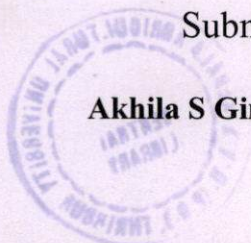


**WORKERS SATISFACTION IN DISTRICT AGRICULTURAL FARM,
KOZHA**

Submitted By

Akhila S Giri (2015- 31- 015)



**In partial fulfillment of the requirement for the Post Graduate Degree of
MBA IN AGRIBUSINESS MANAGEMENT**



**Kerala Agriculture University
COLLEGE OF CO-OPERATION, BANKING AND MANAGEMENT
VELLANIKKARA, KAU (P.O.), THRISSUR – 680656
KERALA, INDIA**

2017

DECLARATION

DECLARATION

I, hereby declare that this project entitled “**WORKERS SATISFACTION IN DISTRICT AGRICULTURAL FARM, KOZHA**” is a bonafide record of research work done by me during the course of MBA (ABM) and it has not previously formed the basis for the award to me for any degree/diploma, fellowship or other similar title, of any other University or Society.

Place: Vellanikkara

AKHILA S GIRI
(2015-31-015)

Date: 31-10-2017

CERTIFICATE

CERTIFICATE

Certified that this thesis entitled “**WORKERS SATISFACTION IN DISTRICT AGRICULTURAL FARM, KOZHA**” is a record of research work done independently by Miss. AKHILA S GIRI under my guidance and supervision and that it has not previously formed the basis for the award of any Degree, Fellowship or Associate ship to them.

Place: Vellanikkara

Date: 31-10-2017

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DESIGN OF THE STUDY

Chapter – 1

DESIGN OF THE STUDY

1.1 Introduction

Human resource is one of the most important and precious of all the resources on earth. Work forms an essential part of human life and occupies much of man's life and satisfaction and dissatisfaction with the job assigned can affect the individual in every walk of life. Job satisfaction is any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say 'I am satisfied with my job'.

The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance Job Satisfaction and performance, method include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups.

For the success of any organization, job satisfaction is of vital importance. The workers who are satisfied are the biggest assets to an organization whereas the dissatisfied workers are the biggest liability. The organization cannot achieve its goal and targets unless its workforce who constitutes the organization is satisfied with his job. Job satisfaction plays an important role for the happiness and prosperity of the individuals and the organization that has employed them.

An organization can correct certain bad situations and thereby improve the job satisfaction of its workers by discovering their attitudes towards the factors related to the job. The organization can contribute effectively to the job satisfaction. These attitudes are related to the job and are concerned with such specific fact or as wage, supervision, steadiness of employment condition of work, advancement, opportunity, recognition of ability, fair evaluation of work, social relations on the job, fair treatment by employer and other similar items. Many additional factors such as employee's age, health, desires and

level of aspirations should be considered for the comprehensive approach of job satisfaction. Further, the family relationships social status, recreational outlets, activities in the organization, labor politics etc. also contributes to job satisfaction.

Satisfaction is the act of satisfying or the state of being satisfied fulfillment of desires, demand or needs. Satisfaction is an attitude. Job satisfaction describes how contents an individual is with his or her job. There are a variety of factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of working conditions, leadership and social relationships, and the job itself.

1.2 Statement of the problem

Satisfaction is a positive state of mind, which contributes to a healthy thinking and action. The human resources are critical for the success of any organization. Job satisfaction and dissatisfaction create the problem of morale among the workers. Job dissatisfaction will lead to low level of productivity and thus affect the profitability and performance of the organization. Hence the study of employee's satisfaction is very important to the growth and survival of the company.

The farm was established in 1958 as a centre for the production of arecanuts. In 1960 it was diversified into an Agricultural Research Station. The functioning of the farm as District Agricultural Farm started in 1970. The main activities of the farm have been grouped into production of quality planning materials and extension activities. The emphasis is on the production of quality high yielding improved varieties of planting materials at moderate cost.

1.3 Objectives of the study

- ❖ To examine the level of job satisfaction of the workers of District Agricultural Farm, Kozha.

1.4 Methodology

1.4.1 Selection of organization

The selected organization was District Agricultural Farm, Kozha in Kottayam district.

1.5.2 Area of study

Selected organization was District Agricultural Farm.

1.5.3 Data collection method

Primary data was collected through interview schedule from the workers of District Agricultural Farm.

Secondary data was collected from the records of District Agricultural Farm, journals, project reports and websites.

1.5.4 Data Analysis Technique

Data collected through interview schedule from the respondents and processed through.

- Index
- Percentage, graphs, charts

i. Index

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

Maximum obtainable score for the statement

Total score obtained for the statement = $(ax5)+(bx4)=(cx3)$

Where,

a = No. of respondents saying very important

b = No. of respondents saying moderately important

c = No. of respondents saying not important

Maximum obtainable score obtainable for a statement =

Maximum score obtainable for the opinion x Total no. of respondents

After calculating the individual index the next step is to find out the composite index (CI) of the attributes. It is calculated by using the formula

$$CI = \frac{\text{Total score obtained for the attribute} \times 100}{\text{Maximum score} \times \text{No. of respondents} \times \text{No. of statements}}$$

After finding the index, it was analyzed on the basis of different zones is given below

Zone	Satisfaction
81-100	Highly satisfied
61-80	Satisfied
41-60	Moderate
21-40	Dissatisfied
0-20	Highly dissatisfied

1.5 Observations made

- Socio- economic Characteristics
- Training and Development
- Organizational Climate
- Working Condition
- Remuneration
- Supervision
- Rewards and Achievements

1.6 Scope of the study

The scope of the study limited to examine the workers satisfaction in District Agricultural Farm, Kozha. The study on job satisfaction help to solve the problems related to workers and to create favorable environment for them. The report is useful to the organization to know the satisfaction level of workers.

1.6 Limitation of the study

Finance and time constraints limited an elaborate study.

1.7 Chapterisation

- | | |
|--------------|----------------------|
| 1. Chapter 1 | Design of the study |
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3. Chapter 3 Job satisfaction – A theoretical frame work
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5. Chapter 5 Workers satisfaction- An analysis
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REVIEW OF LITERATURE

Chapter – 2

REVIEW OF LITERATURE

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

Herzberg (1966) job satisfaction is a function of both work value and work rewards. A work reward refers to the intrinsic and extrinsic benefits that workers receive while doing their work.

Kendall. S and Hullin (1969) in their study defined job satisfaction as an effective response to the facts of the situation associated with a perceived difference between what is expected and what is experienced.

Tiffin and Cormich (1971) stated that the satisfaction which an individual obtains in his job is largely the result of the extents to which different aspects of his work situation are relevant to his job related value systems such as opportunity for advancement, job security, opportunity to use ideas, pay, co-operation of the co-workers, working condition, cleanliness, working hours, communication, recognition individual adjustment and group relationship outside the job.

John. W and Lawler. E (1972) Explained that job satisfaction is the favorableness or unfavourableness with which employees view their work. It expresses the amount of agreement between ones expectations of the job satisfaction involves expectations, it relates to equity theory, the Psychological contract and motivation.

Davis. K. (1972) opines that high job satisfaction is an important element of co-operation and team work, so employers want to develop it among their employees. Higher job satisfaction

usually is associated with lower turnover, fewer absences, older employees and higher occupational level.

Anastari (1979) explained Job Satisfaction as the degree of response between each workers need and their need fulfilling characteristics of the job.

Udai Pareek and Rao (1981) opined that personnel should be regarded as valuable human resources who are to be treated more humanly and they cannot be treated as one treats material resources and also personnel department should formulate instrument for the development of these human units.

Subodh Nanday (1983) states that Job Satisfaction is only a relatively enduring state. This undergoes a change with the needs of the individual, the capacity of the work situation which fulfills these needs, and the individuals, own perception of the situation.

