# EMPLOYEE ATTITUDE AND SATISFACTION TOWARDS JOB - A STUDY WITH SPECIAL REFERENCE TO THE ASHIQUE EXPORTS (PVT) LTD

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*Abstract*
*Nowadays, human resource is considered as the most valuable asset of an organization. For increasing productivity and profit the organization need to coordinate their employees. But in present scenario many organization fails to coordinate their workforce. This problem can be solved by providing number of facilities to its employees like, transportation, free medical benefits, recreation facilities, etc. However, many of the organizations fail to provide these facilities. It leads to the dissatisfaction of employees and affect the profitability of the organization. Hence, in competitive environment the problems faced by the workers in an organization are important. It helps the organization to earn more profit through satisfaction. The present paper tries to identify the attitude and satisfaction level of employees on job in the Ashique Exports (P) LTD.*

*Key Words:  Human Resource, Attitude, Satisfaction Level, Careers Perspectives.*

## Introduction
Human resource is the most valuable and unique asset of an organization because it can function only through people, without people organizations cannot exist. The resources of men, money, material and machinery are collected, coordinated and utilized through people. The success of an organization depends up on the ability of its human resource. Human resource is a sum total of inherent abilities, acquire skill and knowledge, talent and aptitudes of the people who are work in a particular organization.
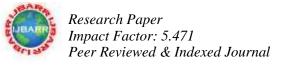
Human resource management is one of the most complex and challenging field of modern management. Human resource management in the sense of getting things done through people is an essential part of every manager's responsibility. Many organizations find it useful to setup a specialist section to provide an expert service in the performance of human resource function. An organization acquires competitive advantage by using its people effectively and utilizing their expertise to meet clearly defined objectives. Human resources are heterogeneous. Each has its own physical and psychological traits.

## Ashique Exports (P) LTD – A Brief Profile
Ashique exports is a private limited company incorporated on 1996. The registered office of Ashique Exports Private Limited is situated at Chennai, regional office at Coimbatore, administrative office at Calicut and manufacturing unit at Sulthan Bathery Wayanad. This is one of the soap manufacturing unit of Thai group.Their products are toilet soap, washing soap and herbal soap. Ashique Exports (P) LTD constructed in a non industrial area only for the purpose of providing job opportunities to backward people especially for women.

## Thai Group
The Thai Group has become a leading conglomerate in Kerala with wide business interest in areas ranging from the manufacture of soaps, detergents, shampoos, talcum powders and garments to building materials, mining processing logistics and plantations. The group owes more success and progress to its employees, customers, associates and the society of large.The sister concerns under Thai Group are Ashique Exports (P) LTD, Ashique Enterprises, Aghin Chemicals and Cosmetics, Aysha Associates, Aysha Plantations, Wayanad, Aghin Agro Food Industries (P) LTD, Aghin Roadways, Transworld Mining Industries (P) LTD, Aysha Overseas, Auriga Technologies, A.A Associates and Thai Impex (P) LTD.

## Review of Literature

Alok Kumar Srivastav and Priyanka Das (2015), made an attempt to study the employees attitude towards organization and their work and also the reasons for negative and positive attitude. They found that the 92% of the employees are highly satisfied of acceptance of quality of work life and rest them are satisfied.

Er.Prakash Sen (2016) has made an attempt to know the reasons for the employee's negative and positive attitude towards private organization. And he aims to make suggestions to improve the attitude of the employees to the management. He found that the 85% of the employees are highly satisfied with their work.

Lise M. Saari and Timothy A. Judge(2004), aims to find out the causes of employee attitudes and the results of positive or negative job satisfaction also how to measure and influence employee attitudes.

Dr. A. Ravichandran, Dr. L.J. Sundara Rajan and G.Bala Sendhil Kumar made an attempt to study on the job satisfaction in manufacturing industry and also analyze the factor that the majority of the employees are satisfied with the job. They suggest that the industry may concentrate on working environment, so that employees will feel safe and secure at the working place. This leads to much improvement in the production.

