



A STUDY ON JOB SATISFACTION AT APHMEL

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Abstract

The father of scientific management Taylor's (1911) approach to job satisfaction was based on a most pragmatic & essentially pessimistic philosophy that man is motivated by money alone. That the workers are essentially 'stupid & phlegmatic' & that they would be satisfied with work if they get higher economic benefit from it. But with the passage of time Taylor's solely monetary approach has been changed to a more humanistic approach. It has come a long way from a simple explanation based on money to a more realistic but complex approach to job satisfaction. New dimensions of knowledge are added every day & with increasing understanding of new variables & their inter play; the field of job satisfaction has become difficult to comprehend.

Key Words: Job Satisfaction, Employee, Organization, Methods.

OBJECTIVES OF THE STUDY

Through this study we can find out how job satisfaction adversely affects the working of the firm and also its productivity. This also helps to enable the management to identify and analyse the areas of satisfaction and dissatisfaction. We can also find out what are the major problems faced by the staffs of the company.

- To study the job satisfaction of employees in APHMEL.
- To study the various factors influencing the job satisfaction of employees.
- To find out whether employees are satisfied with their job and working conditions.
- To measure the job satisfaction of employees in APHMEL.
- To give appropriate suggestions to increase job satisfaction in APHMEL.

NEED OF THE STUDY

- The Present study mainly aims at identifying the programs at APHMEL.
- The study is needed to know the views and attitudes of the employees towards their job.
- Effective measures for the implementation of the employee job satisfaction.
- No Organization get a candidate who exactly matches with the job and organizational requirements.
- Hence Training is important to develop the employee and make him suitable to the job.

SCOPE OF THE STUDY

The human resources are the greatest assets of an organization without which other resources become void. So these resources should be made attentive, regular to their work so that valuable hours will not be lost, resulting in the increase of overhead costs. The workers who are made regular to their work can increase their efficiency and thus the production or service of any organization improves considerably.

- The study was conducted only in APHMEL, KONDAPALLI.
- The study was centralized only employees at APHMEL.
- The study attempts to analyse the determinants of job satisfaction at APHMEL.

METHODOLOGY

"A Descriptive research methodology" is adapted for this study. A descriptive study is conducted to find out how one variable produces change in another, who is the respondents, why they think in a particular way and so on. Descriptive research is based on the purpose of study.

Type and Sources of Data

The required data is collected from the employees of APHMEL. Through structured Questionnaire method. To accomplish the study objectives, both primary and secondary sources of data are used. Primary data is collected from the employees with the help of a structured questionnaire, which contains around 17 questions. These are original sources from which the researcher collects data from the respondents. Secondary data are collected and compiled for another purpose. This consists of not only published records and reports but also unpublished records. These include various records and registers

maintained by the company. Secondary data is collected from company profile, journals, magazines, attendance register, leave records, from some publications, and also from the company website.

Primary Data

Fieldwork is done for the purpose of data collection. This refers to a process of data collection. All required data was collected by means of questionnaire method. The collected data was analysed to form conclusion and to arrive at suggestions. The fieldwork involved here are:

- Through direct interview with employers and employees.
- Research through internet to understand the activities of the company and other valuable information regarding the topic of the study.
- Visit the library for collecting information on the topic and arranged them according to the project specifications. Getting feedback from internal college guide and external faculties.
- By statistical information ,charts, graphical representation in respect to sales ,raw material consumed, profits etc. of the company .

Secondary Data

The secondary data consists of financial statements of the company, records and the annual reports of the company.

1. Theoretical information from financial text books, magazines and company brochures
2. Industry profile information collected from power line magazines and other brochures and magazines.

Method of Sampling and Sampling Size

Sampling

Sampling is a process of selecting a subset of randomized number of members of the population of a study and collecting data about their attributes. Sampling also refers to the scientific method of selecting a part out of a lot or also called 'population'. Conceptually the sample must reflect the characteristics of the population. Sampling unit refers to 'who are to be surveyed?' in this case, the employees of the company are surveyed. Convenient sampling method is used in this study.

Sampling Size

This refers to 'how many are to be surveyed?' In this case, considering the subject matter of the project work, and availability of employees, a total sample size of 60 employees are selected which is considered as adequate for the study.

