

**JOB SATISFACTION OF EMPLOYEES: A STUDY ON HERITAGE
FOOD LIMITED AT KASIPENTLA DAIRY PLANT, CHITTOOR,
ANDHRA PRADESH (A.P.)**

By

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COLLEGE OF CO-OPERATION BANKING AND MANAGEMENT

VELLANIKKARA, THRISSUR-680 656

KERALA, INDIA

2017

DECLARATION

DECLARATION

I, hereby declare that this project entitled “**JOB SATISFACTION OF EMPLOYEES: A STUDY ON HERITAGE FOOD LIMITED AT KASIPENTLA DAIRY PLANT, CHITTOOR, A.P.**” is a bonafide record of research work done by me during the course of major project work and that it has not previously formed the basis for the award to me for any degree / diploma / associateship / fellowship or other similar title of any other University or Society.

Vellanikkara,
21-10-2017

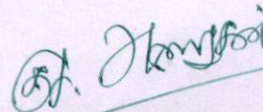
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CERTIFICATE

CERTIFICATE

Certified that this project report entitled **“JOB SATISFACTION OF EMPLOYEES: A STUDY ON HERITAGE FOOD LIMITED AT KASIPENTLA DAIRY PLANT, CHITTOOR, A.P.”** is a record of project work done by Miss. Penubala Pravallika under my guidance and supervision and that it has not previously formed the basis for the award of any degree / diploma / fellowship / associateship or other similar title of any other University or Society.

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For any errors or inadequacies that may remain in this work, of course, responsibilities are entirely mine.

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LIST OF ABBREVIATIONS

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Abbreviations	Expansion form
A.P.	Andhra Pradesh
APDDCF	Andhra Pradesh Dairy Development Cooperative Federation
CSR	Corporate Social Responsibility
E.T.P	Effluent Treatment Plant
HFL	Heritage Foods Limited
MSNF	Milk Solids Not Fat
RMRD	Raw Milk Reception Dock
SFM	Solid Flavoured Milk
SNF	Solids Not Fat
NCDC	National Cooperative Development Corporation
NDDB	National Dairy Development Board

DESIGN OF THE STUDY

CHAPTER I

DESIGN OF THE STUDY

1.1 Introduction

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 set up an exclusive section to provide an expert service in the performance of human resource. Today no member in an organization would disagree with the statement that people are the most valuable assets of an organization. It is found that this most valuable resource remains under-valued, under-trained and under-utilized.

Fast changes are taking place in the business environment. An organization must have the ability to absorb this at a faster rate than in the past, not to prove its competency; but to justify its existence in the dynamic business world as well. All organizations, whether large or small, must ensure themselves that they have the competent people capable of accepting these challenges.

At present, all organizations are realizing that human resources are the most important of all assets. This significance can also be attributed to the new merging values of humanism and humanization. Organizational goals can be attained only with the dedicated, professionally sound and motivated employees at all levels.

1.2 Statement of the problem

Job satisfaction is a positive state of mind which contributes to a healthy thinking and action. Job satisfaction is a feeling, an emotional response to the work we do and the environment in which we do that work. Human beings are the assets of any organization and as such, the organizational effectiveness and competitiveness to a great extent, depend on the quality of these assets, which ultimately depend on the level of satisfaction they derive from the organization; otherwise called as job satisfaction. To reciprocate the efforts put in by its employees, the organization should provide all necessary benefits – material and other, to its employees so as to enrich and enhance their expectations and the level of job satisfaction.

Job satisfaction is expressed in terms of the amount of agreement between one's expectations of the job and the rewards that the job provides. For tapping the maximum work-result, an employee should be healthy in psycho-somatic conditions. It is the obligation from the part of the organization to provide expected infrastructural facilities to maintain the level of satisfaction. Discontent or dissatisfaction can lead to low level of commitment towards the job and the organization as a whole. Job dissatisfaction will lead to low level of productivity affecting the profitability and performance of the organization. However, since satisfaction is subjective; practically, it is not possible for any organization to satisfy all the requirements of each and every employee.

The term job satisfaction figures prominently in any discussions on management of human resources. Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self- satisfaction, happiness or self-contentment but the satisfaction on the job.

Heritage Foods Limited at Hyderabad, Telangana (formerly combined AP) is one of the fastest growing public listed companies in India. The annual turnover of Heritage Foods Ltd. crossed Rs.2642.89 crores in 2016-17. The company markets its products under the brand name "Heritage". Currently, Heritage's milk and milk products have a market presence in Andhra Pradesh, Telangana, Karnataka, Kerala, Tamil Nadu, Maharashtra, Odisha, NCR Delhi, Haryana, Rajasthan, Madhya Pradesh, Punjab, Uttar Pradesh, Gujarat and Uttarakhand. Management of human resource has a greater impact on this organization. They always give more importance in maintaining the employee's relation. The present study aims to find out the job satisfaction among various categories of employees working in this organization.

1.3 Objectives of the study

The objectives of the study were as follows:

1. To identify the present job satisfaction of employees in Heritage Foods Ltd at Kasipentla Dairy Plant, Chittoor Dt., AP.
2. To understand the most important factors which influence job satisfaction.

1.4 Methodology

1.4.1 Study area

The study was conducted at Gokul dairy plant at Kasipentla, Chittoor District.

1.4.2 Sample size

The higher levels of employees like DGM, manager, etc, have not been included in the sampling frame. The rest of population as a whole has been taken as sample size. The sample size of the study was 190 employees from 19 sections in the organization. The details of employees working in different sections are given in the following table.

Table 1.1 Distribution of employees (section-wise)

Sl. No.	Section	No. of employees
1	Procurement	8
2	Raw Milk Reception Dock (RMRD)	2
3	Maintenance	12
4	Electrical	10
5	Boiler	8
6	Effluent Treatment Plant (ETP)	3
7	Refrigeration	13
8	Store	3
9	Process	19
10	Laboratory for testing	31
11	Pre-pack	13
12	Butter & Ghee	18
13	Cup curd	9
14	Sachet curd	19

Sl. No.	Section	No. of employees
15	Solid Flavoured Milk (SFM)	7
16	Powder plant	10
17	By-products	4
18	Information Technology (IT)	7
19	Parlour	3
Total		190

Source: Secondary data

A brief note on each section is presented hereunder.

1.4.2.1. Procurement

Procurement is the process of finding, agreeing terms and acquiring goods, services or works from an external source, often via a tendering or competitive bidding process.

1.4.2.2. Raw Milk Reception Dock

The Raw Milk Reception Dock (RMRD) is the Primary intake point of liquid milk entry in dairies / chilling centres. It is specifically meant for the reception of milk brought in cans from village milk collection centres located over a wide area. It is different from the bulk milk collection systems, which are also in operation in these dairies. The collection process starts from the village milk collection centres, groups of which was assigned to distinct milk truck routes.

1.4.2.3. Maintenance

The employees of this section play a vital role in the organization. They repair machines and maintain the plant without any problem before starting the production. This section supports all sections.

1.4.2.4. Electrical

This section also, like maintenance section is important for the organisation. It does support all the sections whenever there is an electrical problem.

1.4.2.5. Boiler

Thermal energy is used for various processes, such as pasteurization and washing. At the dairy processing plant, a central boiler produces steam which is then used to heat water. The common practice in the dairy industry is to use petroleum fuels for steam generation in boilers.

1.4.2.6. Effluent Treatment Plant (E.T.P.)

Dairy is one of the major industries causing water pollution. Various operations in a dairy industry include pasteurization, making of cream, cheese, milk powder etc. Every industry has a waste-water treatment plant which helps to lower down pollution level of waste-water that is to be discharged into the environment from industrial premises.

1.4.2.7. Refrigeration

Here, the items are kept below room temperature by storing them in a system or substance designed to cool or freeze. The most common form of refrigeration is through refrigerators, that use a refrigerant chemical which removes heat from items stored inside the system.

The above sections may be called as the supporting sections of the organisation.

1.4.2.8. Store

In this section, the employees store and maintain the stock and relevant records. They take stock of every details that comes in and delivered out in the organisation.

1.4.2.9. Processing

The employees ere process the milk in this section and supply milk to all sections except the supporting sections. The steps involved in milk processing are:

1. Raw milk storage
2. Cleaning and de creaming (separately)

3. Homogenisation
4. Fat standardization
5. Heat treatment
6. Chilling (Heat exchanger)
7. Intermediate storage
8. Filling / Packing

1.4.2.10. Pre-pack

In this section, milk is collected from the processing section and packed in different packages / sachets based on sales order.

1.4.2.11. Butter and Ghee

Butter is made from cream that is separated from whole milk and then cooled; fat droplets clump more easily when hard rather than soft. However, making good butter depends on other factors, such as the fat content of the cream and its acidity. The process of creating traditional clarified butter is complete once the water is evaporated and the fat (clarified butter) is separated from the milk solids. Ghee differs slightly in its production. The production of ghee includes simmering the butter, which makes it nutty-tasting and aromatic.

1.4.2.12. Cup curd

In this section, employees take milk and process into curd and fill it and pack based on quantity. Curd is a dairy product obtained by coagulating milk in a process called curdling. The coagulation can be caused by adding rennet or any edible acidic substance such as lemon juice or vinegar, and then allowing it to ferment. The increased acidity causes the milk proteins (casein) to tangle into solid masses, or curds.

1.4.2.13. Sachet curd

The curd is packed in sachet packets and buttermilk is also made with curd by adding water and jeera.

1.4.2.14. Solid Flavoured Milk

Flavoured milk is the milk to which some flavour has been added.

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It should be noted that when the term 'milk' is used, the product should contain a milk fat per centage at least equal to the minimum legal requirement for market milk. But when the fat level is lower (1-2 per cent), the term 'drink' is used.

1.4.2.15. Powder Plant

Powder milk or dried milk is prepared in this section. It is a product made by evaporating milk to dryness. One purpose of drying milk is to preserve it; milk powder has a far longer shelf life than liquid milk and does not need to be refrigerated, due to its low moisture content. Another purpose is to reduce the bulky nature of the product for easy transportation. Powdered milk and dairy products include such items as dry whole milk, non-fat (skimmed) dry milk, dry buttermilk, dry whey products and dry dairy blends.

Many dairy products exported conform to standards laid out in Codex Alimentarius. Many forms of milk powder are traded on exchanges.

1.4.2.16. By-products

In this section, milk is taken from the processing section and converted into milk cake, paneer, and doodh peda.

1.4.2.17. Information Technology (I.T.)

The Information Technology is a supporting section for all sections in the organization. This section provides information on technology, labelling, and milk contents like fat, proteins, SFM. etc.

1.4.2.18. Parlour

In parlour, different heritage products are sold.

1.4.2.19. Laboratory

This section provides information regarding the ingredients of milk in terms of fat, SFM, carbohydrates, etc. Before packing, the milk and milk products are tested.

1.4.3. Data collection

The study included both Primary and secondary data.

Primary Data

Primary data were collected from the employees, with the help of direct personal interview using a structured interview schedule.

Secondary Data

Secondary data were gathered from records available from Heritage Foods Ltd. at Kasipentla Dairy Plant, Chittoor, AP and from journals, books and published materials.

1.4.4. Data processing and analysis

Tools used for the analysis were per centage and index methods.

1.4.4.1. Analysis of job satisfaction

The level of job satisfaction was analysed through 12 parameters based on Fredrick Herzberg Motivation Hygiene Theory (1966). The parameters were divided into two factors, i.e. maintenance factors and motivational factors. These two parameters included eleven statements (7 under maintenance and 4 under motivational factors), which were graded in five-point Likert scale. The scores allotted for the responses were in the following manner.

Table 1.2. Response and score for the statements that measured job satisfaction

Response	Score
Strongly Agree	5
Agree	4
No Opinion	3
Disagree	2
Strongly Disagree	1

Based on these scores, index of each parameter and statements were calculated.