Jitendra Kumar Singh and Dr. Mini Jain (2013), aims to identify the factors which influence the job satisfaction of employees and the impact of employees job satisfaction on their performance. And also identify the factors which improve the satisfaction level of employees. They found that a good work environment and good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance.

## Statement of the Problem

Many measures purport that employee satisfaction is a factor in employees' motivation, employee goal achievement and positive employee morale in the work place. If there is an effective human resource management, it is sure that the employees in the organization are highly satisfied. Hence, the success and failure of an organization is greatly depends on its employees. If there is a highly competent work force the organization can increase its productivity, profitability, and it leads to overall development of the organization. But majority of the employees faces problems like lack of transport facility, lack of canteen facility, lack of medical facility, recreation facilities etc. Thus, the study on the attitude and level of satisfaction of employees of Ashique Exports (P) Ltd becomes relevant and useful. Hence, the present paper has been attempted. .

## Objectives of the Paper

The Specific Objectives of the present paper are
1. To examine the attitude of employees towards their job in Ashique Exports Ltd.
2. To identify the level of satisfaction of employees.
3. To analyze how the attitude and satisfaction differ with demographic profile and
4. To measure relationship between attitude and satisfaction on career perspective.

## Hypotheses

The following Hypotheses were developed and tested.
Ho: There is no significant difference between age and attitude.
Ho: There is no significant difference between educational qualification and attitude.
Ho: There is significant difference between experience and attitude.
Ho: There is no significant difference between age and satisfaction.
Ho: There is no significant difference between experience and satisfaction.

## Research Methodology

The present study is designed as a descriptive and empirical one. Both primary and secondary data are collected for the study. The secondary data for the study were collected from journals, magazines, text books, website and various published records. For collecting primary data a structured questionnaire was developed and circulated

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among the employees of organization. Simple random sampling technique was adopted for selection of sample employees. Likert's five point scale was used for the analysis. A large sample size of 100 employees were selected for the purpose.. The analysis has been done by employing the statistical tools namely, ANOVA and t test.

**Results of the Analysis**
**Employee Attitude Towards Job:** The results of the analysis based on the selected variables are given in the following pages.

**Table:1  Management Support**

| Variables | Mean | Std. Deviation | Range |
|---|---|---|---|
| Appreciation from superior | 3.2200 | 1.41121 | 4.00 |
| Opportunity to communicate with your superior | 3.4600 | 1.32131 | 4.00 |
| Participation on decision making related with work | 3.3600 | 1.33727 | 4.00 |
| Chance of promotion | 3.4000 | 1.35587 | 4.00 |
| Assignment of additional work | 2.9100 | 1.45015 | 4.00 |

Source : primary data

From the above values it is clear that Management support regarding opportunity to communicate with superior shows highest mean value of 3.46 and standard deviation of 1.32. And the opinion regarding Management support  the respondents are agree with all the factors of management support like Appreciation from superiors (mean 3.22, standard deviation 1.41), Opportunity to communicate with your superior (mean 3.46, standard deviation 1.32), Participation on decision making related with work (mean 3.36, standard deviation1.33) and Assignment of additional work (mean 2.91, standard deviation 1.45).
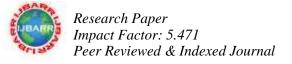
**Table 2 Traning  and Development**

| Variables | Mean | Std. Deviation | Range |
|---|---|---|---|
| Training facilities | 3.7700 | 1.15343 | 4.00 |
| Training methods | 3.5300 | 1.29845 | 4.00 |
| Effectiveness of training | 3.9400 | 1.03299 | 4.00 |
| Trainer's ability to train the employees | 3.6800 | 1.17963 | 4.00 |
| Training  to new employees | 3.6900 | 1.08892 | 4.00 |

The table shows that that Training and development regarding effectiveness of training shows highest mean value of 3.94 and standard deviation of 1.03. The respondents stated that they agree with all the factors of Training facilities (mean 3.77, standard deviation 1.15), Training methods (mean 3.53, standard deviation 1.29), Trainer's ability to train the employees (mean 3.68, standard deviation 1.17) and Training of new employees (mean 3.69, standard deviation1.08).