Bandana. N. (1991) found out that there is a need to foster and recognize leadership among supervisors. According to her job satisfaction is the result of various attitudes the employee holds towards his job, toward related factors and toward life in general. Job satisfaction of employees is an important factors for an organization because low job satisfaction of employees deteriorates the condition of an organization.

According to Hoppode (1997) job satisfaction is any combination of psychological physiological and environmental circumstances that causes a person truthfully to say “ I am satisfied with my job “.

Parida (1999) in his study the people cannot be truly motivated by anyone else, their working atmosphere must foster self motivation. People with self motivation can drive themselves to

incredible levels of excellence people not only motivates themselves but also manage themselves.

Bansal (2000) found that there is a significant relationship between salary and job satisfaction.

Zhanquin et al (2000) suggested that various training and development programmes, particularly for new corners and well educated employees, a total quality management approach may help to improve job satisfaction.

Lejeolae.T.Kottakkal (2001) in his study opined that the efficiency effectiveness and high productivity in any organization are possible only when the employees whole heartedly aspire it and this in turn are related with motivation. Moreal and job satisfaction of employees.

Azeeb (2001) in his study, the influence of organizational climate on job satisfaction in steel complex limited found that “ workers expressed satisfaction with respect to the following variables namely of work, supervision and control, recognition, inter-personal relationship and trade unionism”.

Snir, Harpaz (2002) states that “ the relationship between work and leisure, with regard to various aspects of work and its meaning was examined in 2 groups of people: leisure oriented and work oriented.

Crompton(2002) “ Herzberg suggested that job satisfaction was a function of two types of conditions that he termed ‘hygiene or dissatisfier’ and ‘motivator or satisfier’ attributes. In this article suggests that these same conditions may contribute to explaining levels of visitor satisfaction with an event. Hygiene attributes are the generic infrastructure elements that form the platform or foundation on which a meaningful event is developed. In their quality is below a

given threshold, then dissatisfaction will result, but they have little potential for creating satisfaction with an event. They are a necessary but not a sufficient condition for visitor satisfaction. Satisfaction only results from visitor interaction with the motivator attributes that are the distinctive features of the event that attracts people to it.

Souvik (2003) in their study found that performance appraisal climate to be significantly related with job satisfaction.

Lipkovich (2004), an analysis is made of labour as an environmental factor in agro-industrial enterprises. The characteristics of a human operator of a conventional machine are compared with those of an operator of a machine having an on-board computer.

Clark (2007) stated that workers' decision about whether to work or not, what kind of job to accept or stay in and how hard to work are all likely to depend in part upon the workers' subjective evaluation of their work, in other words on their job satisfaction.

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JOB SATISFACTION-A THEORETICAL FRAMEWORK

Chapter – 3

JOB SATISFACTION – A THEORETICAL FRAME WORK

3.1 Introduction

The present chapter is devoted to discussion on the theories on job satisfaction. These theories provide the framework for analysis as they discuss the various sociological, psychological and economic factors which influences job satisfaction. The conceptual framework behind the subject of job satisfaction is analyzed in this chapter under subtitles such as (a) introduction (b) theory (c) determinants (d) importance (e) measure of satisfaction (f) consequences of job dissatisfaction.

3.1.1 Job introduction

Job satisfaction is defined as the extent to which people like(satisfaction) or dislike(dissatisfaction) their job. Job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds negative feelings. When people speak of employee attitudes, they usually mean job satisfaction. In fact, the two are frequently used interchangeably.

Human resource management is a critical function that helps managers to recruit, select and train and develop members for an organization. Obviously, HRM is concerned with the people's dimension in organization. Human resource is one of the most important and precious of all the resources of the earth. Work forms an essential part of human life and occupies much of man's life and satisfaction. Dissatisfaction with the job assigned can affect the individual in every walk of life. Some satisfied employees perform better and sometimes they do not. In order to attract and retain qualified employees in the upcoming light labour market, employer will have to trail people as their important asset. It is the sum total of incredible abilities and acquired knowledge of skills and proper attitudes. Since it determines the fruitful utilization of all the resources, a firm provides prime significance to the job, satisfaction of employees through remuneration, job security etc.

Employee or workers analysis collecting job related information, duties, responsibilities, skill and knowledge to perform the job. For any employee work is not merely a tool for financial benefits, but an idol of work ship. High performance leads to high employee satisfaction. Better performance particularly leads to high rewards. If these reward seen as fair and equitable, the improves satisfaction develops because workers feel that they are receiving rewards in proportion to their performance. The secret and success of every organization are nothing but sheer commitment, single minded dedication and sustained efforts of employees to effectuate organizational goals.

A primary influence on job satisfaction is the application of job design, which aims to enhance job satisfaction and performance using methods such as job rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute and is frequently measure by organization. The most common technique for measurement is the use of rating scales where employees report their thoughts and reactions to their jobs.

Job satisfaction essentially means economy of efforts, getting rid of avoidable tension, utilizing the energies of employees for the better performance of work instead of allowing them to be dissipated needless. Satisfaction of employees with their work is directly related with the extent to which their jobs provide them with rewarding outcome as pay, fringe benefits, appreciation from supervisors, a high probability of promotions, close integration with co-workers, an opportunity to influence decisions, which has future effects on them.

3.1.2 Satisfaction - Theory

These are numerous theories attempting to explain job satisfaction, but three conceptual frameworks seem to be more prominent in the literature. The first content theory, which suggests that job satisfaction occurs when one's need for growth and self-actualization are met by the individuals job. The second conceptual framework is often referred to as a process theory, which attempt to explain the job satisfaction by looking at how well the job meets one's expectations and values. The third conceptual group includes the situational theories, which proposes that job

satisfaction is a product of how well an individual's characteristics interact or mesh with the organizational characteristics. Each of three theoretical frameworks has been explained and reviewed by countless scholars and researchers and the purpose of this chapter is not to provide an additional job satisfaction theory.

1.2.1 Herzberg's Motivational – Hygiene Theory

In 1959, Frederick Herzberg, a behavioral scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction".

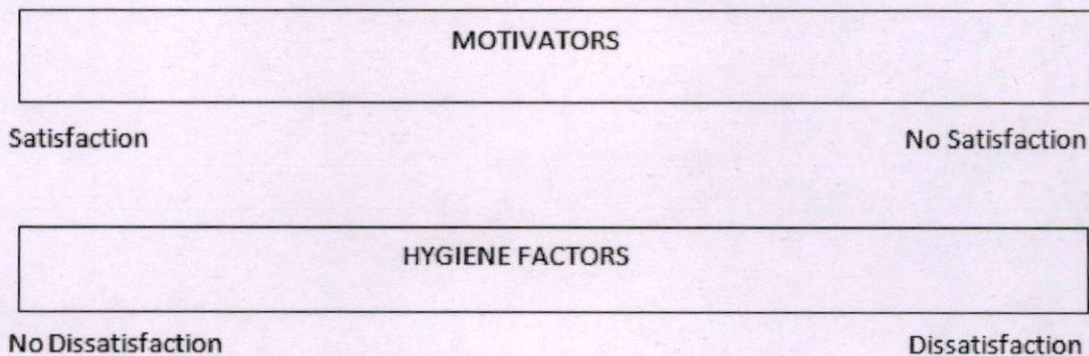


FIGURE: Herzberg's view of satisfaction and dissatisfaction

Herzberg classified these job factors into two categories-

- a. **Hygiene factors-** Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existent at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as **dissatisfiers or maintenance factors** as they are required to avoid dissatisfaction. These factors describe

the job environment/scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:

- Pay - The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.
- Company Policies and administrative policies - The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.
- Fringe benefits - The employees should be offered health care plans (medicclaim), benefits for the family members, employee help programmers', etc.
- Physical Working conditions - The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained.
- Status - The employees' status within the organization should be familiar and retained.
- Interpersonal relations - The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.
- Job Security - The organization must provide job security to the employees.

b. **Motivational factors-** According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:

- Recognition - The employees should be praised and recognized for their accomplishments by the managers.
- Sense of achievement - The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.