The index for both maintenance factor and motivational factors was calculated separately by the formula:

$$Statement = \frac{\text{Total score obtained for the statement}}{\text{Maximum obtainable score for the statement}} \times 100$$

Where,

$$\text{Maximum obtainable score for the statement} = \text{Maximum score obtained for the opinion} \times \text{Total number of respondents}$$

$$\text{Composite index} = \frac{\text{Total score obtained for the parameter}}{\text{Max. Score} \times \text{No. of respondents} \times \text{No. of statements}} \times 100$$

The job satisfaction level was categorized as High, Good, Moderate, Poor and Very Poor based on the satisfaction index obtained.

Table 1.3. Satisfaction index value and Job satisfaction level

Satisfaction index value	Job satisfaction level
< 20	Very poor
20 – 39	Poor
40 - 59	Moderate
60 - 79	Good
>80	High

1.4.5. Parameters

As mentioned earlier, the parameters were divided into two – maintenance factors and motivational factors as follows:

1.4.5.1. Maintenance factors:

1. Company and its policies
2. Quality of physical environment
3. Job security
4. Satisfaction with the salary and other benefits
5. Work hours
6. Interpersonal relationship
7. Quality of supervision

1.4.5.2. Motivational factors:

1. Work itself
2. Recognition and reward
3. Possibility of growth and advancement
4. Autonomy and responsibilities

1.5. Key observations of the study

1. Demographic profile of employees
2. Working conditions
3. Motivational factors of employees
4. Problem of the employees
5. Employment details

1.6 Scope of the study

This study can help the employers to understand the employees in an organization. From the findings of this study the organization can understand the level of employees' satisfaction. Thus organization can improve the working conditions, environment and other policies to satisfy the employees. When the employee gets satisfactory services from the organization, he tends to believe that same treatment would be offered in long run. Employee will start taking interest in his work instead of worrying about other issues. The employee can start feeling a sense of responsibility towards the organization. They will try to produce better results in order to get appreciation from the organization.

1.7 Limitations of the study

1. Due to confidentiality the respondents might have not revealed accurate information, especially financial details.
2. Some workers were from northern states, so there was a difficulty in communication due to language problem.

1.8 Arrangement of the project

The study has been arranged and designed into the following chapters:

CHAPTER I

The first chapter mentions about the Introduction, Statement of the problem, Objectives, Methodology, Scope of the study, Limitations of the study.

CHAPTER II

This chapter provides a detailed Review of Literature related to Job Satisfaction of Employees : A Study on Heritage Foods Ltd at Kasipentla Dairy Plant, A.P.

CHAPTER III

The third chapter deals about Job Satisfaction - A Theoretical Framework.

CHAPTER IV

The fourth chapter describes the company: Heritage Foods Limited, Kasipentla, Chittoor District, AP.

CHAPTER V

The fifth chapter analyses the findings based on the data collected with proper interpretations.

CHAPTER VI

The sixth and final chapter provides a glimpse on Findings, Suggestion and conclusion.

REVIEW OF LITERATURE

CHAPTER II

REVIEW OF LITERATURE

Job satisfaction is a measure of how happy, workers are with their job and the working environment. Job satisfaction is essentially the degree of consensus between each worker's needs and his/her needs fulfilling characteristics. These two are related to each other. The satisfaction that an individual obtains on his job is largely the result of the extent to which different aspects of his work situations are relevant to his job-value system such as opportunity for advancement, job security, opportunity to use ideas, seek co-operation of co-workers, working conditions, cleanliness, recognition and group relationship.

Maslow (1943) suggested that there exists a hierarchy of human needs, commencing with physiological needs followed safety, social, esteem and finally self-actualization needs. He says that these needs must be satisfied in the order listed. Maslow's theory says there are some important implications for management. There are opportunities to motivate employees and provide them job satisfaction through management style, job design, company events, and compensation packages.

Davis (1951) was of the view that good organizational moral is a condition in which individuals and groups voluntarily make a reasonable subordination of their personal objective to the service objective of their organization.

Morse (1953) considered job satisfaction as a function of job contents identification with company, financial and job status and pride in group performance.

Meizter and Salter (1962) studied job satisfaction of 704 physiologists with reference to the organizational structure within which they worked. On categorizing the respondents on the basis of administrative levels within the organization, they found a negative correlation between the level of administration and job satisfaction. However when the sizing of organization was analyzed, they found generally insignificant relationship between "tallness" and "flatness" of the organization and satisfaction.

Katzell (1964) in his theoretical treatment of job satisfaction argued that a given amount of expectancy and actual discrepancy would produce different degrees of satisfaction depending upon the importance attached by the individual.

Sinha and Nair (1965) reported that a satisfied worker is usually more skilled, is either fresh to the organization or has put in many years in it and has a few dependents to support. This study was conducted on large machinery plants in South India.

Farland (1965) in his study found that the factors which affect the morale of employees such as working conditions including pay, hours of work and safety rules, attitude of executives and managers towards their subordinate, effective leadership; and an intelligent distribution of authority and responsibility in the organization, size of the organization, the design of the organization structure which facilitates the flow of work.

Herzberg (1966) defined job satisfaction as a work of both work-values and work-rewards. A work-reward refers to the intrinsic and extrinsic benefits that workers receive while doing their work.

Jawa (1971) collected data on 70 semi-skilled workers in his study on anxiety and job satisfaction. On the basis of the anxiety scale filled by the respondents and their scores, anxiety was divided into three groups of high, average and low anxiety. In addition to this a satisfaction questionnaire was also filled by the respondents. The results indicated a trend of increasing satisfaction with decreasing anxiety level.

Davis (1972) opined that high job satisfaction is an outcome of co-operation and team work, which the employees want to develop among their employees. Higher job satisfaction is associated with higher turnover, fewer absence, experienced employees and higher occupational level.

Pestonjee (1973) examined the level of employees' morale and job satisfaction prevailing under democratic and autocratic organizational structures among the employees of two departments of textile mill. He found that the democratic work groups had the lowest number of dissatisfied employees, whereas the autocratic work group had the lowest number of highly satisfied employees. Thus, he concluded that a democratic (organizational) structure is conducive to higher morale and job satisfaction.

Sinha (1974) defined job satisfaction as a reintegration of effect produced by individual as perception of fulfilment of his needs in relation to his work and situations surrounding to it.

Locke (1976) stated that satisfaction is determined by a discrepancy between what one wants in job and what one has in a job.

Anastari (1979) explained job satisfaction is essentially the degree of correspondence between each workers needs and their need fulfilling characteristics of the job.

Srivastava (1990) observed employee satisfaction and productivity increased when routine jobs were combined so that employees could use more of their skills and abilities.

Lee Ross (1995) suggested that the link between job mobility and job satisfaction was complex and could not be adequately explained by traditional theories of motivation.

Dayanandan (1997) in his study of Human Resource Management in co-operative banks found that satisfaction with co-employees was favourable among the senior and junior level employees. He also stated that increased satisfaction was noticeable among the senior level of employees with regard to environment and working conditions of the junior level employees.

Zhang et. al. (2000) argued that various training and development programmes and a quality management approach may help to improve job satisfaction.

Bruck (2002) examined whether there would be differential relationship across the job satisfaction facets. These facets revealed no significant differences across facets for any of the conflict measures. These results provided important implications for practitioners who are implementing organizational interventions designed to combat work family conflict.

Jha & Pathak (2003) in his study of nature of differences in the level of job satisfaction among executives of four public and private sector companies of Eastern and Northern parts of India and found the differences indifferent aspects of job satisfaction

viz., job itself, pay and security. These aspects were found to be significantly higher in the case of private sector organizations as compared to public sector organizations.

Chakraborty (2005) found that the teachers' job satisfaction not only depends on their nature of job; but also on institutional scenario, facilities, salaries and standard of the students.

Sharma (2006) stated that level of job satisfaction derived by government school teachers was modest. The maximum satisfaction was derived from the dimension of principal's behaviour and the minimum from pay and rewards packages provided to them. Private school teachers were more satisfied than government school teachers despite the poor package due to congenial atmosphere in private schools.

Edwards (2008) indicated that relationship between overall job satisfaction and task and contextual performance were the same. There was a strong relationship between satisfaction and supervision and contextual performance compared to task performance. This also stated the importance of considering different facts with job satisfaction and job performance relationship, as well as the importance of matching predictors and criteria in terms of their levels of specificity.

Singh et. al. (2009) revealed a significant difference between high and low work culture groups which are related to their satisfaction with management. He stated that the obligation towards others might have produced a sense of responsibility within individuals which made them more satisfied in comparison to low scorers on this dimension.

Chopra (2010) stated that job satisfaction is a multifaceted concept, which can mean different things to different people. The link between job satisfaction and performance may prove to be spurious relationship; instead, both satisfaction and performance are result of personality.

Kaur (2010) in his study on finding the level of job satisfaction of college teachers of Punjab with respect to area, gender and type of institution revealed that rural college teachers were more satisfied compared to urban college teachers, because of their low expectations.

Bodkerman and Pekallmakunnas (2010) stated that job satisfaction was a statistically significant determinant of total factor productivity in the manufacturing sector. Furthermore, job satisfaction is not positively related to turnover per employee in a larger sample that covers also non-manufacturing establishments. The pattern prevails in all estimated models. This is an interesting observation, because some of the earlier studies have used turnover or sales per employee as the measure of establishment performance.

Anitha (2011) studied job satisfaction of paper mill employees with special reference to Udumalpet and Palani Taluk, and indicated that the organizations lack the relationship between workers and supervisors, working conditions, canteen, rest room facilities, rewards, recognition and promotion policy, reward system of the employees and promotions must be given based on merit, educational qualification and experience, and if these factors are given little more care, the company can maintain high level of satisfaction, organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity.

Gurusamy (2013) in his study found that salary occupied the first rank for determining job satisfaction compared with other major determinants. The study was conducted among 300 respondents and was limited to the automobile industries of India.

Rashid et. al. (2014) in their study found that promotion, pay, fairness and working condition to be the key factors that contributed to employee job satisfaction. The study was conducted among 200 telecom sector employees of Pakistan. It was concluded that money and compensation played an important role in the job satisfaction of the telecom employees of Pakistan.

Imran and Majeed et. al. (2015), in their study explored the relationship between job security, organizational justice and organizational productivity with the mediating role of job Satisfaction. The results of this research suggested offering job security to the employees. In addition, measures should be taken to increase employees' job satisfaction as these factors would directly lead to an increase in organizational productivity.

Abdulwahab (2016) explored that the major factors contributing to employee satisfaction were job fitness, good communication, appreciation, job performance and clear objectives. The study confirmed that satisfied employees do perform better and contribute to the overall success of organizations. On the other hand, employees who are not satisfied do not perform well and become a barrier to success.

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THEORETICAL FRAMEWORK

CHAPTER III

JOB SATISFACTION – A THEORETICAL FRAMEWORK

Employee satisfaction is the terminology used to describe whether *employees* are happy and contented and fulfilling their desires and needs at work. An employee who expresses satisfaction is said to have a positive attitude towards the job, unlike a dissatisfied employee who has a negative attitude towards the job. A person having negative attitude shows a personality disposition which is inclined to experience nervousness, tension, worry, upset and distress; whereas those with positive attitude will feel happy with themselves, others, and with their work.

The theoretical framework of job satisfaction including various theories have been described under the following sub-headings.

- 3.1. Maslow’s needs hierarchy theory
- 3.2. The Fulfilment theory
- 3.3. Herzberg’s Motivation- Hygiene theory
- 3.4. Determinants of employee satisfaction
- 3.5. Consequences of Job Dissatisfaction

3.1. Maslow’s needs hierarchy theory

Although commonly known as the human motivation literature, Maslow’s (1943) needs hierarchy theory was one of the first theories to examine the important contributors to job satisfaction. The theory suggests that human needs form a five-level hierarchy consisting of: physiological, safety, belongingness/love, esteem, and self-actualization needs. Maslow’s hierarchy of needs postulates that there are essential needs that need to be met first (such as, physiological needs and safety), before more complex needs can be met (such as, belonging and esteem).