**Stress in Job**

| Variables | Mean | Std. Deviation | Range |
|---|---|---|---|
| Heavy workload | 4.0900 | 1.24799 | 4.00 |
| Tight deadlines | 2.6600 | 1.28880 | 4.00 |
| Lack of equipment | 3.4800 | 1.24300 | 4.00 |
| Over supervision | 2.7100 | 1.31268 | 4.00 |
| Insufficient skills for the job | 2.6900 | 1.22016 | 4.00 |

Source : primary data

It is clear that Stress in job regarding Heavy workload shows highest mean value of 4.09 and standard deviation of 1.24. And the opinion regarding Stress in job the respondents are agrees with all the factors of Tight deadlines (mean2.66, standard deviation 1.28), Lack of equipment (mean 3.48, standard deviation 1.24), Over supervision (mean 2.71, standard deviation 1.31) and Insufficient skills for the job (mean 2.69, standard deviation 1.22).

**Table 4 : Performance Appraisal System**

| Variables | Mean | Std. Deviation | Range |
|---|---|---|---|
| Performance appraisal system in the organization is fair | 3.4900 | 1.13258 | 4.00 |
| Feel more motivated after performance appraisal | 2.8200 | 1.32863 | 4.00 |
| It improves relationship with management | 2.9100 | 1.08334 | 4.00 |
| Promotion is purely based on performance appraisal | 3.7500 | 1.22578 | 4.00 |
| Performance appraisal process supports the company's strategy | 3.5600 | 1.32054 | 4.00 |

It is seen that that Performance appraisal regarding Promotion is purely based on performance appraisal shows highest mean value of 3.75 and standard deviation of 1.22. In this case, the respondents agree with all the factors of Performance appraisal system in the organization is fair (mean 3.49, standard deviation 1.13), Feel more motivated after performance appraisal (mean 2.82, standard deviation 1.32), It improves relationship with management (mean 2.91, standard deviation 1.08) and Performance appraisal process supports the company's strategy (mean 3.56, standard deviation 1.32).

**Table:5 Organizational Culture**

| Variables | Mean | Std. Deviation | Range |
|---|---|---|---|
| Organization structure | 3.3700 | 1.43305 | 4.00 |
| Present working condition | 3.6400 | 1.29115 | 4.00 |
| Condition of tools and machines | 3.6700 | 1.31852 | 4.00 |
| Safety and security measures | 3.8400 | 1.11663 | 4.00 |
| Rules and regulations | 2.6600 | 1.22450 | 4.00 |
| Grievance handling | 4.0000 | 1.11010 | 4.00 |

Source : primary data

The above Table indicate that Organizational culture regarding Grievance handling shows highest mean value of 4.00 and standard deviation of 1.11. And the opinion regarding Organizational culture the respondents are agree with all the factors of Organizational culture like Organization structure (mean 3.37, standard deviation 1.43), Present working condition (mean 3.64, standard deviation 1.29), Condition of tools and machines (mean 3.67, standard deviation1.31), Safety and security measure (mean 3.84, standard deviation 1.11) and Rules & regulations (mean 2.66, standard deviation 1.11).

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## Table 6  Monetary Benefits

| Variables | Mean | Std. Deviation | Range |
|---|---|---|---|
| Wages and salary | 2.9600 | 1.30206 | 4.00 |
| Financial packages | 2.5100 | 1.17632 | 4.00 |
| Incentives | 2.6000 | 1.22268 | 4.00 |
| Bonus | 3.6300 | .94980 | 4.00 |
| Overtime allowance | 3.8300 | .99549 | 4.00 |
| Festival allowance | 2.5500 | 1.07661 | 4.00 |
| Other allowance | 2.8000 | 1.34089 | 4.00 |

Source : primary data

The monetary benefits regarding Overtime allowance shows highest mean value of 3.83 and standard deviation of .99. In the opinion of respondents, the average and SD in respect of  Monetary benefit like Wages and salary (mean 2.96, standard deviation 1.30), Financial packages (mean 2.51, standard deviation 1.17), Incentives (mean 2.60, standard deviation1.22), Bonus (mean 3.63, standard deviation .94), Festival allowance (mean 2.55, standard deviation 1.07) and Other allowance (mean 2.80, standard deviation 1.34).