- Growth and promotional opportunities - There must be growth and advancement opportunities in an organization to motivate the employees to perform well.
- Responsibility - The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.
- Meaningfulness of the work - The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

3.1.2.2 McClelland's Achievement Motivational Theory

McClelland's theory of needs is one such theory that explains this process of motivation by breaking down what and how needs are and how they have to be approached. David McClelland was an American Psychologist who developed his theory of needs or Achievement Theory of Motivation which revolves around three important aspects, namely, Achievement, Power And Affiliation. This theory was developed in the 1960's and McClelland's points out that regardless of our age, sex, race or culture, all of us possess one of these needs and are driven by it. This theory is also known as the Acquired Needs as McClelland put forth that the specific needs of an individual are acquired and shaped over time through the experiences he has had in life.

Psychologist David McClelland advocated Need theory, also popular as Three Needs Theory. This motivational theory states that the needs for achievement, power, and affiliation significantly influence the behavior of an individual, which is useful to understand from a managerial context.

This theory can be considered an extension to Maslow's hierarchy of needs. Per McClelland, every individual has these three types of motivational needs irrespective of their demography, culture or wealth. These motivation types are driven from real life experiences and the views of their ethos.

Need for Achievement

The need for achievement as the name itself suggests is the urge to achieve something in what you do. If you are a lawyer it is the need to win cases and be recognized, if you are a painter it is the need to paint a famous painting. It is the need that drives a person to work and even struggle for the objective that he wants to achieve. People who possess high achievement needs are people who always work to excel by particularly avoiding low reward low risk situations and difficult to achieve high risk situations.

Such people avoid low risk situations because of the lack of a real challenge and their understanding that such achievement is not genuine. They also avoid high risk situations because they perceive and understand it to be more about luck and chance and not about one's own effort. The more the achievements they make the higher their performance because of higher levels of motivation. These people find innovative clever ways to achieve goals and consider their achievement a better reward than financial ones. They take calculated decision and always appreciate feedback and usually works alone.

The individuals motivated by needs for achievement usually have a strong desire of setting up difficult objectives and accomplishing them. Their preference is to work in the result oriented work environment and always appreciate any feedback on their work. Achievement based individuals take calculated risks to reach their goals and may circumvent both high-risk and low-risk situations. They often prefer working alone. This personality type believes in a hierarchical structure derived primarily by work based achievements.

Need for power

The need for power is the desire within a person to hold control and authority over another person and influence and change their decision in accordance with his own needs or desires. The need to enhance their self esteem and reputation drives these people and they desire their views and ideas to be accepted and implemented over the views and ideas over others. These people are strong leaders and can be best suited to leading positions. They either belong to

Personal or Institutional power motivator groups. If they are a personal power motivator they would have the need to control others and a institutional power motivator seeks to lead and coordinate a team towards an end.

The individuals motivated by needs for power have a desire to control and influence others. Competition motivates them and they enjoy winning arguments. Status and recognition is something they aspire for and do not like being on the losing side. They are self-disciplined and expect the same from their peers and teams. They do not mind playing a zero-sum game, where, for one person to win, another must lose and collaboration is not an option. This motivational type is accompanied by needs for personal prestige, and a better personal status.

Need for Affiliation

The need for affiliation is urge of a person to have interpersonal and social relationships with others or a particular set of people. They seek to work in groups by creating friendly and lasting relationships and has the urge to be liked by others. They tend to like collaborating with others to competing with them and usually avoids high risk situations and uncertainty

The individuals motivated by needs for affiliation prefer being part of a group. They like spending their time socializing and maintaining relationships and possess strong desire to be loved and accepted. These individuals stick to basics and play by the books without feeling a need to change things, primarily due to a fear of being rejected. People in this group tend to adhere to the norms of the culture in that workplace and typically do not change the norms of the workplace for fear of rejection. Collaboration is the way to work for them competition remains secondary. They are not risk seekers and are more cautious in their approach. These individuals work effectively in roles based on social interactions, for instance, client service and other customer interaction positions.

3.1.2.3 Vroom's Expectancy Theory

The expectancy theory of motivation provides an explanation as to why an individual chooses to act out a specific behavior as opposed to another. This cognitive process evaluates the motivational force (MF) of the different behavioral options based on the individual's own perception of the probability of attaining his desired outcome. Thus, the motivational force can be summarized by the following equation:

$$\text{MF} = \text{Expectancy} \times \text{Instrumentality} \times \sum (\text{Valence(s)})$$

Expectancy (E)

Expectancy refers to the "effort-performance" relation. Thus, the perception of the individual is that the effort that he or she will put forward will actually result in the attainment of the "performance". This cognitive evaluation is heavily weighted by an individual's past experiences, personality, self-confidence and emotional state.

The Instrumentality (I)

Instrumentality refers to the "performance-reward" relation. The individual evaluates the likelihood or probability that achieving the performance level will actually result in the attainment of the reward.

Valance (V)

Valance is the value that the individual associates with the outcome (reward). A positive valance indicates that the individual has a preference for getting the reward as opposed to, vice-versa, a negative valance that is indicative that the individual, based on his perception evaluated that the reward doesn't fill a need or personal goal, thus he or she doesn't place any value towards its attainment.

As the Motivational Force (MF) is the multiplication of the expectancy by the instrumentality it is then by the valance that any of the perception having a value of zero or the individual's feeling that "it's not going to happen", will result in a motivational force of zero.

3.1.2.4 McGregor's Theory X Y

In 1960, Douglas McGregor developed a leadership theory (McGregor Theory X and Theory Y) about organization and management in which he represented two opposing perceptions about people.

He referred to these two perceptions as Theory X and Theory Y. Douglas McGregor then arrived at the conclusion that the style of leadership depends on the manager's perception of people.

Theory X

In Theory X, Douglas McGregor summarizes the traditional view of management in a number of characteristic assumptions in which autocratic leadership style, close supervision and the hierarchical principle are the key elements.

Theory X starts from the assumption that people are naturally lazy, want to avoid work as much as possible, do not wish to take responsibility, have no ambition and prefer to be supervised.

The authoritarian leadership style is therefore the most appropriate leadership style in Theory X.

According to this theory, pure work motivation consists of financial incentives. People want to avoid work and they must be continually coerced and controlled. Therefore, the system of rewards and punishments works best for them.

Furthermore, their tasks and how these should be executed must be laid down in detail. According to this theory, people definitely do not wish to bear any responsibility for their work.

Theory Y

Unlike in Theory X, Douglas McGregor starts from the assumption in Theory Y that people have different needs.

Theory Y assumes that people are inherently happy to work, they want to exert themselves and they are motivated to pursue objectives. There is no need for the system that involves rewards and punishments.

People are prepared to take responsibility for everything they do. People want to use their creativity and they like to take a creative problem solving approach.

3.1.2.5 Abraham Maslow's Need Hierarchy Theory

Maslow's (1943, 1954) *hierarchy of needs* is a motivational theory in psychology comprising a five tier model of human needs, often depicted as hierarchical levels within a pyramid.

Maslow stated that people are motivated to achieve certain needs and that some needs take precedence over others. Our most basic need is for physical survival, and this will be the first thing that motivates our behavior. Once that level is fulfilled the next level up is what motivates us, and so on.