Maslow's needs hierarchy was developed to explain human motivation in general. However, its main tenants are applicable to the work setting, and have been used to explain job satisfaction. Within an organization, financial compensation and health care are some of the benefits which help an employee meet their basic physiological needs. Safety needs can manifest itself through employees feeling physically safe in their work environment, as well as job security and / or having suitable company structures and policies. When this is satisfied, the employees can focus on feeling as though they belong to the workplace. This can come in the form of positive relationships with colleagues and supervisors in the workplace, and whether or not they feel they are a part of their team / organization. Once satisfied, the employee will seek to feel as though they are valued and appreciated by their colleagues and their organization. The final step is where the employees seek to self-actualize; where they need to grow and develop in order to become everything they are capable of becoming. Although it could be seen as separate, the progressions from one step to the next all contribute to the process of self-actualization. Therefore, organizations looking to improve employee job satisfaction should attempt to meet the basic needs of employees before progressing to address higher-order needs.

3.2. The Fulfilment theory:

The proponents of this theory measure satisfaction in terms of rewards a person receives or the extent to which his needs are satisfied. Further they thought that there is a direct / positive relationship between job satisfaction and the actual satisfaction of the

expected needs. The main difficulty in this approach is that job satisfaction, as observed by Willing, is not only a function of what a person receives, but also what he feels he should receive; as there would be considerable difference in the actual and expectations of persons.

3.3. Herzberg’s Motivation-Hygiene theory

Fredrick Herzberg and his associates developed Motivation Theory based on two main factors in late 1950’s. This theory is also known as Two Factor Theory. Herzberg carried out research in nine different organizations where 200 respondents comprising accountants and engineers were subjects. A structured interview was carried out. The purpose of the study was to identify various factors for goal achievement and also the factors that could be included so that motivation levels do not fall. As the findings of the study that Herzberg concluded that “There are two types of needs, independent of each other” and they are Motivational and Maintenance needs or factors.

3.3.1. Motivational Factors

There is a set of job conditions, which operates primarily to build strong motivation and job satisfaction. These factors are called motivational factors. They are intrinsic in nature and help increase one’s output. These factors have positive effect on morale, productivity, and job satisfaction and overall efficiency of the organization. They are:

- 1. Work itself
- 2. Recognition and reward
- 3. Possibility of growth and advancement
- 4. Autonomy and responsibilities

3.3.2. Maintenance Factors

There are some job conditions which operate primarily to dissatisfy employees, when these conditions are absent. These factors are also called hygiene factors. These factors are:

- 1. Company and its policies

2. Quality of physical environment
3. Job security
4. Satisfaction with the salary and other benefits
5. Work hours
6. Interpersonal relationship
7. Quality of supervision

The above factors are not an intrinsic part of a job. They prevent losses due to work restrictions. These factors are necessary to maintain a reasonable degree of satisfaction of employees. As stated earlier they are demotivators, if they are not present. For example, minimum level of working conditions must be maintained by the organization to ensure that minimum level of satisfaction exists. If working conditions are poor, the employees will be dissatisfied and it would have adverse effect on goal achievement. Potency of various factors does not increase the motivational level. It is influenced by personality and characteristics of individual employee. Herzberg has identified that employees are either maintenance seekers or motivation seekers.

3.4. Determinants of employee satisfaction

Employee satisfaction is a multi-variable and incredible concept. There are number of factors that influence job satisfaction of employees. These factors can be classified into two categories as:

- A) Organizational variables
- B) Personal variables

3.4.1 Organizational variables

The organizational determinants/variables of job satisfaction play a very important role. The employees spend major part of their time in organization so there are number of organizational factors that determine job satisfaction of employees. The job satisfaction in organization can be improved by organizing and managing the organizational factors. The organizational determinants of job satisfaction are:

1. Wage
2. Nature of work
3. Working conditions
4. Job content
5. Organizational level
6. Opportunity for promotion
7. Work group
8. Leadership styles

3.4.2. The Personal Variables

These personal variables help a lot in maintaining the motivation and personal factors of the employees to work effectively. Job satisfaction can be related to psychological factors and personal factors that are:

1. Personality
2. Age
3. Education
4. Gender difference

3.5. Consequences of Job Dissatisfaction

According to Exit-Voice-Loyalty-Neglect framework (Farrell, 1983), employees' response to dissatisfaction with the work place can take four forms, each of which differs from the others on two dimensions: active vs passive and constructive vs destructive. The four responses are

1. *Exit*: It refers to behaviour aimed at leaving the company, such as looking for a new job. Exit is active and destructive response.
2. *Voice*: It refers to employ initiative to improve conditions at the organizations, for example, offering ideas on who to improve the business. Voice is an active and constructive response.

3. *Loyalty*: It refers an employees' attitude. It can manifest itself as a passive but optimistic hope for improvements to come about; loyalty is passive but constructive.
4. *Neglect*: It occurs when an employee shows absenteeism, shows up late to work, and expends less effort at work. By performing inadequately at work, the employee is allowing conditions to deteriorate. Neglect is passive and destructive.

Conclusion

Theoretical framework helps to understand the concept, theories and various determinants and consequences of employees' satisfaction. It can be understood that satisfaction is basically a subjective and relative experience. Job satisfaction can be improved and influenced by various factors like remuneration, reward and recognition, etc. The job satisfaction can also be determined by other factors like learning, skill autonomy, characteristics, unbiased attitude of management, social status etc. It is important for the managers to consider all these factors in assessing the satisfaction of employees and increasing their level of job satisfaction.

ORGANIZATION PROFILE

CHAPTER IV

HERITAGE FOODS LIMITED, KASIPENTLA - A PROFILE

4.1. Dairy Development Programmes

The dairy development programmes sponsored by the National Dairy Development Board (NDDB), constitute a significant step in promoting rural development. These programmes, over the last decade, witnessed a 55% increase in milk production and a five-fold increase in milk powder production. These schemes were carried out in three phases: Operation flood I, Operation flood II and Operation flood III.

Operation flood I was launched in 1970 with an outlay of Rs. 1164 million. The Indian Dairy Corporation, a Government of India undertaking was set up in 1970 at Baroda to advance funds for the development of various dairy projects. Funds provided by the corporation were usually on subsidy basis. During the period of Operation flood I programme, 18 major dairies were started in 10 states, covering 1.3 million farm families. Within 10 years, the income of milk producers has been doubled. The milk supply to the metropolitan cities has increased from 1 mi. l. to 2.5 mi. l.

Operational flood II was thought in an ambitious manner for a period of 7 years starting from 1978-1985, it was provided with an amount of Rs. 4,850 million. The major objectives of the second phase included coverage of about 10 million families of rural milk producers, addition of 16 million cross breed cows and buffaloes, development of regional milk grids, with linkage to the national milk grid and major urban centres, development of the processing capacity of the various dairies by providing additional plants and improving the infrastructure facilities concerned with the dairy industry.

Operation flood III was initiated with an outlay of Rs.9580 million, which was intended for expansion and improvement of dairy plant, chilling centres and technical input activities. All the above finance was provided at 70 % loan and 30 % grant basis. In addition, the state government granted additional funds for the purchase of technical inputs and construction of quarters.

4.2. Evolution of Dairy Co-operatives in India

The efficiency of any organisation especially of the co-operative sector depends on the enlightened self-interest of its members and commitment of its employees. Education and training are essential ingredients of any business activity; more so in co-operative business activity which has social objectives in addition to the pursuit of the economic goals.

It was a well-known fact that the state's participation and intervention in the cooperatives did not exist. Owing to low living standards, the members of the co-operative organisations could not contribute fully to the finance of the societies. In this background, the central government came to their rescue by contributing a substantial part of the share capital. Thus, the formation of National Cooperative Development Corporation (NCDC) has been of great help in this sphere.

The dairy co-operatives were expected to take full advantage of this opportunity. A national conference of dairy cooperatives held in November 1978 further strengthened support to the idea that the cooperative structure has been the potential to realize the desired objectives of dairy development.

The growth of the dairy co-operatives was uneven in India. It was only during 1950s that Tamil Nadu, Gujarat and U.P. took some important steps in organizing the dairy co-operatives. But no organized efforts were made for the development of these dairy cooperatives before the introduction of the planning era.

Anand Milk Producers' Union Ltd. (AMUL), the most significant and 27 prestigious ventures in the dairy co-operatives provided a model for the milk producer cooperatives in India. Such units played an important role not only in increasing milk production, but also in promoting the economic status of their members.

During the last two decades, with the assistance of Indian Dairy Corporation, a number of village level cooperative milk societies came up and millions of agricultural farmers were involved in the supply of milk to these societies. The total value of the turnover of milk procured by these co-operatives was estimated to be more than Rs.5000

million per year. To provide guidelines and policy direction, state level federations of dairy co-operatives have been formed in various states.

4.3. National Dairy Development Board (NDDB):

Due to very wide dispersal of producing and consuming units of milk, the unorganized sector continued to dominate the milk marketing in India. However, the market structure for milk was constantly changing. The organized sector now handles above 20 % of the milk output in the country. The cooperative sector accounts for nearly 50 % of this. There are over 1.10 lakh milk producers' cooperatives federated into District Milk Unions and State Dairy Federations, which have organic links with the Mother Dairy at the national level. It is heartening to note that the milk producers in the Anand Model of milk production get about 60% of the final price. In other basic food industries, the producers get as low as 30 % of the final price.

NDDB supports the development of dairy cooperatives by providing them financial assistance and technical expertise. Over the years, brands in milk products created by cooperatives have become synonymous with quality and value. Brands like Amul (GCMMF), Vijaya (AP), Verka (Punjab), Saras (Rajasthan), Nandini (Karnataka), Milma (Kerala) and Gokul (Kolhapur) are among those that have earned customer confidence. The dairy cooperative network includes 170 milk unions operates in over 338 districts covers nearly 1,08,574 village level societies is owned by nearly 12 million farmer members.

4.5. Dairy Co-operatives in India:

Dairy cooperatives account for the major share of processed liquid milk marketed in the country. Milk is processed and marketed by 170 milk producers' cooperative unions, which federate into 15 State Cooperative Milk Marketing Federations. The Dairy Board's programmes and activities seek to strengthen the functioning of dairy Cooperatives, as producer-owned and controlled organizations. DDB supports the development of dairy cooperatives by providing them financial assistance and technical

expertise, ensuring a better future for India's farmers. Some of the major dairy cooperative federations include:

1. Andhra Pradesh Dairy Development Cooperative Federation Ltd (APDDCF)
2. Bihar State Cooperative Milk Producers' Federation Ltd (COMPFED)
3. Gujarat Cooperative Milk Marketing Federation Ltd (GCMMF)
4. Haryana Dairy Development Cooperative Federation Ltd. (HDDCF)
5. Himachal Pradesh State Cooperative Milk Producers' Federation Ltd (HPSCMPF)
6. Karnataka Cooperative Milk Producers' Federation Ltd (KMF)
7. Kerala State Cooperative Milk Marketing Federation Ltd (KCMMF)
8. Madhya Pradesh State Cooperative Dairy Federation Ltd (MPCDF)
9. Maharashtra Rajya Sahakari Maryadit Doodh Mahasangh (Mahasangh)
10. Orissa State Cooperative Milk Producers' Federation Ltd (OMFED)
11. Pradeshik Cooperative Dairy Federation Ltd (UP) (PCDF)
12. Punjab State Cooperative Milk Producers' Federation Ltd (MILKFED)
13. Rajasthan Cooperative Dairy Federation Ltd (RCDF)
14. Tamil Nadu Cooperative Milk Producers' Federation Ltd (TCMPF)
15. West Bengal Cooperative Milk Producers' Federation Ltd. (WBCMPF)

4. 5. Genesis of Dairy Development in Andhra Pradesh

Before the entry of the state into milk processing and marketing, they were mainly in the hands of private individuals. The consumers were not sure about the quality of milk and the cost of milk was highly variable. Hence, the state government thought it fit to organize the entire dairy industry by establishing a directorate in the government. Prior to 1960, the dairy development was one of the many subjects in the state attached to the Ministry of Animal Husbandry.