Tool for Data Collection

A structured questionnaire is exclusively prepared and used for collecting the data required for his study. Also, while the respondents were filling the questionnaire, an informal interview has been done to know their perception on the topic of the study.

Sample Technique

The sample technique used for the study is simple random sampling technique.

LIMITATIONS OF THE STUDY

The limitations of the study are given as follows

- Lack of co-operation from the respondents.
- Because of the time constraint it was difficult to collect information from all employees.
- Hence the findings may not be generalized and applied to total population.

There may be errors due to bias in the respondents

ABOUT APHMEL - Andhra Pradesh Heavy Machinery and Engineering Limited.

It is well known that a country's advancement mostly depends on industrial growth and it is an index of development of any country. Realizing this some of the prominent citizens of Krishna district in the year 1976 have decided to establish a heavy industry in the district which was agriculturally rich and was lagging behind industrially with this initiation buy some of the prominent citizens of the districts about 47,000 citizens have contributed Rs.208 lacks towards share capital and approached the government of Andhra Pradesh. The Government appreciated the interest shown by the citizens and sanctioned required funds for starting APHMEL in Kondapalli, NIDC (National Industrial Development Corporation Ltd.), the reputed consultants were asked to prepare the APHMEL project report. Product and. consumer mixes were identified,

industrial licenses were obtained and collaborations were signed in record time. Machines were purchased from world famous manufactures like Homma, Skoda, HMT (Hindustan Machines and Tools) and HEC (1-leavey ENGINEERING Corporation).

The company become a Government company and on 9th November 1983 the factory was dedicated to the people by the Honorable Chief Minister of Andhra Pradesh Mr.N.T.Rama Rao(Late), Thus APHMEL is truly a 'people's project'. APHMEL is in 206 acres with all infrastructural facilities like railway lines, roads, water facilities, power supply etc., with great foresight of APHMEL, at the early state itself set up man power development programmers, and to this end a training cell was established at Auto nagar, Vijayawada from here emerged a vast reservoir of skills in various disciplines.

REVIEW OF LITERATURE

The term job satisfaction was brought to limelight by Hoppock (1935). He reviewed 32 studies on job satisfaction conducted prior to 1933 & observed that job satisfaction is a combination of psychological, physiological & environmental circumstances that cause a person to say. 'I am satisfied with my job'. Locke defines job satisfaction as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". To the extent that a person's job fulfils his dominant need & is consistent with his expectations & values, the job will be satisfying.

One way to define satisfaction may be to say that it is the end state of feeling. The word 'end' emphasizes the fact that the feeling is experienced after a task is accomplished or an activity has taken place whether it is highly individualistic effort of writing a book or a collective endeavor of constructing a building. These activities may be minute or large. But in all cases, they satisfy a certain need. The feeling could be positive or negative depending upon whether need is satisfied or not & could be a function of the effort of the individual on one hand & on the other the situational opportunities available to him.

This can be better understood by taking example of a foreman in an engineering industry. He has been assigned the task to complete a special order by a certain, deadline. Person may experience positive job satisfaction because he has been chosen to complete the task. It gives him a special status & feeling that he has been trusted and given a special task, he likes such kind of rush job and it may get him extra wages. The same could be the sources of his dissatisfaction if he does not like rush work, has no need for extra wages. Each one of these variables lead to an end state of feeling, called satisfaction. Sinha (1974) defines job satisfaction as 'a reintegration of affect produced by individual's perception of fulfillment of his needs in relation to his work & the situations surrounding it'.

THEORIES OF JOB - SATISFACTION

There are 3 major theories of job satisfaction.

- Herzberg's Motivation - Hygiene theory.
- Need fulfillment theory.
- Social reference - group theory.

DETERMINANTS OF JOB SATISFACTION

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

1. Organizational variables; and
2. Personal Variables.

THE IMPORTANCE OF HIGH JOB SATISFACTION

The importance of job satisfaction is obvious. Managers should be concerned with the level of job satisfaction in their organizations for at least three reasons:

1. There is clear evidence that dissatisfied Sales Persons skip work more often and are more likely to resign ;
2. It has been demonstrated that satisfied Sales Persons have better health and live longer ; and
3. Satisfaction on the job carries over to the Sales Person's life outside the job.