## Table:7 Non Monetary Benefits

| Variables | Mean | Std. Deviation | Range |
|---|---|---|---|
| Transport facilities | 3.6900 | .95023 | 4.00 |
| Canteen facilities | 2.4500 | 1.24215 | 4.00 |
| Medical facilities | 2.4100 | 1.11096 | 4.00 |
| Lighting and ventilation facilities | 3.9400 | .87409 | 3.00 |
| Water facilities | 3.5700 | 1.24117 | 4.00 |
| Accommodation facilities | 2.5500 | 1.20918 | 4.00 |
| Recreational facilities | 2.4800 | 1.24300 | 4.00 |
| Educational facilities | 2.6800 | 1.18816 | 4.00 |
| Uniform facilities | 2.4400 | 1.09471 | 4.00 |

Source : primary data

The Non-monetary benefits regarding Lighting and ventilation facilities shows highest mean value of 3.94 and standard deviation of .87. And the opinion regarding Non-monetary benefit the respondents are agree with all the factors of Non-monetary benefit like Transport facilities (mean 3.69, standard deviation .95), Canteen facilities (mean 2.45, standard deviation 1.24), Medical facilities (mean 2.41, standard deviation1.11), Water facilities (mean 3.57, standard deviation 1.24), Accommodation facilities (mean 2.55, standard deviation 1.20) Recreational facilities (mean 2.48, standard deviation 1.24), Educational facilities (mean 2.68, standard deviation 1.18) and Uniform facilities (mean 2.44, standard deviation 1.09).

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### Table 8 Management System

| Variables | Mean | Std. Deviation | Range |
|---|---|---|---|
| Participative management system | 3.7000 | 1.13262 | 4.00 |
| Relationship with workers | 3.1000 | 1.39624 | 4.00 |
| Motivation from the part of superior | 3.3900 | 1.39186 | 4.00 |
| Industrial relations | 3.8300 | 1.21485 | 4.00 |
| Superior-subordinate relationship | 4.2400 | .95473 | 4.00 |
| Communication system | 3.4900 | 1.49406 | 4.00 |
| Reward for outstanding work | 2.4900 | 1.23497 | 4.00 |

Source : primary data

From the above values it can be concluded that Management system regarding Superior-subordinate relationship shows highest mean value of 4.24 and standard deviation of .95. The response on Management system the respondents are agree with all the factors of management system like Participative management system (mean 3.70, standard deviation 1.13), Relationship with workers (mean 3.10, standard deviation 1.39), Motivation from the part of superior (mean 3.39, standard deviation1.39) Industrial relations (mean 3.83, standard deviation 1.21), Communication system (mean 3.49, standard deviation 1.49) and Reward for outstanding work (mean 2.49, standard deviation 1.23).

**Relationship between Demographic Profile and Attitude:** The results of the analysis based on the selected geographic variables of employees are given below.

**Age and Attitude**

### Table 9 Age and Attitude of Respondents

| Variables | Mean and Standard Deviation | | | | | F | Sig |
|---|---|---|---|---|---|---|---|
| | Below 35 | 35-40 | 41-45 | 46-50 | Above 50 | | |
| Management support | 13.8667 (4.22352) | 16.8421 (3.13162) | 17.2414 (4.15465) | 15.8696 (3.19523) | 17.2857 (2.94641) | 2.623 | .040 |
| Training and Development | 19.4000 (1.68184) | 16.9474 (3.42335) | 19.0000 (2.12132) | 19.4783 (2.27375) | 17.7857 (3.21484) | 3.542 | .010 |
| Stress in Job | 16.5333 (2.35635) | 16.3684 (2.56495) | 14.5862 (2.54274) | 14.7826 (2.77909) | 17.2143 (3.04274) | 3.766 | .007 |
| Performance Appraisal System | 16.0667 (2.28244) | 17.2632 (3.01555) | 16.5517 (2.47251) | 16.3913 (2.53591) | 16.2143 (1.96815) | .605 | .660 |