Initially a pilot milk supply scheme was started in 1960 in Hyderabad, as a prelude to the implementation of the integrated milk project in 1964. During the same year, UNICEF's aid of Rs. 1 crore was utilized for starting two milk powder factories, one at Vijayawada and the other at Central Dairy in Hyderabad. With these two projects, the dairy development took a new turn. In 1967, installation of the chilling centres in Krishna

District was also taken up and the work relating to the co-operative dairies at Nellore, Chittoor, Warangal and Kurnool was completed. Meanwhile, setting up chilling and cooling centres at Warangal, Khammam and Nizamabad expanded the milk procurement network of the Hyderabad Central Dairy. Milk producers' co-operative societies were organized for this purpose in the villages covered by the milk routes.

In the year 1971, the state government established a separate dairy development department as a part of the state Ministry of Foods and Agriculture, as the need for milk and supply was growing largely. The integrated milk project, along with the other dairy units, and the co-operative dairies were attached to the new organization.

4.6. The Andhra Pradesh Dairy Development Co-operative Federation (APDDCF)

The Andhra Pradesh Dairy Development Co-operative Federation (APDDCF), which came into existence on April 2, 1974, has secured the pride of place among the State co-operatives. All the dairy units in Andhra Pradesh, including the feed mixing plants under the control of the government departments, were transferred to the administrative control of this corporation. At the time of its formation, there were 41 dairy units and one milk-producing factory in the state. During the last two decades there has been a tremendous growth in the dairy industry.

The APDDCF is manufacturing milk products such as whole milk powder, baby food and cheese butter. It has brought a silent economic revolution in the rural areas, creating a new hope for eliminating poverty and unemployment in rural areas. To bring the white revolution in the state which was an integral part of the rural development, this corporation has concentrated more on modern technical inputs like, quality of cross breed cattle, better quality of feed, etc., in order to increase the production of milk.

As the years passed, APDDCF built up the infrastructure needed to meet every requirement of dairy industry, be it procurement of milk from over 8,00,000 dairy farmers spread across Andhra Pradesh, or chilling and processing 1.6 million liters of milk every day, or getting it ready for nationwide distribution. It all happened within the vast dairy plant network of APDDCF. Through extensive use of high technology and

management; acumen honed to steer such a widespread operation, and brought prosperity to the STATE many times. The Federation has developed comprehensive systems for procurement and processing of milk. A dedicated research cell is actively pursuing ways and means of bettering quality. Collaborations with global experts were also being sought, all in an attempt to remain at the forefront of modern dairy industry in India where quality will be the watchword.

At present there are 7,000 Primary co-operatives including 300 women cooperatives with a membership of over 8 lakh people across the state. All Primary cooperative societies in each district come under district cooperative federation.

4.7. Company Profile – Heritage Foods Limited

The Heritage Group, founded in 1992 by Mr. Nara Chandrababu Naidu, is one of the fastest growing Public Listed Companies in India, with two business divisions – Dairy and Renewable Energy under its flagship Company Heritage Foods Limited (Formerly known as Heritage Foods (India) Limited). The annual turnover of Heritage Foods crossed Rs.2642.89 crores in financial year 2016-17. Heritage Foods limited headquarters is located at Hyderabad, Telangana carries out dairy developmental activities in both Telangana and AP.

Heritage is the brand name of the company's products. Currently Heritage's milk and milk products have a market presence in Andhra Pradesh, Telangana, Karnataka, Kerala, Tamil Nadu, Maharashtra, Odisha, NCR Delhi, Haryana, Rajasthan, Madhya Pradesh, Punjab, Uttar Pradesh, Gujarat and Uttarakhand. In 1994, HFL went public and was oversubscribed 54 times. HFL shares are listed on BSE (Stock Code: 519552) and NSE (Stock Code: HERITGE FOODS).

Heritage is known for its high quality standards and premium range of milk and milk products, high quality manufacturing, packing, and distribution practices. Heritage has now become the ISO 22000 certified company by maintaining international standards.

Heritage is having sales offices, processing plants, chilling centres and cooling units with operationally safe process equipments at various locations in India, particularly in South India.

The sales offices have locations at Uppal, Erragadda, Miyapur, Visakhapatnam, Tirupati, Rajahmundry, Vijayawada, Chittoor, Chennai, Bangalore, Mumbai and Delhi, etc. The processing plants are located at Gokul, Bayyavaram, Bobbili, Chittoor, B. Kothakota, Vadamaduri, Kalluru, Sangvi and Rai, etc. And the chilling centres are located at Madhira, Darsi, kandapi, Madhanapalli, Kandakuru, Nandyal, Uthangarai, Tiruvanamalai and Piler, etc. The cooling points of Heritage are situated at Nalgoda, Visakapatnam, West Godavari, Nellore, Khammam, Krishna, Krishnagiri, Kurnool and Chittoor, etc. Heritage brand is now seen in 15.0 lakh households today.

The company undertook to set up an integrated dairy project with an aggregate capacity of 2,12,500 LPD (litres per day) comprising of a main dairy at Kasipentla village and three chilling centres in Chandragiri Mandal of Chittoor district of A.P.

4.8. Vision

Delighting every home with fresh & healthy products and empowering the farmer

4.9. Mission

1. To be a nationally recognized brand for Healthy and Fresh products with revenue of INR 6000 Crores (USD 1 Billion) by 2022
2. Anticipate, understand and respond to customers' needs by creating high quality products and making them available through innovative and convenient channels
3. Embracing the right technology to delight the customers
4. Balancing Economic, Social and Environmental aspects to create a better tomorrow
5. Empowering the Farmer community through unique 'Relationship Farming' Model

6. Employer of Choice by nurturing entrepreneurship and promoting empowerment, alongside transparency

4.10. Commitments

4.10.1. Milk Producers

Change in life styles of rural families in terms of

1. Regular high income through co-operative efforts
2. Women participation in income generation
3. Protecting the farmers from price exploitation by the un-organized sector
4. Providing remunerative prices for milk
5. Increasing milk productivity through input and extension activities
6. Supplementing agriculture with dairy farming
7. Financial support for purchase and insuring cattle
8. Establishment of cattle health care centres
9. Supplying high quality cattle feed
10. Organizing 'Rythu Sadasu' and video programmes for educating the farmers in dairy farming

4.10.2. Customers

1. Timely supply of quality & healthy products
2. Supply high quality milk and milk products at affordable prices
3. Focus on nutritional foods
4. More than 4 lakh happy customers
5. High customer satisfaction
6. 24-hour helplines (< 10 complaints a day)

4.10.3. Employees

1. Enhancing the technical and managerial skills of employees through continuous training and development
2. Best appraisal systems to motivate employees
3. Incentive, bonus and reward systems to encourage employees
4. Heritage forges ahead with the motto "add value to everything you do"

4.11. Shareholders

4.11.1. Returns

Dividend Payment since Public Issue (January 1995)

4.11.2. Service

1. Highest importance to investor service; no notice from any regulatory authority since 2001 in respect of investor service
2. Very transparent disclosures

4.12. Society

1. Potential Employment Generation
2. More than 2400 employees are working with Heritage
3. More than 11,097 procurement agents have found self-employment in rural areas
4. more than 6300 sales agents are associated with the company
5. Employment opportunities for the youth by providing financial and animal husbandry support for establishing MINI DAIRIES
6. Producing healthy products for society

4.13. Kasipentla Project at a glance

Name of the organization	:	Heritage Foods Limited
Nature of the business	:	Liquid milk, Ghee, Buttermilk, Doodh peda, Paneer
Basic Raw material	:	Milk
Procuring the raw material	:	Co-operative milk society booths
Year of establishment	:	1992
Plant location	:	Kasipentla Village, Tirupati.
Founder	:	Mr. Nara Chandrababu Naidu
Employees	:	More than 2400

4.14. Heritage Products

4.14.1. Milk

Various types of milk are available in Heritage.

4.14.1.1. Toned milk

Mostly made from buffalo milk, it is pasteurized, homogenized, packed hygienically and rendered safe for consumption. It contains 3 % Milk Fat and 8.5 % Milk Solids Not Fat. It is available in the pack sizes of 500 ml & 1 litre polyethylene pouches.

4.14.1.2. Double Toned Milk

Mostly made from cow milk, it is homogenized and double toned. At present, the milk is being directly home delivered on request. It is available in 200 ml pouch.

4.14.1.3. Full Cream Milk

It is packed in clean, sound and sanitary polyethylene pouches containing 6 per cent fat and 9 per cent SNF. It is a rich, creamier and tastier milk, ideal for preparing homemade sweets, curds & savouries. It is available in 500 ml pouches.

4.14.1.4. Standardized milk

Milk is standardized to 4.5 % & 8.5 % fat & SNF respectively and homogenized which gives thick and tastier milk. It is available in 500 ml packs.

4.14.1.5. Golden Cow Milk

Cow milk in pure form is processed and packed in convenient pack sizes of 200 ml, 250 ml and 500 ml without disturbing the natural quality of cow milk.

4.14.1.6. Skim Milk

It is fat-free milk containing as much low as 0.1 % milk fat and 8.7 % minimum of Milk Solids Not Fat (MSNF). It is enriched with vitamins A & D2 which tones up eye sight and bones strength.

4.14.1.7. Family Pack

Mostly made from buffalo milk, it is pasteurized, homogenized, packed hygienically and rendered safer for consumption. It contains 3 % milk fat and 8.5 % MSNF. It is available in the pack sizes of 500 ml & 1 litre polyethylene pouches.

4.14.2. Milk products

1. Toned milk curd cup
2. Full cream milk curd cup
3. Curd pouch
4. Doodh peda
5. Paneer
6. Fruit n curd cup

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7. Buttermilk
 8. Jeera butter
 9. Cooking butter
 10. Pasteurized table butter
 11. Cheese chiplets
 12. Cheese slice
 13. Cheese – Cartoon & Tin packs
 14. Milk cake
 15. Malai laddu
 16. Sunundalu
 17. Soan papdi

4.14.3. Ice cream

1. Small cup
2. Large cup
3. Kulfi
4. Twin Bars
5. Sundae
6. Novelties
7. Celebration cone
8. Chocobars

4.15. Recognitions

- FTAPCCI Excellence Awards in Corporate Social Responsibility
- National Energy Conservation Awards – 2008
- Certificate of Incorporation of the wholly owned subsidiary company named “Heritage Foods Retail Ltd”2010.
- “Heritage Fresh Bagged Most Admired Retailer of the 2014 (Foods & Grocery) Award” for the year 2014.

- “Prestigious National Energy Conservation Award in dairy sector for the year 2014”.
- COCA COLA Golden Spoon Award 2015.
- National Energy Conservation Award 2015.
- COCA COLA Golden Spoon Award 2016.
- Golden Peacock Award for Excellence in Corporate Governance for the year 2016.

4.16 Corporate Social Responsibility (CSR) Activities

Heritage Foods Limited works with a registered trust i.e. NTR Memorial Trust, Hyderabad towards promoting education, enhancing vocational skills and supply of clean water. These projects are in accordance with Schedule VII of the Companies Act, 2013 and the Company's CSR Policy read with Companies (Corporate Social Responsibility Policy) Rules, 2014. Company has built the "Academic Block" at "NTR Junior College" for Girls, Gandipet Campus, Hyderabad from the CSR funds of the Company and the block has been inaugurated by Sri D Seetharamaiah, Chairperson of the Company on 19th August, 2016 in the presence of the Directors of Heritage Foods and other officials of NTR Memorial Trust.

4.17 Exports

Heritage Foods Limited is only one of the two dairies from South India into the exports of Dairy Products. Heritage has been accorded an export license from the Exports Inspection Council of India (Ministry of Commerce and Industry, Government of India). Heritage’s major exports are:

- Heritage Pure Ghee in bulk and consumer packs
- Heritage Butter in bulk and consumer packs
- Heritage SMP (Skimmed Milk Powder) + WMP (Whole Milk Powder) in bulk & consumer packs

- Heritage Dairy Plant, Gokul at Kasipentla in Chittoor District is certified and approved for export of Ghee and Butter being manufactured in this plant by the Exports Inspection Agency, India.
- Heritage products are being exported to Europe, the Gulf and several countries in Asia including Singapore.