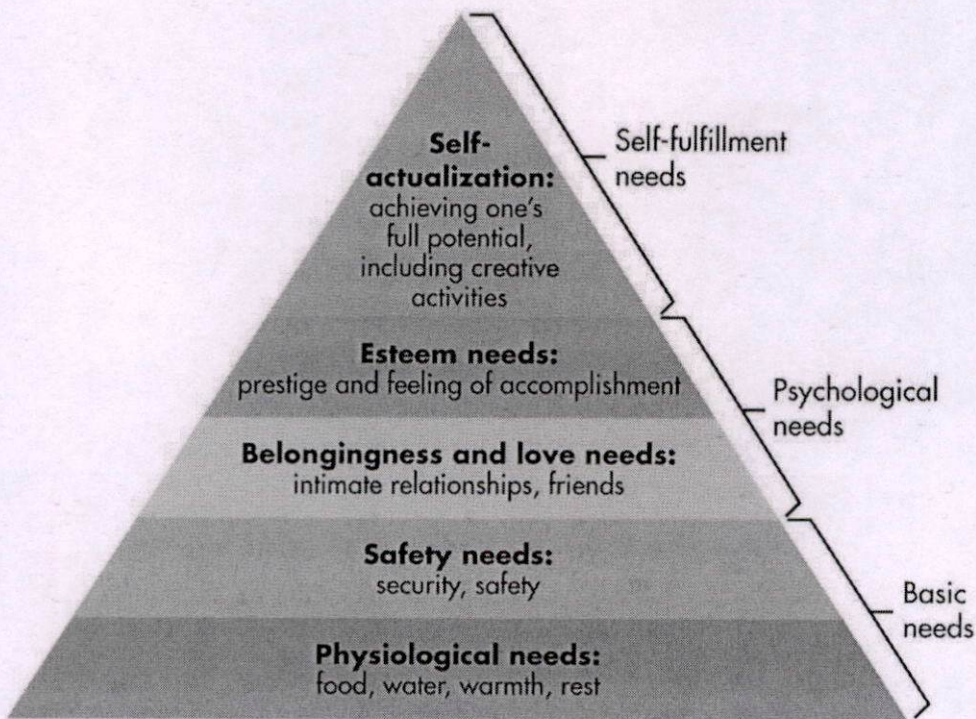
This five stage model can be divided into deficiency needs and growth needs. The first four levels are often referred to as deficiency needs (*D-needs*), and the top level is known as growth or being needs (*B-needs*).

The deficiency needs are said to motivate people when they are unmet. Also, the need to fulfill such needs will become stronger the longer the duration they are denied. For example, the longer a person goes without food, the more hungry they will become.

One must satisfy lower level deficit needs before progressing on to meet higher level growth needs. When a deficit need has been satisfied it will go away, and our activities become habitually directed towards meeting the next set of needs that we have yet to satisfy. These then become our salient needs. However, growth needs continue to be felt and may even become stronger once they have been engaged. Once this growth needs have been reasonably satisfied, one may be able to reach the highest level called self-actualization.

Every person is capable and has the desire to move up the hierarchy toward a level of self-actualization. Unfortunately, progress is often disrupted by a failure to meet lower level needs. Life experiences, including divorce and loss of a job may cause an individual to fluctuate between levels of the hierarchy. Therefore, not everyone will move through the hierarchy in a uni-directional manner but may move back and forth between the different types of needs.

Maslow noted only one in a hundred people become fully self-actualized because our society rewards motivation primarily based on esteem, love and other social needs.



The original hierarchy of needs five-stage model includes:

1. Biological and Physiological needs - air, food, drink, shelter, warmth, sex, sleep.
2. Safety needs - protection from elements, security, order, law, stability, freedom from fear.
3. Love and belongingness needs - friendship, intimacy, trust and acceptance, receiving and giving affection and love. Affiliating, being part of a group (family, friends, work).
4. Esteem needs - achievement, mastery, independence, status, dominance, prestige, self-respect, respect from others.
5. Self-Actualization needs - realizing personal potential, self-fulfillment, seeking personal growth and peak experiences.

3.1.3 Determinants of job satisfaction

Job satisfaction is intangible and it is multi-variable. A number of factors influence job satisfaction of employees. According to Abraham A. Kumar there are two types of variables, which determine the job satisfaction. These are:

1. Organizational variables
2. Personal variables

3.1.3.1 Organizational Determinants

Employees spend most of the time in organization. Therefore, a number of organizational factors determine job satisfaction of the employees. Organizations can increase job satisfaction by organizing and managing the organizational factors. Determinants of satisfaction include:

- i. Occupational Level: The higher the level of the job, the greater the satisfaction of the individuals. This is because, higher level of job carry greater prestige and self-control. This relationship between occupational level and job satisfaction stems from social reference group theory in our society values some jobs more than others. Hence people in

values like them more than those who are in non-valued jobs. The relationship may also stem from the need fulfillment theory.

- ii. Job Content: Greater the variation in job content and less the repetitiveness with which the task must be performed, the greater the satisfaction of the individuals involved. Since job content in terms of variety and nature of task called for is a function of occupational level.
- iii. Considerate Leadership: People to be treated with consideration. Hence the considerate leadership results in higher job satisfaction.
- iv. Pay and promotional opportunities: All other things being equal these two variables are positively related to satisfaction. Pay is the amount of reward worker expect from job. Promotion is an achievement in the life. Promotion gives more pay, responsibility, authority, independence and status.
- v. Nature of work: The nature of work significant has significant impact on the satisfaction. Job involving intelligence, skills, abilities, challenges, and scope for freedom make the employee satisfied on the job.
- vi. Working Condition: Good working conditions are needed to motivate the employees. They provide a feeling of safety, comfort and motivation.
- vii. Work Group: The work group exerts a tremendous influence on the satisfaction of employees. Satisfaction of an individual depends largely on the relationship with the group members, group dynamics, group cohesiveness and his own need for affiliation.

3.1.3.2 Personal Determinants

Job Satisfaction relates to the psychological factors. Therefore, a number of personal factors determine the job satisfaction of the employees.

- i. Personality: Individual psychological condition determines the personality. Factors like perception, attitude and learning determine the psychological condition. Therefore, these factors determine the satisfaction of individuals.
- ii. Age: Age is a significant determinant of job satisfaction. Younger age employee's possess higher energy level and they are likely to be more satisfied. As employees grow

older, aspiration level increase. If they are unable to find their aspiration fulfilled, they feel dissatisfied.

- iii. Education: Education provides an opportunity for developing one's personality. It enhances individual wisdom and evaluation process. Highly educated employees possess persistence, rationality and thinking power. Therefore, they can understand the situation and appraise it positively.
- iv. Gender difference: The gender and race of the employee determines the job satisfaction. Women are more likely to be satisfied than their counterpart even if they are employed in small jobs. Certain other factors that determine satisfaction are learning, skill autonomy, job characteristics, unbiased attitude of management, social status etc.

3.1.4 The importance of job satisfaction

As mentioned in the overview, job satisfaction has been linked to many variables, including performance, absenteeism and turnover, which will be discussed further in this section.

Satisfaction is significant because a person's attitude and beliefs may affect his or her behavior. Attitudes and beliefs may cause a person to work harder, or the opposite may occur. Job satisfaction also affects a person's general wellbeing for the people spend a good part of the day at work.

i. Employee performance

The link between job satisfaction and job performance has a long controversial history. Researchers were made based on the link between satisfaction and performance.

ii. Employee absenteeism

One of the more widely researched topics is the relationship between job satisfaction and employee absenteeism. It seems natural to assume that if individuals dislike their job then they still often call ill sick, or simply look for a new opportunity. It is likely that a satisfied worker may miss work due to illness or personal matters, while an unsatisfied

worker may or miss because he or she does not have any sick time and cannot afford the loss of income.

iii. **Employee turnover**

One obvious factor affecting turnover would be an economic downturn, in the unsatisfied workers may not have other employment opportunity. On the other hand, a satisfied worker may be forced to resign his or her position for personal reasons such as illness or relocation.

3.1.5 Measure of job satisfaction

The following are the measures of job satisfaction as mentioned by Fields (2000).