Source: primary data    *Figures in Brackets show Standard Deviation

Since the P value is less than 0.05 null hypothesis is rejected at 5% level with regard to Management support, Training & Development and Stress in Job. Hence there is significant difference among age group with respect to management support (the age group of above 50 shows higher mean value 17.2857 and standard deviation 2.94641), Training and development (the age group of 46-50 depicts the higher mean value 19.4783 and standard deviation 2.27375), and stress in job (the age group of above 50 denotes higher mean value 17.2143 and standard deviation 3.04274). There is no significant difference in performance appraisal system among age group. Since the P value (.660) is greater than 0.05, the null hypothesis is accepted at 5% level of significance.

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**Table 9** : **Educational Qualification and Attitude**

| Variables | Mean and Standard Deviation | | | | F | Sig |
|---|---|---|---|---|---|---|
| | **Below SSLC** | **SSLC** | **Plus Two** | **Graduate** | | |
| Management Support | 16.8947 (3.55738) | 16.2963 (4.33957) | 15.7241 (3.50404) | 16.7200 (3.55340) | .481 | .696 |
| Training and Development | 19.4211 (19.4211) | 17.9630 (3.00617) | 18.3793 (2.41149) | 18.9600 (2.82076) | 1.319 | .273 |
| Stress in Job | 15.9474 (2.67652) | 15.3704 (2.83044) | 15.0690 (3.11598) | 16.3200 (2.41039) | 1.059 | .370 |
| Performance Appraisal System | 17.8421 (2.81392) | 16.0741 (1.54237) | 16.7586 (2.62754) | 15.7600 (2.60256) | 3.122 | .030 |

Source: primary data      *Figures in Brackets show Standard Deviation

In the case of Attitude and Educational qualification, Performance appraisal system (Highest mean value 17.8421 and standard deviation 2.81392) shows significant difference among Educational qualification at 5% level of significance. Here the P value is .030 and the result is said to be significant.

Attitude on Management support, Training and development and Stress in job with respect to Educational qualification the result is in significant at 5% level with P values are .696, .273 and .370 respectively.

| Table 9  Experience and Attitude | | | | | |
|---|---|---|---|---|---|
| **Variables** | **Mean and Standard Deviation** | | | **F** | **Sig** |
| | **Below 10 years** | **10-20 years** | **Above 20 years** | | |
| Management Support | 14.3548 (3.62903) | 17.0000 (3.55181) | 17.5862 (3.34362) | 7.461 | .001 |
| Training and Development | 18.2581 (2.87481) | 19.0250 (2.57689) | 18.4138 (2.66615) | .814 | .446 |
| Stress in Job | 16.3226 (2.92560) | 14.3750 (2.30593) | 16.6207 (2.69144) | 7.732 | .001 |
| Performance Appraisal System | 16.2903 (2.45212) | 16.5750 (2.65916) | 16.7241 (2.35882) | .234 | .792 |

Source: primary data  *Figures in Brackets show Standard Deviation

Since the P value is less than at 1% level of significance Attitude regarding Management support and Stress in job denotes significant difference among Experience of the employees with P value of 0.001.

There for significant difference among Experience of the employees with respect to Management support and Stress in job. On the other side the Attitude on Training & development (P value=.446) and Performance appraisal system (P value=.792) among Experience of the employees shows in significant result at 5% level.