4.18. Policies

4.18.1. Food safety policy

Heritage is committed to procure, process & supply safe and wholesome milk and milk products to their valued customers through:

1. Implementation of food safety management system in raw material selection
2. Continual upgradation of technology, systems and services
3. Ensuring best hygiene and sanitation practices by complying with statutory and regulatory requirements.
4. Providing resources to achieve measurable objectives through continual improvement
5. Communicating their food safety policy to all their internal and external customers

4.18.2. Health, safety and environment policy

Heritage Foods Limited is committed to practice and demonstrate a high standard of environment protection, provide safe and healthy work place. Heritage is working with various stakeholders towards continual improvement of environment, health and safety management systems. They focus on:

1. Conservation of Resources
2. Prevention of Pollution
3. Adherence to all applicable legislation and other requirements
4. Elimination of accidents, occupational illness, injuries at the work place

4.18.3. ISO 50001:2011 (EnMS - Energy Management System)

The scope of EnMS system is continual improvement of energy performance including energy efficiency, energy use and energy consumption of all activities within the boundaries of the plant.

1. Continual improvement through upgradation of technology, systems and services for improving energy efficiency to optimize the energy cost.
2. Monitor and control the energy consumption effectively by innovative designing and cost effective methods including procurement of energy efficient products and services.
3. Providing resources to achieve measurable objectives and targets whenever necessary
4. Complying with all applicable legal and other requirements related to energy use, consumption and efficiency.
5. Educate and motivate all the people concerned through effective communication & recognition.
6. Integrating the energy policy into business planning, decision making and reviewing as and when necessary.
7. To establish bench marking standards in dairy industry in energy Management.

Heritage commits to communicate this policy to all their employees, persons working for and on their behalf and make it available to the interested parties on request.

4.18.4. Halal Certificate (Factory Certificate and Products certificate)

Halal certification is a recognition that, the products produced by Heritage Foods Limited are permissible under Islamic Law. These products are thus edible, drinkable or usable by Muslims. Heritage ensures that all raw materials procured and used in the manufacture of their products are halal and production systems are clean and free from non-halal and filthy ingredients.

4.18.5. Parlour

Heritage parlours are exclusive outlets selling the whole range of Heritage products that include Heritage milk, milk products, ice cream, bread and other bakery products, eggs, private label products, fruits & vegetables and also products supplied/approved by Heritage Foods Ltd.

It is a franchisee based business model that provides excellent business opportunities for new entrepreneurs as well as existing business owners. With a well-established network of over 1000 parlours in Hyderabad, Vishakhapatnam, Rajahmundry, Vijayawada, Tirupati, Chennai and Bangalore, Heritage Parlours play a vital role in ensuring that Heritage products are available to customers at their doorstep. Heritage is considering every parlour a brand ambassador of Heritage and Heritage Foods Limited (HFL) along with the franchisee and ensures that every Heritage Parlour delivers the right message to customers.

JOB SATISFACTION OF EMPLOYEES –

AN ANALYSIS

CHAPTER- V

JOB SATISFACTION OF EMPLOYEES – AN ANALYSIS

Human resource management is a specialized functional area of business that attempts to develop programmes, policies, and activities to promote the job satisfaction of both individual and organizational needs, goods and objectives. People join organizations with certain motives like security of income and job, better prospects in future, and satisfaction of social and psychological needs. Every person has different sets of needs at different times. It is the responsibility of management to recognize this basic fact and provide appropriate opportunities and environments to people at work to satisfy their needs.

The term job satisfaction figures prominently in any discussions on management of human resources. Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self- satisfaction, happiness or self-contentment but the satisfaction on the job.

The current chapter deals with the analysis of employees' job satisfaction of Heritage Foods Limited. For the purpose of analysis, the parameters were categorized into maintenance and motivational factors on the basis of Herzberg motivation theory. For the purpose of analysis, a survey was conducted among the 190 employees from the company. The results of the survey are analysed in this chapter for the study. The analysis of job satisfaction of employees was done with the selected 12 parameters. For the purpose of analysis, satisfaction index was used and the results are presented in this chapter as follows:

- 5.1. Demographic profile of the respondents
- 5.2. Level of job satisfaction
- 5.3. Overall job satisfaction index
- 5.4. Level of satisfaction of employees (section-wise)

5.1 Demographic profile of the employees

5.1.1 Age of the respondents

Age is an important factor of an individual as it commands respect in the society. Table 5.1 shows the age wise distribution of employees

Table 5.1 Distribution of respondents based on age

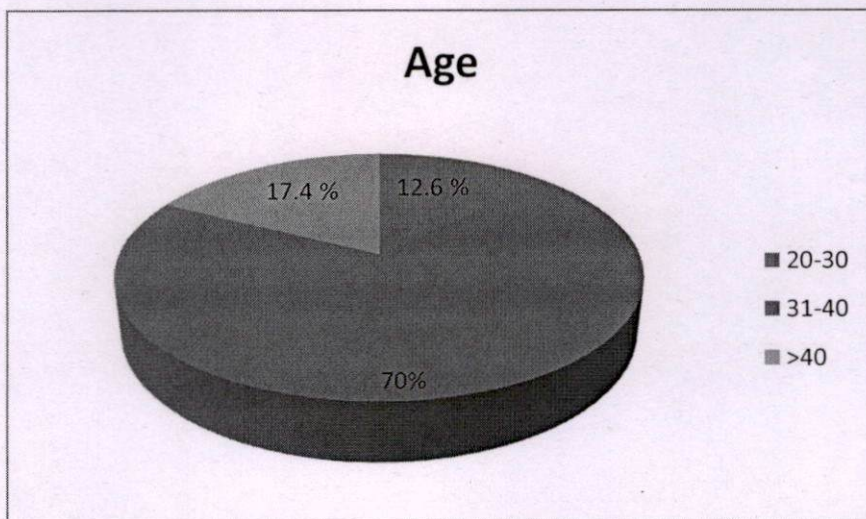
N=190

Age	Frequency	Per cent
20-30	24	12.6
31-40	133	70
>40	33	17.4
Total	190	100

Source: Primary data

Out of the total respondents, 70 per cent of the respondents were belonging to the age group of 31-40 years.17.4 per cent of respondents came under the age group of more than 40 and 12.6 per cent of employees belonged to the age group of 20-30.

Fig. 1. Distribution of respondents based on age



5.1.2 Gender of the respondents

Table 5.2 Distribution of respondents based on gender

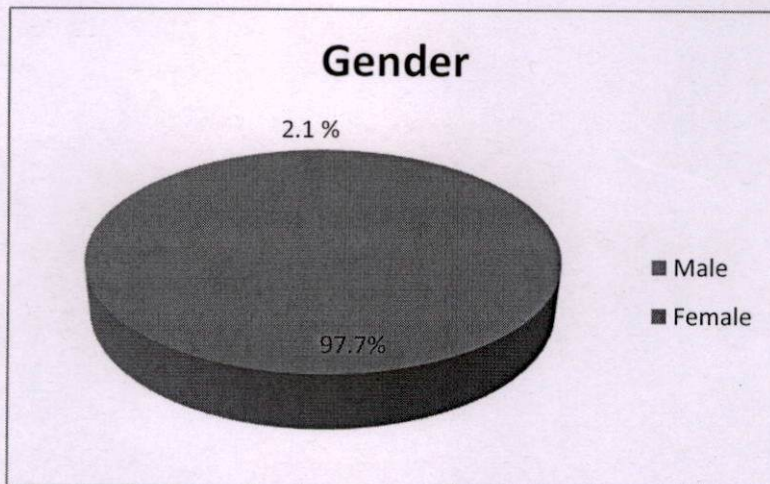
N=190

Gender	Frequency	Per cent
Male	186	97.9
Female	4	2.1
Total	190	100

Source: Primary data

From the above table, it could be inferred that most of the respondents (98 %) were male and only 2.1 per cent were female. That means male respondents dominated the female in this study.

Fig. 2. Distribution of respondents based on gender



5.1.3 Marital status of the respondents

Table 5.3 Distribution of respondents based on marital status

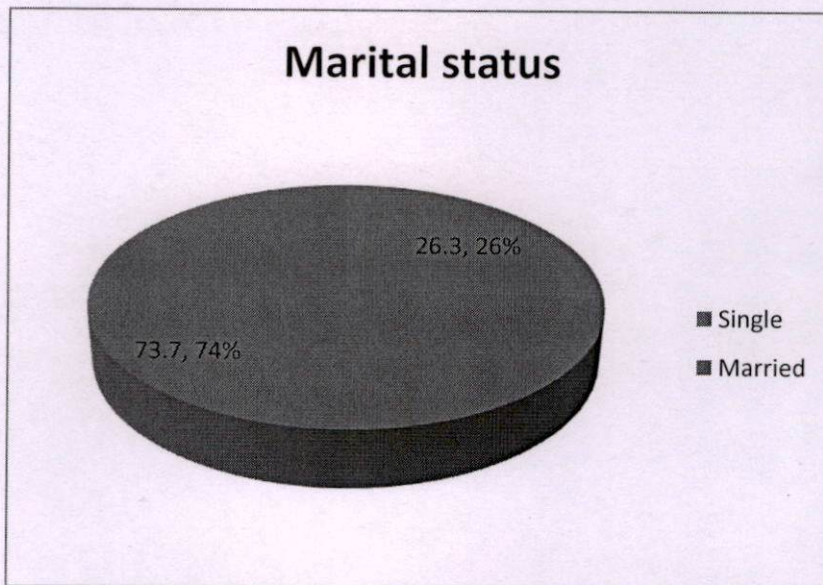
N=190

Marital status	Frequency	Per cent
Single	50	26.3
Married	140	73.7
Total	190	100

Source: Primary data

The above table reveals that majority of the employees were married with 73.7 per cent and unmarried employees were 26.3 per cent.

Fig. 3 Distribution of respondents based on marital status



5.1.4 Education of the respondents

Table 5.4 Education of the respondents

N=190

Education	Frequency	Per cent
Upto SSLC	8	4.3
Higher secondary	5	2.6
Graduate	55	28.9
Post Graduate	24	12.6
I.T.I. & Diploma	98	51.6
Total	190	100

Source: Primary data

The table depicts that 51.6 per cent of the employees have completed their I.T.I & Diploma education; 28.9 per cent of the respondents have completed their graduation, 12.6 per cent of the respondents have completed their post-graduation and just 4.3 and 2.6 per cent of the respondents have completed the SSLC and higher secondary education, respectively.

5.1.5 Experience of the respondents

The table 5.5 shows that majority of the employees i.e. 43.2 per cent employees had an experience of 1-5 years in the company followed by 6-10 years of experience with 32.1 per cent. Only 2.6 per cent respondents had the experience of above 20. Majority of them had an experience of 5 years.

Table 5.5 Distribution of the respondents according to experience

N=190

Experience (years)	Frequency	Per cent
1-5	82	43.2
6-10	61	32.1
11-15	27	14.2
16-20	15	7.9
Above 20	5	2.6
Total	190	100

Source: Primary data

5.2 Level of job satisfaction

Job satisfaction is having a great influence on the attitude of employees. The high job satisfaction helps to maintain positive attitude towards the organization which will be resulted in high productivity and good organizational climate. Hence an analysis of job satisfaction with selected twelve parameters. These parameters were divided into two factors i.e. maintenance factors and motivational factors. These parameters included different statements, which were graded in a five-point Likert scale.

A. Maintenance Factors**5.2.1 Company and its policies**

The company policies have an important role in employee satisfaction. It is one of the maintenance factors of employee satisfaction. The organization's nature is determined by its policies. The organizational policies are determined how an employee should behave in an organization. The policies framed by the company should be understandable to the employee and should be flexible. Otherwise, it will affect the day to day Functioning of the organization. Rigid policies create problems in the functioning of the organization.

Table 5.6 Satisfaction towards company and its policies

N=190

Statements	Index value
I am satisfied with company policies	85.89
Company policies are flexible and adaptable	84.42
Company policies are easy to understand	84.21
Average Index Value	84.84

Source: Primary data

The above table reveals that the employees expressed high level of satisfaction in the parameter company and its policies with an overall index value of 84.84. It should be noted that among the statements, employees provided high value for all the 3 statements. This implied that the employees were highly satisfied with this parameter.