- i. **Overall job satisfaction:** Cammann, Fichman, Jenkins and Kiesh(1983) developed the measure as part of the Michigan Organizational Assessment Questionnaire. In this measure three items are used to describe an employee's subjective response to working in the specific job and organization.
- ii. **Job descriptive index(JDI):** This was originally developed by Smith, Kendall, and Hulin. There are 72 items which assess five facets of job satisfaction which include the work, pay, promotion, supervision and co-workers.
- iii. **Global job satisfaction:** Warr, Cook and Wall (1979) developed this measure which includes 15 items to determine overall job satisfaction. Two subscales are used for extrinsic and intrinsic aspects of the job. Te extrinsic section has eight items and the intrinsic has seven items.
- iv. **Job satisfaction relative to expectations:** Baharach, Bamberger and Conley (1991) developed this measure. It assesses the degree of agreement between the perceived quality of board aspects of a job and employee expectations. It is the

most effective to determine how job stresses role conflict or role ambiguities can hinder an employee from meeting job expectation.

- v. **Job in general scale:** This measure was developed by Ironson, Smith, Brannick, Gibson and Paul(1989). It consists of 18 items which describe global job satisfaction and can be used in conjunction with the JDI, which assess satisfaction with five job facets.
- vi. **Job satisfaction survey:** This was developed by Spector (1985) and contains 36 items based on nine job facets. The job facets include pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work and communication.
- vii. **Job satisfaction index:** Schriesheim and Tsue,(1980) developed this measure. It consists of six items that form an index which determines overall job satisfaction. The items are the work, supervision, co-workers, pay, promotion, opportunities and the job in general.
- viii. **Career satisfaction:** Greenhaus, Parasuraman and Wormley(1990) developed this measure. This is a measure of career success, as opposed to job satisfaction. It assesses general satisfaction with career outcome, but also satisfaction with career progress.

3.1.6 The consequences of job satisfaction

According to the exit-voice-loyalty-neglect-framework (Farrell,1983), employees response to dissatisfaction with the workplace 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:

- i. **Exit:** It refers to behavior aimed at leveling the company, such as looking for a new job. Exit is destructive and active response.
- ii. **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.
- iii. **Loyalty:** It refers an employee's attitude of trust towards the organization. It can manifest itself as a passive but optimistic hope for improvement to come about. Loyalty is a passive but constructive.
- iv. **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 condition to deteriorate. Negate is passive and destructive.

Cognitive belief about work is not a fixed emotion, it can constantly be altered and influenced by current happenings in and out of the company which can cause feelings change for better or more job productivity as well as many other important aspects to a happy work environment has been proven to work better with more satisfied workers.

ORGANIZATIONAL PROFILE

Chapter 4

ORGANIZATIONAL PROFILE

Introduction

The farm was established in 1958 as a centre for the production of arecanuts. In 1960 it was diversified into an Agricultural Research Station. The functioning of the farm as District Agricultural Farm started in 1970. The main activities of the farm have been grouped into production of quality planting materials and extension activities. The emphasis is on the production of quality high yielding improved varieties of planting materials at moderate cost.

The farm lies on either side of the M.C. Road and is about 25KM from District Headquarters. The farm comprises of an area of 26.825 ha. And is located in Kuravilangadu Panchayat of Meenachil Taluk.

Profile

Land use pattern

Total area	: 26.825 Ha.
Area cultivated	: 20.10 Ha.
Area occupied by buildings & road	: 1.94
Area occupied by large forest trees	: 4.79 Ha.

Major steps in production of planting materials

Production of coconut seedlings

Seedlings are raised as per the recommendations of **Kerala Agricultural University**, using the seed nuts supplied from the department.

Production of rooted pepper cutting

Disease free runner vines from the farm and locally available planting materials approved by the technical committee are produce for production of rooted pepper cuttings. Coiling of runner vines, preparation of potting mixture, solarization, polybag filling, planting of runner vines, irrigation, field sanitation and plant protection are the major operations in pepper industry. The process extends from Oct-June from coiling of runner vines to transportation of planting materials. The raising of pepper nursery is a laborious process, which requires timely attention with strict field sanitation to produce healthy vines.

Nutmeg graft

Approach grafting is adopted in which orthotropic shoots alone are selected for grafting. Hence high quality grafts are produced and distributed. Since the productions of straight shots are comparatively lower, the production of grafts is also limited correspondingly and trails in meeting the demand. Now the production of budding has started in nutmeg using buds collected from selected superior trees of farmers as well as from the farm.

Fruit plants

For the fruit plants like mango, jack, saporta the technique adopted is approach grafting. However epicotyls grafting is also done on mango. In guava, citrus and minor fruit plants, layering is adopted.

Garden

The farm has a very beautiful garden consisting of a variety of flowering plants, herbs, shrubs, foliage plants, ornamental plants, anthurium, orchid, bush jasmine etc.

Vegetable cultivation

Main vegetables cultivated are bittergourd, snakegourd, cowpea, bhindi, cucumber, ridge gourd, ashgourd, bottle gourd, sword bean, pumpkin, brinjal and chillies. The vegetables are grown for the production. About 500 kg quality vegetable seeds are being produced and supplied from this farm every year. As the farmers and public in general are impressed with the quality of the seeds, we often find it difficult to meet the demand.

Tuber crops

Tuber crops like tapioca, amorphophallus, dioscorea, colocasia and lesser yam are being cultivated.

Spices

Spice crops such as Nutmeg, Ginger and Turmeric are being cultivated.

Infrastructural facilities

At present there are 12 nos. of ordinary Green Houses to keep the grafted plants, layers, buds, seedling etc. The farm owns a tractor, power tiller, and a pickup van.

Farm produce

Farm produce like jack fruit, nutmeg seed and mace, pepper, coconut are sold through open tender or auction.

Future plans

- Expansion of area under progenies- fruits and spices
- Establishment of an effective irrigation system. The old pipe lines coming to approximately 2000 meters need to be replaced with new pipes.
- Increasing the production of seeds and seedlings- vegetables, fruit plants, spices, coconut seedlings, ornamental plants etc.
- Beautification of the farm.
- Equipping the farm with sufficient modern machineries and transportation facilities(tractor, pick up jeep etc)

Constraints

- The main constraint the farm faces at present is the severe shortage of labourers. Presently, there is a vacancy of 5 male and 30 female labourers. These vacancies need to be filled up urgently. Beside this, 50 men and 50 women need to be appointed as Casual labourers as and when contingencies occur.
- Lack of adequate infrastructure facility(irrigation units, hardening chambers, stores etc.)
- The sale price of the planting materials is very low compared to the local prices.
- Limited financial power
- Lack of sufficient imprest fund. The fund available now is only Rs. 10,000/- which is very meager when compared to the actual requirement. An amount of Rs. 50,000/- should be provided as permanent advance continuously so that petty daily purchases can be effected without hindrance.
- Presence of a large number of unwanted and unproductive agricultural and non-agricultural trees. These need to be cut to bring the full area under cultivation. The permission to cut and remove these trees is long delayed.
- The farm has no compound wall in its nearly 4 km boundary. This affects the secure functioning of the farm. A protection wall is absolutely necessary for the smooth and safe functioning of the farm.

- The presence of a machine able to handle pump sets, pipeline system is absolutely essential in the farm. The post of Oil engine driver remaining vacant at present may be filled with that of a plumber cum electrician cum mechanic.
- Labour problems with political triggering.
- Various problems are existing in the farm as a result of reconstruction of MC road as listed below

1. Four numbers of gates have been dismantles
2. Existing walls to an approximate length of 500 m has been dismantled.
3. Two numbers of farm roads became at a lower level than that of the reconstructed MC road which resulted in the entry to the farm impossible.
4. The entrance for public to the sales counter of the farm has become unusable as the Mc road has become 2 m high from the ground level.
5. Entry to the RMP Area of the farm become difficult as soil and metaling has been removed making the slope very steep.
6. An area of around 2 acres in A-block of the farm has now become water logged making cultivation impossible in that area.