Satisfied Sales Persons have lower rate of both turnover and absenteeism. Specifically, satisfaction is strongly and consistently negatively related to an Sales Person's decision to leave the organization. Although satisfaction and absence are also negatively related, conclusions regarding the relationship should be more guarded.

An often overlooked dimension of job satisfaction is its relationship to Sales Person health. Several studies have shown that Sales Persons who are dissatisfied with their jobs are prone to health setbacks ranging from headaches to heart disease. For managers, this means that even if satisfaction did not lead to less voluntary turn over and absence, the goal of a satisfied work



force might be justifiable because it would reduce medical costs and the premature loss of valued Sales Persons by way of heart disease or strokes.

Job satisfaction's importance is its spin off effect that job satisfaction has for society as a whole. When Sales Persons are happy with their jobs, it improves their lives off the job. In contrast, the dissatisfied Sales Person carries that negative attitude home.

Some benefits of job satisfaction accrued to every citizen in society. Satisfied Sales Persons are more likely to be satisfied citizens. These people will hold a more positive attitude towards life in general and make for a society of more psychologically healthy people.

So job satisfaction is very important. For management, a satisfied work force translates into higher productivity due to fewer disruptions caused by absenteeism or good Sales Persons quitting, as well as into lower medical and life insurance costs. Additionally, there are benefits for society in general. Satisfaction on the job carries over to the Sales Person's off the job hours. So the goal of high job satisfaction for Sales Persons can be defended in terms of both money and social responsibility.

MEASURING JOB SATISFACTION

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale (named after Rensis Likert). Other less common methods of for gauging job satisfaction include: Yes/No questions, True/False questions, point systems, checklists, and forced choice answers. This data are sometimes collected using an Enterprise Feedback Management (EFM) system.

FINDINGS

1. The majority of the respondents say that they are satisfied with the job.
2. Respondents equally say as pay and working conditions are the causes affecting job satisfaction.
3. A large number of respondents say as job satisfaction affects performance.
4. High percentage of the respondents say job security as the main factor affecting job satisfaction at APHMEL.
5. Many did not say anything relating to the importance of job security.
6. Supervisors support to large extent in APHMEL.
7. Promotions are the best form of appreciation & recognition given at APHMEL.
8. More than half percentage of the respondents say that the current level of job satisfaction has increased
9. Most of the respondents agree that they should be treated with respect and dignity in order to be satisfied with their jobs.
10. Large number of the respondent agree that the organization should increase its level of job security in order to increase its job satisfaction
11. Most of the respondents said that they are convenient with the organization timings.
12. High percentage of the respondents agrees that water facility and canteen facility is good.
13. A majority of the respondents says that relation between superior and subordinate is good.
14. The respondents agree that the working conditions and the organization condition is good..
15. The majority of respondents agree that the suggestions came from the exit interviews are implemented.
16. High percentage of respondents says that financial incentives and performance are the factors for measuring job satisfaction.

SUGGESTIONS

1. To increase the level of job security of the employees.
2. To provide job oriented growth like promotions.
3. To provide job diversification to the employees in order to have increased job satisfaction.
4. Regular feedbacks of the employees should be taken in order to know the current status.
5. Flexible working hours should be provided.
6. There should be adequate provisions provided for the benefit of the employees.
7. The measures should be followed timely and on a continuous basis.
8. There should be collaborative and co – operative environment and not cut – throat competition.
9. The employees should be treated as assets and not just profit making machines.
10. There should be dignity and self-respect towards the other coworker.



CONCLUSION

The APHMEL is an excellent company and has great opportunities to grow in the future. It has played a vital role for the development of employees' wealth and protects their interests. Company has confidence of its success as employees' needs are immediately fulfilled with satisfactory approaches and actions. For each problem, company not only take corrective action but ensures a preventive action so that problem doesn't repeat.

The impressive thing is that company has taken good initiatives to ensure that employees remain satisfied with their pay scale and overall work environment. This is commendable in this tough time of market recession.

There are some areas like 'support from colleagues' and "reward policy' which need to be worked upon, and I am sure that by following given suggestions, company will be able to achieve the higher employee satisfaction. It is concluded that if the mentioned suggestions are considered then APHMEL can out beat competition from other players.

Research on "Job Satisfaction" in APHMEL employees is concluded with observation that APHMEL employees are highly satisfied with their position and work environment.

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