5.2.2 Quality of physical environment

The employees in any organization prefer to work in a safe and comfortable Work place. Employees tend to stay at organization that provides stability, fairness and cordiality in the physical environment. Improving the work environment makes job easier, yield better result, increased profitability for the business owners and improved welfare for the employees.

Table 5.7 Satisfaction towards the quality of physical environment

N=190

Statements	Index value
Adequate space requirement	88
Adequate light and ventilation	87.05
Adequate rest room and canteen facilities	83.78
The company has proper safety measures	87.05
Average Index Value	86.47

Source: Primary data

The table shows that employees had a high level of satisfaction (86.47) towards the physical environment of the company.

5.2.3 Job security

As the job market shifts in favour of the employees, employees begin to favour job security over good wages or high pay. Experienced employees with a good track record and those who have built up solid skills set find themselves to be on the safer side, and thus enjoy a feeling of satisfaction.

Table 5.8 Satisfaction towards job security

N=190

Statements	Index value
Job in the organization is secured	84.21
Grievance redressal mechanism	81.47
Average Index Value	82.84

Source: Primary data

The table reveals that employees had a high index value for the parameter job security (82.84); that means a high level of satisfaction among the employees with respect to job security.

5.2.4 Salary and other benefits

Every employee expects a fair remuneration for the job he is performing. When pay is seen as fair based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. Good salary and other benefits act as a motivator to the employees to be with the company.

Among the statements all parameters had high level of satisfaction, except for salary which has got good level of satisfaction (71.89). It inferred that the employees had a feeling that they were not receiving sufficient salary what the company has to look into.



Table 5.9 Satisfaction with salary and other benefits

N=190

Particulars	Index value
Salary	71.89
Bonus	83.26
TA	80.84
PF	85.78
Casual and sick leaves	84
Medical facilities	81.05
Average Index Value	81.13

Source: Primary data

5.2.5 Working hours

The designated time of work of an organization should be to the possible extent convenient and acceptable to employees. Each and every employee regardless of age, race gender can find a rhythm by combining work with their responsibilities or aspiration. So, the employees get more time to focus on their life outside work which creates greater sense of responsibility, loyalty and commitment to organization.

Table 5.10 Satisfaction towards working hours

N=190

Statements	Index value
Working hours	87.36
Over time requirement	85.47
Leisure time	72.21
Average Index Value	81.68

Source: Primary data

The above table showed that the average index value was having a high level of satisfaction. For all the statements, employees' responses were different. However, the index value for the parameter, leisure time was low (72.21) which means that that the company follows a high working hour schedule without enough leisure time. Efforts should be made to provide adequate leisure time to the employees so that their satisfaction level would increase resulting in higher productivity.

5.2.6 Superior – subordinates' relation

The employee's satisfaction increases when the superiors understand their subordinates' problems and have a friendly approach to their issues, offer praise for their performance, listen to employees' opinion and shows personal interest in them.

Table 5.11 Satisfaction towards superior-subordinates' relation

N=190

Statements	Index value
Better interaction with employees at all levels	85.89
Freedom for suggestions	84.31
Good superior – subordinate relation	87.36
All are equal in the organization	84.94
Average Index Value	85.62

Source: Primary data

The table reveals that the employees have shown a good level of satisfaction towards all the statements of superior-subordinate relation with an average satisfaction index value (85.62).

5.2.7 Peer group relation

It is important for the workers to be a part of a team which is helping in achieving the organizational goals. Employees feel like a valued member of a team and are motivated to work with a committed team. The employees receive mutual support; render

constructive and valuable suggestions in discussions which generate mutual respect, transparency and openness among them.

Table 5.12 Satisfaction towards peer group

N=190

Statements	Index value
Co – workers support in work	90.21
Mental support	86.31
Possibility of work share	88.63
Average Index Value	88.38

Source: Primary data

It could be observed from the table that the employees were highly satisfied with the parameter Peer group relation with an overall level of satisfaction index value 88.38.

5.2.8 Quality of supervision

There should be proper understanding and co-operation between employees and management. The employer should have greater concern about employees. The employee should also be able to take part in the decision-making process which leads to smooth functioning the organizations, as management can have better knowledge of need of employees.

Table 5.13 Satisfaction towards Quality of supervision

N=190

Statements	Index value
Technical guidance of the supervisor	86.63
Supervisors management skill	84.21
Timely advices and corrections	87.26
Average Index Value	86.03

Source: Primary data

Table 5.13 depicts that employees were expressing a high level of satisfaction towards the quality of supervision with an average satisfaction index value of 86.03.

B. Motivational Factors

5.2.9 Work itself

The work done by the employees can be considered as a motivating factor, because if the employees are satisfied with the work content, then they can perform better and vice-versa.

Table 5.14 Satisfaction towards work itself

N=190

Statements	Index value
Satisfied with Job content	86.63
Not feeling Monotonous / Boredom at work	85.36
Job is easy to accomplish	84.21
Job gives opportunities to utilize abilities	84.21
Average Index Value	85.10

Source: Primary data

The table indicates that employees expressed a high level of satisfaction towards the parameter work itself with an average satisfaction index value of 80.85.

5.2.10 Satisfaction towards recognition and reward

An organization that aspires to excellence must recognize and reward the achievement of excellence by individuals and teams. Promotion provides opportunities for personal growth, increased social status, which ultimately result in enhanced commitment and job satisfaction.

Table 5.15 Satisfaction towards recognition and reward

N=190

Statements	Index value
Recognition received from the company	82.42
Recognition and reward criteria	83.36
Performance appraisal system	84
Timely recognition and reward	82.42
Average Index Value	83.05

Source: Primary data

The table reveals that the parameter recognition and rewards had a high level of satisfaction with an average job satisfaction index value of 83.05.

5.2.11 Possibilities of growth and advancement

This is considered as a motivating factor of employee's satisfaction. This factor deals with the training facilities provided by the organization, development of skills, job performance feedback, etc. So these will motivate the employees to perform in a better way and to get maximum satisfaction from the job.

Table 5.16 depicts that employees expressed a high level of satisfaction towards this parameter with an average satisfaction index value (86.33).

Table 5.16 Satisfaction towards possibilities of growth and advancement

N=190

Statements	Index value
Opportunity for skill development	88.10
Amount of training offered	87.26
Quality of training	89.57
Organization support for education and personal growth	80.42
Average Index Value	86.33

Source: Primary data

5.2.12 Autonomy & responsibilities

The employees would like to enjoy the autonomy and responsibility rested on their jobs. They should have the freedom to work within the limits fixed.

Table 5.17 Satisfaction towards autonomy & responsibilities

N=190

Statements	Index value
Response only to the work	82.42
Employees have the necessary authority	85.36
Experiments for new methods and creative ideas	86.63
Average Index Value	84.80

Source: Primary data

The table reveals that employees had a high level of satisfaction towards the parameter autonomy and responsibilities. The average satisfaction index value 84.80.

5.3 Overall job satisfaction index

This part of analysis shows the overall job satisfaction index of both maintenance and motivational factors.

Table 5.18 provides a glimpse about the contribution of the individual parameter to total satisfaction. The satisfaction level of employees with respect to maintenance factors and motivational factors are given in this table.

Table 5.18 Overall job satisfaction indexes with respect to maintenance factors

N=190

Parameters	Composite Index Value	Rating
Company and its policies	84.84	High
Quality of physical environment	86.47	High
Job security	82.84	High
Salary and other benefits	81.13	High
Work hours	81.68	High
Superior – subordinates' relation	85.62	High
Peer group relation	88.38	High
Quality of supervision	86.03	High
Average Index Value	84.62	High

Source: Primary data

Among the maintenance factors, the parameter Peer group relation had the highest level of satisfaction with a satisfaction index value of 88.38 and the parameter salary and other benefits had the lowest level of satisfaction with a satisfaction index value of 81.13; though the rating was high. This situation was due to the feeling of the employees that they were receiving comparatively less salary; which the organisation would have to look into.

Table 5.19 Overall job satisfaction indexes with respect to motivational factors

N=190

Parameters	Composite Index	Rating
Work itself	85.10	High
Recognition and reward	83.05	High
Possibility of growth and advancement	86.33	High
Autonomy and responsibilities	84.80	High
Average Index Value	84.82	High

Source: Primary data

Among motivation factors, the parameter possibility of growth and advancement had the highest level of satisfaction with satisfaction index value (86.33); and the parameter recognition and reward had the lowest high level of satisfaction with a satisfaction index value (83.05).

It was clear that the 'Heritage Foods Limited' employees had a high level of job satisfaction with respect to motivational factors (84.82) and maintenance factors (84.62). Efforts should be made by the organisation to maintain this congenial situation.

5.4 Level of satisfaction of employees (section – wise)

The findings on the level of job satisfaction of employees in the different sections are presented in this sub-heading.

5.4.1 Procurement section

In the organization, procurement plays a vital role, because without procuring the raw milk, the entire process would not happen. Hence, the satisfaction of this section employees is one of the most important aspects in organization.

Table 5.20 Job satisfaction level of procurement section employees of Heritage

N=8

	Parameters	Index value
Maintenance factors	Company and its policies	84.16
	Physical environment	81.25
	Job security	75.00
	Salary and other benefits	75.83
	Working hours	75.00
	Superior-subordinates' relation	74.37
	Peer group relation	85.83
	Quality of supervision	81.66
	Average Index Value	79.13
Motivational factors	Work itself	81.25
	Recognition and reward	74.37
	Possibility of growth and advancement	81.87
	Autonomy and responsibilities	60.62
	Average Index Value	74.52

Source: Primary data

The above table reveals that the average job satisfaction level was good with a satisfaction index value of 74.52. This section employees have expressed a good level of satisfaction. However, most of them were not fully satisfied with their maintenance

factors, as the index value for the parameters, job security (75), salary and other benefits (75.53), working hours (75) and motivational factors recognition and reward (74.37) and Autonomy and responsibilities (60.62) was comparatively low. The organisation should attempt to improve upon these parameters.

5.4.2 RMRD section

Table 5.21 Job satisfaction level of RMRD section employees of Heritage

N=2

	Parameters	Index value
Maintenance factors	Company and its policies	80
	Physical environment	80
	Job security	60
	Salary and other benefits	76.66
	Working hours	80
	Superior-subordinates' relation	80
	Peer group relation	80
	Quality of supervision	80
	Average Index Value	77.08
Motivational factors	Work itself	80
	Recognition and reward	80
	Possibility of growth and advancement	80
	Autonomy and responsibilities	65
	Average Index Value	76.25

Source: Primary data

Table 5.21 depicts that the employees expressed a good level of satisfaction index for both the factors with the index value for maintenance factors being 77.08 and for motivational factors being 76.25.

5.4.3 Maintenance section

Table 5.22 Job satisfaction level of maintenance section employees of Heritage

N=12

	Parameters	Index value
Maintenance factors	Company and its policies	84.99
	Physical environment	88.74
	Job security	87.49
	Salary and other benefits	78.60
	Working hours	76.66
	Superior-subordinates' relation	81.66
	Peer group relation	94.44
	Quality of supervision	92.77
	Average Index Value	85.66
Motivational factors	Work itself	86.66
	Recognition and reward	85.41
	Possibility of growth and advancement	89.99
	Autonomy and responsibilities	64.16
	Average index value	81.55

Source: Primary data

The above table shows that the overall job satisfaction was high with an average satisfaction index value being 85.66 for maintenance factors and 81.55 for motivational factors. Among the parameters from maintenance factors, salary and other benefits

(78.60), working hours (76.66) and one parameter under motivational factor, autonomy and responsibilities (64.16) had got good level of job satisfaction. This infers that the organisation has to focus on these parameters to increase the job satisfaction level from good to high, thereby the performance of the employees could be improved.