Production of planting materials during 2016-17

SI NO.	ITEMS	NUMBER
1	Jack graft	5442
2	Mango graft	3100
3	Sapota graft	2133
4	Guava layer	1204
5	Malta lemon layer	886

6	Nutmeg graft	336
7	Cherry layer	1329
8	Passion fruit seedlings	1304
9	Champa layer	45
10	Mullanatha	77
11	Mangosteen	7
12	Papaya ordinary	82
13	Curry leaves	44
14	Anona	21
15	Star gooseberry	69
16	<u>Coconut seedlings</u>	
	WCT	11200
	DxT	1340
	TXD	725
	Dwarf	5007
	Segregants	1415
17	Rooted pepper cuttings	302234
18	Vegetable seedlings	148579
19	Vegetable seedlings in polybag	1874

Production of vegetable seeds

SI NO.	ITEMS	QUANTITY IN KG
1	Amaranthus	20.6
2	Chilly	10.405
3	Bhindi	29.73
4	Bhindi local	3.12
5	Cucumber	12.825
6	Pumpkin	3.243
7	Cowpea- lola	80.085
8	Cowpea- jyothika	65.355
9	Cowpea- bush	25.76
10	Brinjal	12.11
11	Snake gourd	19.225
12	Bitter gourd	73.99
13	Salad cucumber	0.555
14	Winged been	3.3
15	Ridge gourd	1.715
16	Ash gourd	0.12

Production of other farm produces

SI NO.	ITEMS	QUANTITY
1	Banana bunch- nendran (kg)	65.5

2	Banana bunch- others (kg)	760.1
3	Coconut (tender)	10
4	Pepper (kg)	60
5	Nutmeg seed (kg)	800
6	Nutmeg mace (kg)	65.5
7	Tubers	213
8	Vegetables (kg)	0
9	Vazha chund	40
10	Salad cucumber (kg)	20.5
11	Khirmi seed	16
12	Azolla(kg)	12
13	Chaffy cowpea seed (kg)	29
14	Banana suckers	27
15	Earth worms	1540

Conclusion

The District Agricultural Farm, Kozha is rightly a prestige for the Government of Kerala and the Department of Agriculture in particular. Lying on either side of the MC Road stretching over an expanse close to 67 acres, the farm is an attraction to the passersby in addition to the farmers and other public. The possibility of farm tourism can be explored in future years as and when the constraints get solved. The labourers and staff work in harmony amidst all constraints, which add to the success of the farm and the objective of production of quality planting materials is being stuck on to.

WORKERS SATISFACTION IN DISTRICT FARM-ANALYSIS

Chapter 5

WORKERS SATISFACTION - AN ANALYSIS

5.1 Introduction

Job satisfaction is having a great influence on the attitude of workers. The high job satisfaction high to maintain positive attitude towards the organization which will be resulted in high productivity and good organizational climate. For the success of any organization job satisfaction has vital importance. The workers who are satisfied are the biggest asset to an organization whereas the unsatisfied workers are the biggest liability. The organization cannot achieve its goal and target unless its work force that constitute the organization is satisfied with his job. Job satisfaction plays an important role for the happiness and prosperity of the individuals and the organization that has employed them.

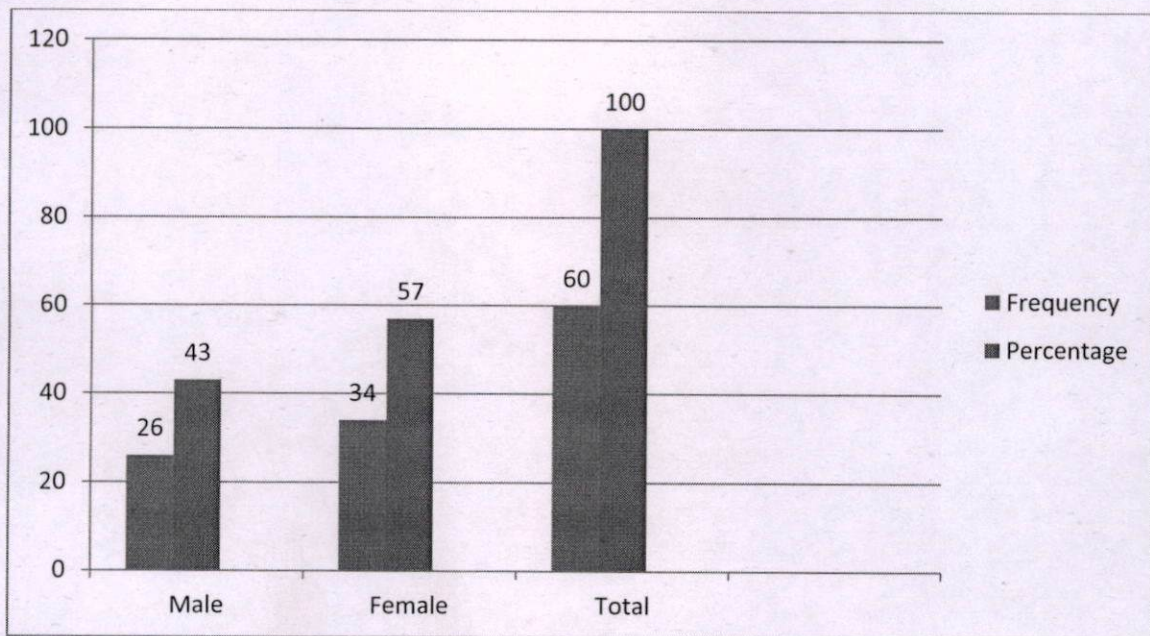
Table 5.1 Gender-wise classification of workers

Source: Primary data

Gender	Frequency	Percentage
Male	26	43
Female	34	57
Total	60	100

According to the table 57% of the workers are females and 43% of workers are males. It may be clearly inferred that majority of workers are females.

Fig 5.1 Gender-wise classification of workers



5.1.2 Religion-wise classification of workers

The religion-wise classification of the workers is found in the table

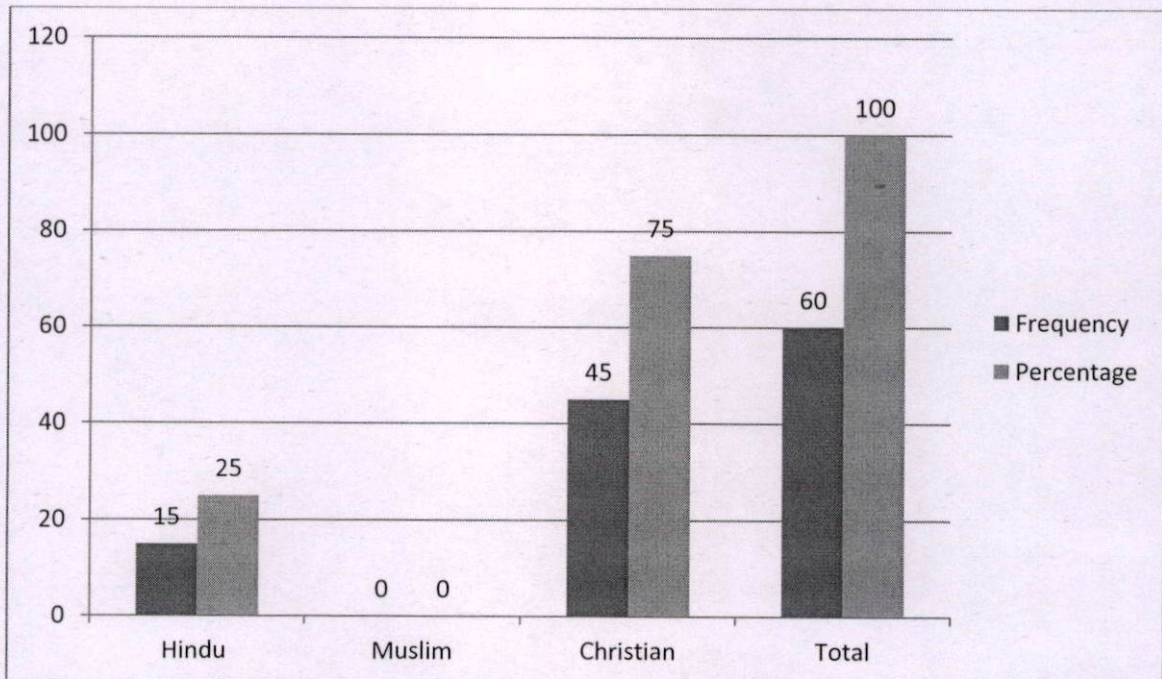
Table 5.2 Religion-wise classification of workers

Sl no	Religion	Frequency	Percentage
1	Hindu	15	25
2	Muslim	0	0
3	Christian	45	75
	Total	60	100

Source: Primary data

According to the table, 75% of the workers belong to Christine community and only 25% of workers belong to Hindu community.

