in job satisfaction, motivation and performance of the employees in the sugar industry.

### Residence

- **Urban**: 11, Mean: 3.35, SD: .66, F-value: 1.53, p-value: 0.460
- **Rural**: 18, Mean: 3.38, SD: .71
- **Semi urban**: 19, Mean: 3.44, SD: .67

### Educational status

- **Below SSLC**: 10, Mean: 3.31, SD: .65, F-value: 4.57, p-value: 0.330
- **SSLC**: 13, Mean: 3.36, SD: .68
- **HSC**: 14, Mean: 3.44, SD: .78
- **Degree**: 24, Mean: 3.45, SD: .69
- **ITI**: 6, Mean: 3.26, SD: .43

### Marital status

- **Unmarried**: 12, Mean: 3.31, SD: .68, F-value: 3.85, p-value: 0.140
- **Married**: 32, Mean: 3.42, SD: .69
- **Widower/separated**: 46, Mean: 3.50, SD: .61

### Monthly income

- **Below Rs.10000**: 39, Mean: 3.42, SD: .67, F-value: .65, p-value: 0.950
- **Rs.10000 to 15000**: 21, Mean: 3.38, SD: .70
- **Rs.15000 to 20000**: 76, Mean: 3.41, SD: .60
- **Rs.20000 to 25000**: 11, Mean: 3.40, SD: .68
- **Above Rs.25000**: 55, Mean: 3.43, SD: .78

### Experience in years

- **Up to 5 years**: 59, Mean: 3.43, SD: .71, F-value: 2.16, p-value: 0.700
- **6 to 10 years**: 20, Mean: 3.34, SD: .71
- **11 to 15 years**: 94, Mean: 3.41, SD: .69
- **16 to 20 years**: 10, Mean: 3.45, SD: .62
- **Above 20 years**: 43, Mean: 3.44, SD: .66

### Department of working

- **Administration**: 1, Mean: 4.20, SD: 17.45, F-value: 0.002*

### Designation and grade

- **Grade I**: 64, Mean: 3.58, SD: .64, F-value: 12.85, p-value: 0.000*
- **Grade II**: 15, Mean: 3.47, SD: .64
- **Grade III**: 55, Mean: 3.41, SD: .73
- **Grade IV**: 10, Mean: 3.36, SD: .67
- **Grade V**: 12, Mean: 3.23, SD: .72

The analysis of variance (ANOVA) and post hoc tests (Tukey’s HSD) were conducted to explore the relationships between various demographic and working conditions and perceptions on Monetary Benefits as a job satisfaction, motivating and performance factor in the sugar industry. The results indicate significant differences in perceptions across age groups, department of working, designation, and grade within the sugar industry.
Since p value is greater than 0.05, the null hypothesis, There is no significant relationship between the age, place of residence, educational qualification, marital status, level of income, experience, department of working, designation and grade of working of the employees with regard to perceptions on the Grievance handling systems as a variable in motivation and performance factor in sugar industry is accepted at 5% level of significance. Hence, it is concluded that, There is no significant relationship between the age, place of residence, educational qualification, marital status, level of income, experience, department of working, designation and grade of working of the employees with regard to perceptions on the Grievance handling systems as a variable in motivation and performance factor in sugar industry.

XI. SUGGESTIONS

1. The salary structure should be such as to help to retain qualified and competent people. Existence of two different pay structures may adversely affect the morale of the employees and it may create disparities among the employees. Both Central and State Governments may streamline the common pay structure.

2. Working conditions refer to mental, physical and social well-being of the workers in the industry. Improvement in productivity lies in better working conditions, reduced absenteeism, minimized industrial unrest and improved employee morale. Therefore, it is suggested that every sugar mill should ensure total Occupational Safety and Health Administration (OSHA).

3. The employees of certain sugar mills are facing lack of encouragement in terms of salaries and incentives for better performance. There is no suitable mechanism for joint consultation on issues relating to employee welfare. These factors make the organizational climate poor. Therefore steps should be taken to create some machinery such as works committee and joint management council at all levels to promote joint consultation between the management and the employees.

4. There is no uniformity in respect of performance management. At present, in most of the mills the departmental heads are doing performance management, which is not put into action neither for promotion nor appreciation. It is therefore suggested, that the self-appraisal technique of performance management should be followed and the performance reports should be put into action to instill confidence in the employees.

5. To solve the grievances of the employees "grievance redress cells" should be established in every sugar mill with representatives of employees and the management. These cells will consider the grievances of the employees and solve the problems immediately. This will improve the employees morale.

6. Though industrial relations and HRM practices are found to be good, workers participation in management is not satisfactory. Therefore, it is suggested that sugar mills should encourage workers participation in management, pave the way for sound and democratic functioning of trade unions and build an atmosphere of mutual trust between employer and the employees. The competitive rewards should be provided to the employees according to their performance. It motivates the employees for better work and devotion towards the company.
XII. CONCLUSION

Sugar mills play an important role in the economic development of India. Not only that. They also bring about radical social changes and influence the lives of the people. The sugar mills have contributed to the modernization of agriculture and an increase in agricultural produce. In spite of their valuable contribution, the mills have their drawbacks. The absence of a healthy human resource department is the greatest weakness. So, it is suggested by the researcher that the mills take care of human resource development. Every mill should have a sound human resource development department under a senior, loyal and dedicated manager.

REFERENCES