5.4.4 Electrical section

Table 5.23 Job of satisfaction level of electrical section employees of heritage

N=10

	Parameters	Index value
Maintenance factors	Company and its policies	84.66
	Physical environment	86.50
	Job security	83.00
	Salary and other benefits	81.33
	Working hours	80.66
	Superior-subordinates' relation	80.5
	Peer group relation	86.66
	Quality of supervision	87.33
	Average Index Value	83.83
Motivational factors	Work itself	86.5
	Recognition and reward	78.5
	Possibility of growth and advancement	84.5
	Autonomy and responsibilities	61.5
	Average Index Value	77.7

Source: Primary data

The table shows that the employees expressed a high level of satisfaction index value with respect to maintenance factors (83.83) and a good level of satisfaction with

respect to motivational factors (77.7). Among the parameters, autonomy and responsibilities had a good level of satisfaction (61.5); which was comparatively low necessitating the attention of the organisation to focus in this regard.

5.4.5 Boiler section

Table 5.24 Job satisfaction level of boiler section employees of Heritage

N=8

	Parameters	Index value
Maintenance factors	Company and its policies	89.16
	Physical environment	90
	Job security	91.25
	Salary and other benefits	88.33
	Working hours	90.83
	Superior-subordinates' relation	89.375
	Peer group relation	90.83
	Quality of supervision	85.83
	Average Index Value	89.45
Motivational factors	Work itself	86.87
	Recognition and reward	90.62
	Possibility of growth and advancement	90
	Autonomy and responsibilities	65
	Average Index Value	83.12

Source: Primary data

The table reveals that the employees expressed a higher level of job satisfaction in both maintenance factors (89.45) and motivational factors (83.12). Among these, the

parameter autonomy and responsibilities had a comparatively less satisfaction index value (65). It implies that the company needs to pay attention for this parameter.

5.4.6 E.T.P. section

Table 5.25 Job satisfaction level of E.T.P section employees of Heritage

N=3

	Parameters	Index value
Maintenance factors	Company and its policies	77.77
	Physical environment	88.33
	Job security	66.66
	Salary and other benefits	67.77
	Working hours	71.11
	Superior-subordinates' relation	66.66
	Peer group relation	93.33
	Quality of supervision	84.44
	Average Index Value	77
Motivational factors	Work itself	84.99
	Recognition and reward	71.66
	Possibility of growth and advancement	88.33
	Autonomy and responsibilities	64.99
	Average Index Value	77.49

Source: Primary data

Higher level of job satisfaction was observed with respect to the parameters: physical environment, peer group relation, quality of supervision, work itself under maintenance factor; and possibilities of growth and advancement under motivational factors and most of the respondents expressed a good level of job satisfaction with

respect to company and its policies, job security, salary and other benefits, recognition and reward, and autonomy and responsibilities. The overall job satisfaction level of employees had a good satisfaction index with respect to both maintenance factors (77) and motivational factors (77.49). Efforts should be made to convert the good level of job satisfaction into high level. The parameters: job security, salary and other benefits, superior-subordinates' relation and Autonomy and responsibilities need special attention and focus from the organisation side as the satisfaction level was comparatively lower than other parameters.

5.4.7 Refrigeration section

Table 5.26 Job satisfaction level of refrigeration section employees of Heritage

N=13

	Parameters	Index value
Maintenance factors	Company and its policies	91.78
	Physical environment	93.84
	Job security	89.22
	Salary and other benefits	89.99
	Working hours	91.28
	Superior-subordinates' relation	85.38
	Peer group relation	90.25
	Quality of supervision	94.86
	Average Index Value	90.82
Motivational factors	Work itself	85.76
	Recognition and reward	85.37
	Possibility of growth and advancement	90.38
	Autonomy and responsibilities	64.22
	Average Index Value	81.43

Source: Primary data

The table depicts that the overall job satisfaction had a higher level of satisfaction index value of 90.83 and 81.43, respectively for maintenance and motivational factors.

However, the parameter autonomy and responsibilities had a comparatively low index value with 64.22 which asks for attention from the organisation.

5.4.8 Store section

Table 5.27 Job satisfaction level of store section employees of Heritage

N=3

	Parameters	Index value
Maintenance factors	Company and its policies	84.44
	Physical environment	84.99
	Job security	83.33
	Salary and other benefits	68.88
	Working hours	71.11
	Superior-subordinates' relation	76.66
	Peer group relation	95.55
	Quality of supervision	88.88
	Average Index Value	81.73
Motivational factors	Work itself	78.33
	Recognition and reward	86.66
	Possibility of growth and advancement	86.66
	Autonomy and responsibilities	64.99
	Average index value	79.16

Source: Primary data

The above table reveals that the employees expressing a high level of satisfaction with respect to maintenance factors (81.73) and a good level of satisfaction with respect to motivational factors (79.16). However, certain parameters like working hours,

superior-subordinates' relation Autonomy and responsibilities deserve special focus, as they have obtained low index values comparatively.

5.4.9 Lab section

Table 5.28 Job satisfaction level of lab section employees of Heritage

N=31

	Parameters	Index value
Maintenance factors	Company and its policies	82.14
	Physical environment	83.70
	Job security	79.02
	Salary and other benefits	80.75
	Working hours	79.99
	Superior-subordinates' relation	81.93
	Peer group relation	84.29
	Quality of supervision	83.00
	Average Index Value	81.85
Motivational factors	Work itself	82.25
	Recognition and reward	79.67
	Possibility of growth and advancement	82.09
	Autonomy and responsibilities	62.25
	Average Index Value	76.56

Source: Primary data

The table reveals that the maintenance factors had a high level of satisfaction index value of 81. And the motivational factors had a good level of job satisfaction index value of (76.56). As mentioned earlier; here also, the parameter, Autonomy and responsibilities needs to be focussed greatly by the organisation.

5.4.10 Processing section

Table 5.29 Job satisfaction level of processing section employees of Heritage

N=19

	Parameters	Index value
Maintenance factors	Company and its policies	87.71
	Physical environment	86.57
	Job security	85.26
	Salary and other benefits	85.25
	Working hours	85.61
	Superior-subordinates' relation	85.78
	Peer group relation	90.17
	Quality of supervision	88.42
	Average Index Value	86.84
Motivational factors	Work itself	89.47
	Recognition and reward	82.89
	Possibility of growth and advancement	86.84
	Autonomy and responsibilities	64.20
	Average Index Value	80.85

Source: Primary data

Among maintenance factors the parameter, peer group relation had the highest level of satisfaction with a satisfaction index value (90.17) followed by the parameter quality of supervision (88.42). Among motivational factors, the parameter autonomy and responsibilities had the good level of satisfaction with a satisfaction index value (64.20). It needs special attention from the organisation. The overall job satisfaction level of this section employees was at the high level.

5.4.11 Pre-pack section

Table 5.30 Job satisfaction level of pre-pack section employees of Heritage

N=13

	Parameters	Index value
Maintenance factors	Company and its policies	83.58
	Physical environment	82.68
	Job security	86.15
	Salary and other benefits	66.15
	Working hours	81.02
	Superior-subordinates' relation	87.62
	Peer group relation	88.71
	Quality of supervision	84.61
	Average Index Value	82.56
Motivational factors	Work itself	84.99
	Recognition and reward	88.07
	Possibility of growth and advancement	86.53
	Autonomy and responsibilities	87.17
	Average Index Value	86.69

Source: Primary data

Among the maintenance factors the parameter, salary and other benefits had a good level of satisfaction with the satisfaction index value (66.15); whereas all the other parameters had a very high index value. The overall job satisfaction level was high (86.69 for motivational factors and 82.56 for maintenance factors). The organisation needs to think of increasing the salary and other perks for this section of employees so that they feel very much satisfied and work better for the organisation.

5.4.12 Cup curd section

Table 5.31 Job satisfaction level of cup curd section employees of Heritage

N=9

	Parameters	Index value
Maintenance factors	Company and its policies	86.66
	Physical environment	87.22
	Job security	83.33
	Salary and other benefits	82.21
	Working hours	85.18
	Superior-subordinates' relation	85.55
	Peer group relation	88.88
	Quality of supervision	81.48
	Average Index Value	85.06
Motivational factors	Work itself	85.55
	Recognition and reward	76.09
	Possibility of growth and advancement	83.86
	Autonomy and responsibilities	62.21
	Average index value	76.92

Source: Primary data

The above table depicts that the employees expressed a high level of satisfaction towards the maintenance factors and good satisfaction level towards the motivational factors. The parameter, peer group relation has got the highest index value which was 88.88; however, the parameter autonomy and responsibilities had a low satisfaction index value (62.21). As mentioned earlier, the organisation should focus for improvement of this parameter.

5.4.13 Butter and ghee section

Table 5.32 job satisfaction level of butter and ghee section employees of Heritage

N=18

	Parameters	Index value
Maintenance factors	Company and its policies	82.95
	Physical environment	87.77
	Job security	79.99
	Salary and other benefits	81.84
	Working hours	79.99
	Superior-subordinates' relation	87.77
	Peer group relation	84.44
	Quality of supervision	86.66
	Average Index Value	83.92
Motivational factors	Work itself	84.44
	Recognition and reward	87.77
	Possibility of growth and advancement	87.77
	Autonomy and responsibilities	64.99
	Average index value	81.24

Source: Primary data

The table reveals that the employees expressed a higher level of job satisfaction in both maintenance factors (83.92) and motivational factors (81.2). Among these parameters, job security and autonomy and responsibilities had a low index value (79.99 and 64.99, respectively) which need attention from the organisation.

5.4.14 Solid flavoured milk section

Table 5.33 Job satisfaction level of solid flavoured milk section employees

N=7

	Parameters	Index value
Maintenance factors	Company and its policies	89.52
	Physical environment	87.85
	Job security	81.42
	Salary and other benefits	78.54
	Working hours	84.75
	Superior-subordinates' relation	90.71
	Peer group relation	93.32
	Quality of supervision	89.52
	Average Index Value	86.95
Motivational factors	Work itself	91.42
	Recognition and reward	89.99
	Possibility of growth and advancement	90.70
	Autonomy and responsibilities	91.42
	Average index value	90.88

Source: Primary data

The table depicts that the employees expressed a higher level of job satisfaction in both maintenance factors (86.95) and motivational factors (90.88). Among these parameters, salary and other benefits had a low index value (78.54) which has to be taken care of by the organisation.

5.4.15 Sachet curd section

Table 5.34 Job satisfaction level of sachet curd section employees of Heritage

N=19

	Parameters	Index value
Maintenance factors	Company and its policies	85.61
	Physical environment	87.10
	Job security	81.05
	Salary and other benefits	78.28
	Working hours	76.13
	Superior-subordinates' relation	84.72
	Peer group relation	90.17
	Quality of supervision	90.17
	Average Index Value	84.15
Motivational factors	Work itself	83.94
	Recognition and reward	83.155
	Possibility of growth and advancement	86.0475
	Autonomy and responsibilities	61.575
	Average Index Value	78.67

Source: Primary data

The table reveals that the maintenance factors had a higher level of satisfaction index value (84.15) and the motivational factors had a good level of satisfaction index value of (78.67). Among these parameters salary and other benefits, working hours; and autonomy and responsibilities had a good level of job satisfaction, which need attention from the organisation.

5.4.16 Powder plant section

Table 5.35 Job satisfaction level of powder plant section employees of Heritage

N=10

	Parameters	Index value
Maintenance factors	Company and its policies	84
	Physical environment	86
	Job security	83
	Salary and other benefits	78
	Working hours	80.66
	Superior-subordinates' relation	81
	Peer group relation	86
	Quality of supervision	82.66
	Average Index Value	82.66
Motivational factors	Work itself	84.5
	Recognition and reward	83.5
	Possibility of growth and advancement	88
	Autonomy and responsibilities	88
	Average Index Value	86

Source: Primary data

The above table depicts that the employees had a higher level of satisfaction; the index value towards the maintenance factors and motivational factors being 82.66 and 86, respectively.