Fig 5.2 Religion-wise classification of workers



5.1.3 Marital status of the workers

The marital status of the workers are presented in the Table 5.3

Table 5.3 Marital status of workers

Sl no	Marital status	Frequency	Parentage
1	Unmarried	0	0
2	Married	60	86
3	Widow	10	14
4	Divorced	0	0
5	Seperated	0	0
	Total	70	100

Source: Primary data

The table indicated that 86 percent of the workers are married and 14% of the workers are widowed.

Fig 5.3 Marital status of the workers



5.1.4 Educational qualification of workers

The educational level of the workers are presented in the Table 5.4

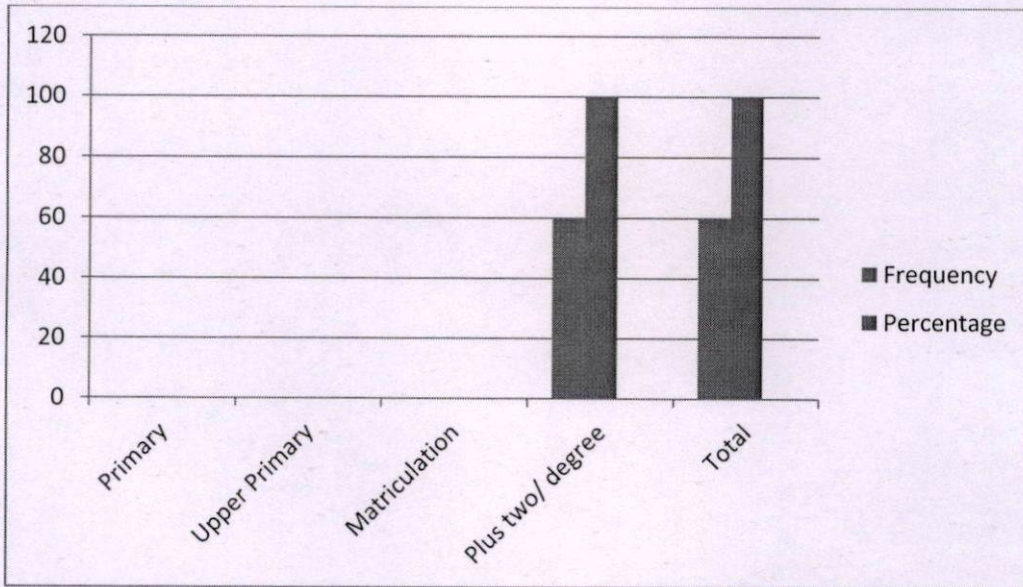
Table 5.4 Educational qualification of workers

Sl no	Educational qualification	Frequency	Percentage
1	Primary	0	0
2	Upper Primary	0	0
3	Matriculation	0	0
4	Plus two/ degree	60	100
	Total	60	100

Source: Primary data

The table indicates that 100 percent of the workers are graduated or with secondary education.

Fig 5.4 Educational qualification of workers



5.1.5 Income-wise classification of workers

Table 5.5 indicates the income-wise classification of workers.

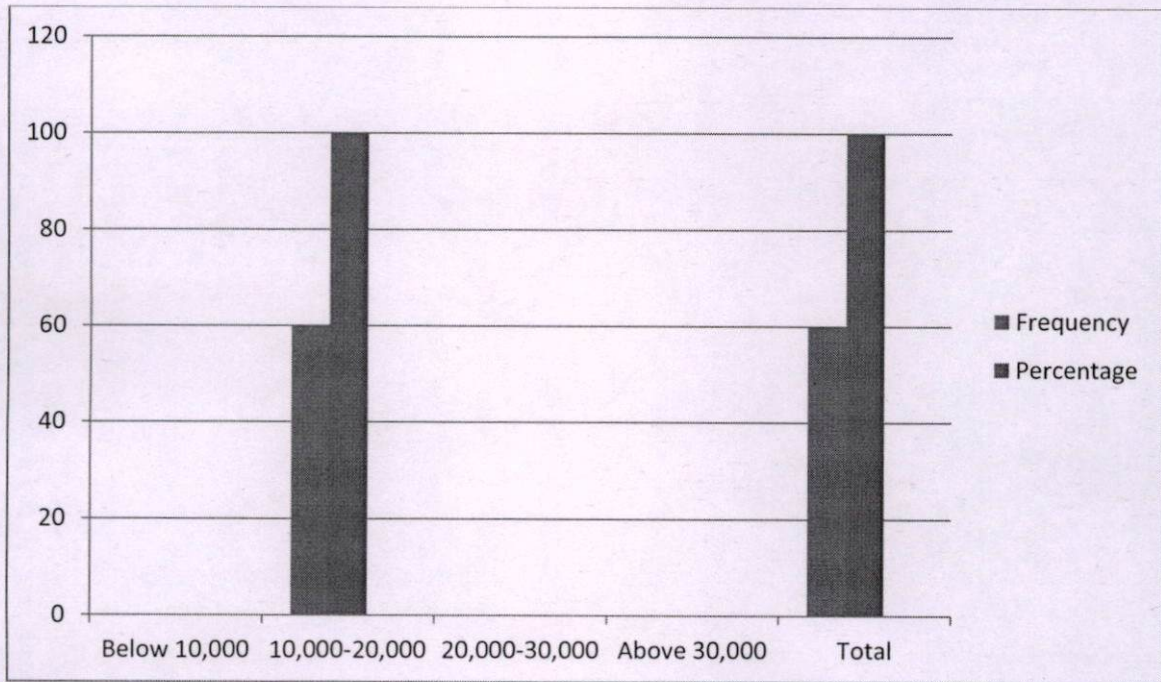
Table 5.5 Income-wise classification of workers

Sl no	Monthly Income	Frequency	Percentage
1	Below 10,000	0	0
2	10,000-20,000	60	100
3	20,000-30,000	0	0
4	Above 30,000	0	0
	Total	60	100

Source: Primary data

It is obvious from the table that total percent of the workers earn a monthly income of 10000-20000 in a month.

Fig. 5.5 Income-wise classification of workers



5.1.6 Economic status of workers

Table 5.6 depicts the economic status of the workers.