### Table 9  Age and Satisfaction

| Variables | Mean and Standard Deviation | | | | | F | Sig |
|---|---|---|---|---|---|---|---|
| | Below 35 | 35-40 | 41-45 | 46-50 | Above 50 | | |
| Organizational Culture | 19.8000 (4.73890) | 20.4737 (3.23811) | 22.2759 (2.64435) | 21.5217 (3.65401) | 20.7857 (2.00686) | 1.767 | .142 |
| Monetary Benefits | 19.6667 (2.87021) | 21.1579 (2.00730) | 21.2759 (1.68812) | 20.8696 (3.48117) | 21.0000 (1.92154) | 1.154 | .336 |
| Non-monetary Benefits | 27.0667 (2.89005) | 26.8421 (2.85313) | 26.7931 (4.68569) | 26.4783 (3.80035) | 22.7857 (3.09288) | 3.475 | .010 |
| Management System | 26.9333 (1.90738) | 24.8947 (2.28266) | 23.1379 (3.33514) | 23.9130 (4.39951) | 23.2857 (4.85844) | 3.344 | .013 |
| Transfer and promotion | 19.4000 (1.68184) | 16.9474 (3.42335) | 19.0000 (2.12132) | 19.4783 (2.27375) | 17.7857 (3.21484) | 3.542 | .010 |

Source: primary data        *Figures in Brackets show Standard Deviation

The above table presents age wise satisfaction level of employees. The one way Anova test indicate the significant difference in satisfaction level of Non monetary benefit, Management system and Transfer& promotion among different age group. The P value is 0.10, 0.013 and 0.010 is respectively for the measurement of satisfaction level of non monetary benefit (the age group of below 35 shows highest mean value = 27.0667 and standard deviation =2.89005), management system (the age group of below 35 denotes highest mean value=26.9333 and standard deviation=1.90738) and transfer & promotion (the age group of 46-50 depicts highest mean value=19.4783 and standard deviation=2.27375).  In the case of satisfaction level of organizational culture and monetary benefit the P value is greater than that of 0.05. There for,  there is no significant difference among age group with regard to organizational culture and monetary benefit.
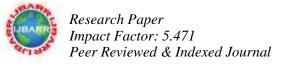
### Table 10  Experience and Satisfaction

| Variables | Mean and Standard Deviation | | | F | Sig |
|---|---|---|---|---|---|
| | Below 10 years | 10-20 years | Above 20 years | | |
| Organizational Culture | 19.8710 (3.93058) | 22.4500 (3.06301) | 20.8276 (2.47947) | 5.871 | .004 |
| Monetary Benefits | 20.9355 (2.46219) | 20.8000 (2.25548) | 20.9310 (2.86520) | .034 | .967 |
| Non-monetary Benefits | 26.5806 (2.97517) | 27.4000 (4.35478) | 24.1724 (3.42333) | 6.595 | .002 |
| Management System | 25.6129 (2.69168) | 22.8000 (3.33743) | 24.7586 (4.45337) | 5.994 | .004 |
| Transfer and promotion | 18.2581 (2.87481) | 19.0250 (2.57689) | 18.4138 (2.66615) | .814 | .446 |

Source: primary data        *Figures in Brackets show Standard Deviation

Since the P value is less than at 5% level of significance Satisfaction level regarding Organizational culture, Non monetary benefits and Management system denotes significant difference among Experience of the employees with P value of 0.004, 0.002, and 0.004 respectively. Therefore, there is significant difference among Experience of the employees with respect to Organizational culture, Non monetary benefits and Management system. On the

other side the Satisfaction level of Monetary benefit (P value=.967) and Transfer & promotion (P value=.446) among Experience of the employees shows Insignificant result at 5% level.

**Major Findings and Suggestions**
It has been found the majority of the workers are satisfied with Training and development. However, most of the workers are neither satisfied nor dissatisfied with the aspects of Management support, the Performance appraisal system, organizational culture, monetary and non-monetary benefits and management system. In the case of Grievance handling , majority of the workers are satisfied.

It is suggested that steps may be take to enhance salary and incentive schemes strictly based on the performance and qualification of the employees. The company may implement more progressive training system. More emphasise may be given to various amenities such as education facilities, transport facilities, uniform facilities, medical facilities etc. The system of Employee participation in decision making may be introduced to motivate the employees in improving their performance.

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