5.4.17 By-products section

Table 5.36 Job satisfaction level of by-products section employees of Heritage

N=4

	Parameters	Index value
Maintenance factors	Company and its policies	86.66
	Physical environment	87.5
	Job security	85
	Salary and other benefits	80
	Working hours	76.66
	Superior-subordinates' relation	83.75
	Peer group relation	88.33
	Quality of supervision	86.66
	Average Index Value	84.32
Motivational factors	Work itself	87.5
	Recognition and reward	82.5
	Possibility of growth and advancement	85
	Autonomy and responsibilities	83.33
	Average index value	62.70

Source: Primary data

Among the parameters, the working hours had a good level of satisfaction with the satisfaction index value of 76.66. And the parameter Peer group relation had a higher level of satisfaction towards the satisfaction index value is (88.33). Working hours of this section employees need to be adjusted in such a way that the employees are very much satisfied with it.

5.4.18 I.T. section

Table 5.37 Job satisfaction level of I.T. section employees of Heritage

N=7

	Parameters	Index value
Maintenance factors	Company and its policies	82.69
	Physical environment	77.85
	Job security	81.42
	Salary and other benefits	80.47
	Working hours	76.18
	Superior-subordinates' relation	77.85
	Peer group relation	81.9
	Quality of supervision	79.04
	Average Index Value	79.67
Motivational factors	Work itself	82.85
	Recognition and reward	81.42
	Possibility of growth and advancement	82.13
	Autonomy and responsibilities	60.71
	Average Index Value	76.77

Source: Primary data

The above table depicts that the employees expressed a good level of job satisfaction towards maintenance factors (79.67) and also towards motivational factors (76.77). Comparatively, the satisfaction level was less than other sections of the employees; particularly in parameters like Autonomy and responsibilities, working hours, physical environment, superior-subordinates' relation and quality of supervision. The organisation needs to focus on these aspects for the betterment.

5.4.19 Parlour section

Table 5.38 Job satisfaction level of parlour section employees of Heritage

N=3

	Parameters	Index value
Maintenance factors	Company and its policies	97.77
	Physical environment	100
	Job security	96.66
	Salary and other benefits	87.77
	Working hours	95.55
	Superior-subordinates' relation	96.66
	Peer group relation	97.77
	Quality of supervision	100
	Average Index Value	96.52
Motivational factors	Work itself	89.99
	Recognition and reward	98.33
	Possibility of growth and advancement	100
	Autonomy and responsibilities	69.99
	Average Index Value	89.57

Source: Primary data

The table reveals that the employees expressed a high level of satisfaction towards the maintenance factors (96.52) and motivational factors (89.57). However, the parameter, Autonomy and responsibilities needs attention from the organisation.

SUMMARY OF FINDINGS, SUGGESTIONS AND
CONCLUSION

CHAPTER-VI

SUMMARY OF FINDINGS, SUGGESTION AND CONCLUSION

6.1 Introduction

Job satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. The backbone of employee satisfaction is the respect for workers and the job they perform. In every interaction with management, employees should be treated with courtesy and interest.

Employee satisfaction is a pleasurable or positive emotional reaction to a person's job experiences. An employee is said to be satisfied, on the basis of his judgment on how well his job is on the whole satisfying his various needs. Job satisfaction depends upon the performance of work and emotional aspects of individual's experiences towards the job. If an individual is not satisfied with the working conditions, office atmosphere, having no cordial relation with fellow employees as well as with the management, lack of promotional avenues etc., there can never be satisfaction of employees in that organization.

The pay levels, opportunities for advancements, working conditions, recognition and rewards, autonomy and responsibility and personal goal satisfaction can have influence on the attitudes of the individuals. If the organization can fulfil these things, the employees will be satisfied i.e. discrepancies will be less or the employees are getting what they have expected.

The project entitled "Job satisfaction of employees: A study on Heritage Foods Limited at Kasipentla, Dairy plant" was carried out with the objective of assessing the level of job satisfaction of employees.

Job satisfaction of employees in the study was analysed with respect to eleven parameters selected based on Herzberg's motivation theory. The study was mainly based

on Primary data collected through pre - structured interview schedule from a sample of 190 respondents which consisted of employees from different sections. For the purpose of analysis, satisfaction index was used.

Major findings

6.2.1 Demographic profile of respondents

- 1. Majority of the employees (70 %) were aged between 31-40 years.
- 2. Most of the employees (97.9%) of the study were male.
- 3. The marital status showed that majority of the employees (73.7%) were married.
- 4. Most of the employees (51.6%) were educated with I.T.I and Diploma.

6.2.2 Level of satisfaction based on job satisfaction index

The figures in the parenthesis indicate the index value obtained for the respective parameter / factor.

- 1. Among the maintenance factors the parameters such as the company and its policies (84.84), physical environment (86.47), job security (82.84), salary and other benefits (81.13), working hours (81.68), superior-subordinates' relationship (85.62), Peer group relation (88.38), quality of supervision (86.03) showed a high level of satisfaction.
- 2. In the case of motivational factors, respondents were highly satisfied towards all factors viz., work itself (80.85), recognition and reward (83.05), possibilities of growth and advancement (86.33), and autonomy and responsibilities (84.80).
- 3. The employees were more satisfied with both maintenance factors (84.62) and motivational factors (84.82).

6.2.3 Level of satisfaction of employees (section-wise)

- 1. The satisfaction level of employees according to their sections showed that the procurement section employees expressed a good level of satisfaction for both the factors of motivation: maintenance factors (79.13) and motivational factors

- (74.52). Among the 12 parameters, only six statements have shown good satisfaction level.
2. In RMRD section, the level of job satisfaction index was high. Among the parameters two motivational factors and one maintenance factor had good level of job satisfaction. They were: job security (60.00), salary and other benefits (76.66), and autonomy and responsibilities (65.00).
 3. In maintenance section, the overall job satisfaction of satisfaction index was high. Among the parameters, two motivational factors and one maintenance factor had good level of job satisfaction: salary and other benefits (78.60), working hours (76.66) and autonomy and responsibilities (64.16).
 4. The electrical section employees have showed a high level of satisfaction index with respect to maintenance factors (83.83) and a good level of satisfaction with respect to motivational factors (77.70). Among the parameters, autonomy and responsibilities had a comparatively low level of satisfaction (61.50).
 5. In the case of boiler section, the employees expressed a higher level of job satisfaction in both maintenance factors (89.45) and motivational factors (83.12). Among the parameters, autonomy and responsibilities had an index value of 65.
 6. Only a few E.T.P section employees had a higher level of job satisfaction with respect to physical environment, peer group, quality of supervision, work itself; and possibilities of growth and advancement. Most of them had a good level of job satisfaction with respect to company and its policies, job security, salary and other benefits, recognition and reward; and autonomy and responsibilities.
 7. In refrigeration section, employees showed a higher level of satisfaction index. The parameter autonomy and responsibilities had a comparatively low level of satisfaction (64.22).
 8. The Store and Lab section employees had high level of job satisfaction towards the maintenance factors and a good level of job satisfaction towards the motivational factors.
 9. Processing and pre-pack section respondents had high level of satisfaction.

- 10. The cup curd employees showed a high level of satisfaction towards the parameter, peer group relation (88.88) and the level of satisfaction towards the parameter, autonomy and responsibilities was relatively less (62.21).
- 11. The employees expressed a higher level of job satisfaction in both maintenance factors (83.92) and motivational factors (81.2). Among the parameters, job security and autonomy and responsibilities had a 64.99 index value of job satisfaction, which was comparatively low.
- 12. Butter and ghee, solid flavoured milk, powder plant, and parlour sections employees showed high level of satisfaction.
- 13. The sachet curd and by-product section employees had high level of satisfaction towards the maintenance factors and good level of satisfaction towards motivational factors.
- 14. The I.T. section employees have shown good level of satisfaction towards the maintenance factors and motivational factors.

6.3 Suggestions

On the basis of the observations, discussions with the employees and the opinions recorded by them, following suggestions are proposed.

- 1. Salary and other benefits should be revised.
- 2. By having feeling of job security, employee can work better that will naturally improve the performance.
- 3. Company may try to improve motivational factors especially, recognition and reward; and autonomy and responsibilities, to gain high level of job satisfaction.
- 4. The physical environment was eco-friendly and working environment was employee-friendly; the management should try to maintain this congenial situation.
- 5. The interpersonal relationship between various sections of employees was good so it will be beneficial to the company if the same continues.

6.4 Conclusion

The study was an attempt to identify the various parameters of employees of job satisfaction and to examine the effect of these parameters on job satisfaction of employees and also on the organization. The study highlighted the fact that the level of satisfaction was high for eight parameters and good for four parameters such as salary and other benefits, working hours, recognition and reward, and autonomy and responsibilities. The study showed that the employees were highly satisfied with maintenance factors rather than the motivational factors.

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APPENDIX

APPENDIX

JOB SATISFACTION OF EMPLOYEES: A STUDY ON HERITAGE FOOD LTD AT KASIPENTLA DAIRY PLANT, CHITTOOR DT., A.P.

INTERVIEW SCHEDULE FOR EMPLOYEES

Personal details:

1. Name (optional):

2. Gender: a. Male b. Female

3. Age: _____ year

4. From how many years have you been working with "Heritage Food Ltd"
company?
 _____ Year

5. What is your current job/occupation?

6. Marital status?
 a. Single b. Married c. Divorced d. Widow/widower

7. Education
 a. Primary b. SSLC c. Graduate d. Post Graduate e. I.T.I / Diploma

PARAMETERS OF EMPLOYEE SATISFACTION

1. Are you satisfied with administrative policies of the company

SA A NO DA SDA

2. Company policies are easy to understand

SA A NO DA SDA

3. Company policies are flexible and adaptable

SA A NO DA SDA

4. Are you satisfied with the space requirements of the company

SA A NO DA SDA

5. Are you satisfied with the lighting facilities and ventilation

SA A NO DA SDA

6. Rest rooms and canteen facilities are adequate

SA A NO DA SDA

7. The company adopts proper safety measures

SA A NO DA SDA

8. Job in the organization is secure

SA A NO DA SDA

9. Are you satisfied with the grievance redressal mechanism of the company

SA A DA SDA

10. Are you satisfied with salary what are you getting?

SA A NO DA SDA

11. Bonus received is sufficient

SA A NO DA SDA

12. TA received is sufficient

SA A NO DA SDA

13. PF contribution by employer is sufficient

SA A NO DA SDA

14. Casual and Sick Leave facilities are ok

SA A NO DA SDA

15. Company provides proper medical facilities

SA A NO DA SDA

16. Are you satisfied with the working hours

SA A NO DA SDA

17. Leisure time is adequate

SA A NO DA SDA

18. Adequate time is provided for the completion of the job

SA A NO DA SDA

19. You can voice your opinion without any fear, about organization's performance

SA A NO DA SDA

20. Superior-subordinate relationship is good

SA A NO DA SDA

21. Equity principle is followed in the organization

SA A NO DA SDA

22. Are you getting help from your co-workers at the time of any problem in work

SA A NO DA SDA

23. Are you getting support from your co-workers when you are mentally disturbed

SA A NO DA SDA

24. Are you getting active participation from the part of co-workers when you have to do large volume of work

SA A NO DA SDA

25. The supervisor is technically competent

SA A NO DA SD

26. Timely advices and correction are suggested by the supervisors

SA A NO DA SDA

27. Are you satisfied with the job content

SA A NO DA SDA

28. Do you never feel monotonous or boredom while doing work

SA A NO DA SDA

29. Do you feel that task involved in the job is easy to accomplish

SA A NO DA SDA

30. Job gives the opportunities to utilize abilities

SA A NO DA SDA

31. Satisfied with the recognition received from the company

SA A NO DA SDA

32. Satisfied with the criteria followed for reward and recognition

SA A NO DA SDA

33. Satisfied with the performance appraisal system

SA A NO DA SDA

34. Recognition and reward are timely

SA A NO DA SDA

35. Getting opportunity to develop skills

SA A NO DA SDA

36. Are you satisfied with the in - service training offered

SA A NO DA SDA

37. Quality training is provided by the company

SA A NO DA SDA

38. Organizational support for continuing education and personal growth

SA A NO DA SDA

39. Are you responsible only to the work to which you are accountable

SA A NO DA SDA

40. Are you having authority in the job for which you are responsible

SA A NO DA SDA

41. Employees are encouraged to experiment with new methods and try out creative ideas

SA A NO DA SDA

THANK YOU....