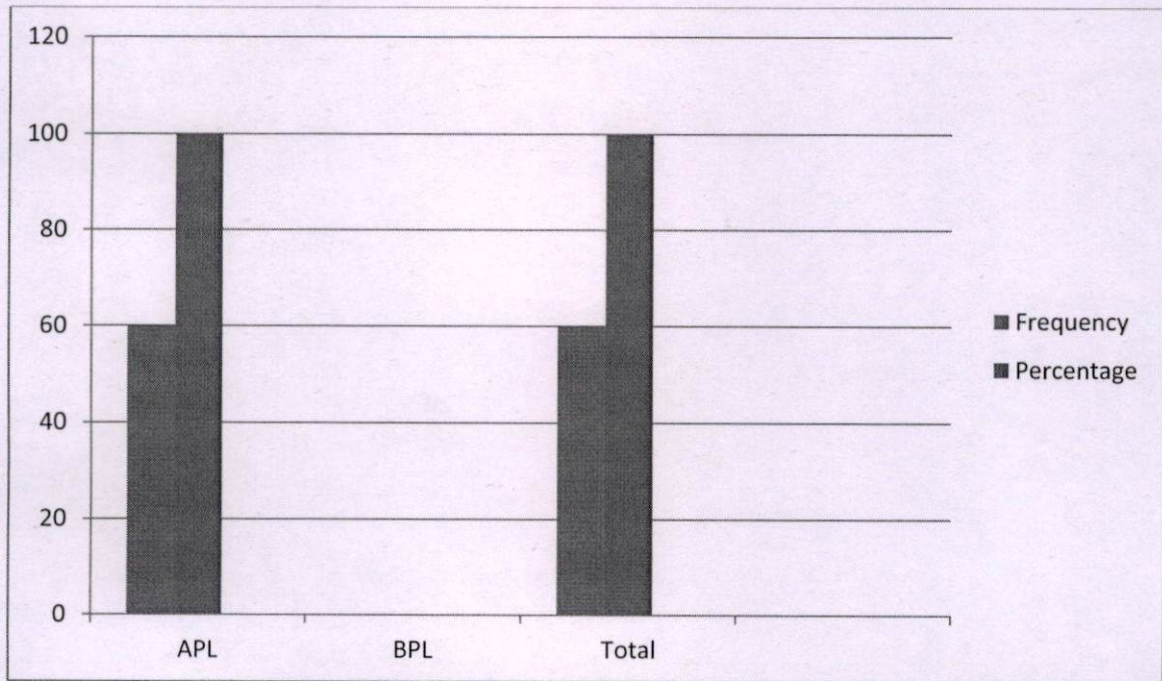
Table 5.6 Economic status of workers

Sl no	Economic Status	Frequency	Percentage
1	APL	60	100
2	BPL	0	0
	Total	60	100

Source: Primary data

From the table it is obvious that the total workers are belonging to APL category.

Fig. 5.6 Economic status of workers



5.2 Training and Development

Training and development is one of the key HR functions. Most organizations look at training and development as an integral part of the human resource development activity. The turn of the century has seen increased focus on the same in organizations globally. Many organizations have mandated training hours per year for employees keeping in consideration the fact that technology is deskilling the employees at a very fast rate.

5.2.1 Training and Development

Table 5.7 indicates the Working duration of the respondents of workers in the organization.

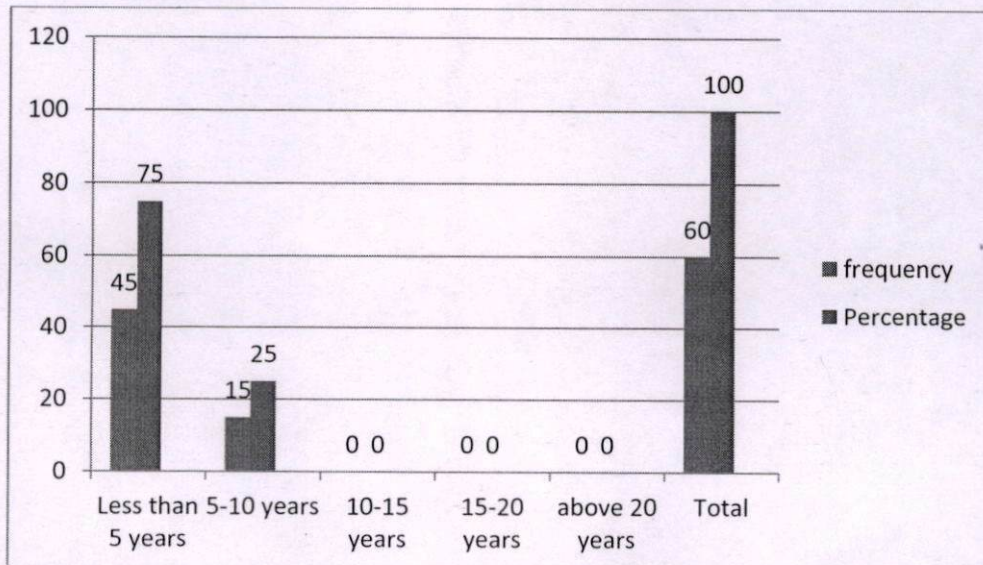
Table 5.7 Working period in the organization

Sl no	Duration	Frequency	Percentage
1	Less than 5 years	45	75
2	5-10 years	15	25
3	10-15 years	0	0
4	15-20 years	0	0
5	above 20 years	0	0
	Total	60	100

Source: Primary data

It is obvious from the table that 75% of the workers are with less than 5 years of working experience in the organization. And 25% of the workers are working for more than 5 years in the organization.

Fig 5.7 Working period in the organization



5.2.2 Training organized for workers

Table 5.8 shows the training provided for the workers in the organization.

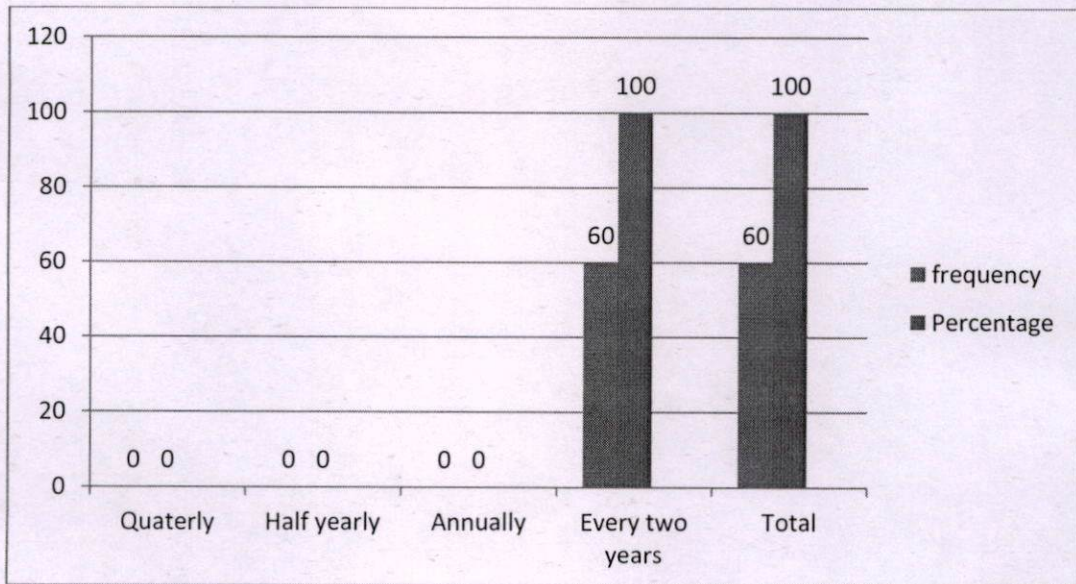
Table 5.8 Training organized for workers

Sl no	Duration	Frequency	Percentage
1	Quarterly	0	0
2	Half yearly	0	0
3	Annually	0	0
4	Every two years	60	100
	Total	60	100

Source: Primary data

As per the table total percent of the training programme is organized in every two years in the organization. So it can be conclude that in every two year a training programme organized for the workers.

Fig. 5.8 Training organized for workers



5.2.3 Method suitable for training

Depending on the type of training technique the result may change. The suitable training technique preferred by the workers.

62

5.9 Method suitable for training

Sl no	Method	Frequency	Percentage
1	On job	0	0
2	Off job	60	100
3	Depends	0	0
	Total	60	100

Source: Primary data

Total percent of the workers in the organization is preferred for off the job training technique. They preferred off the job training programme is more help them to improve their skills.

Fig. 5.9 Method suitable for training

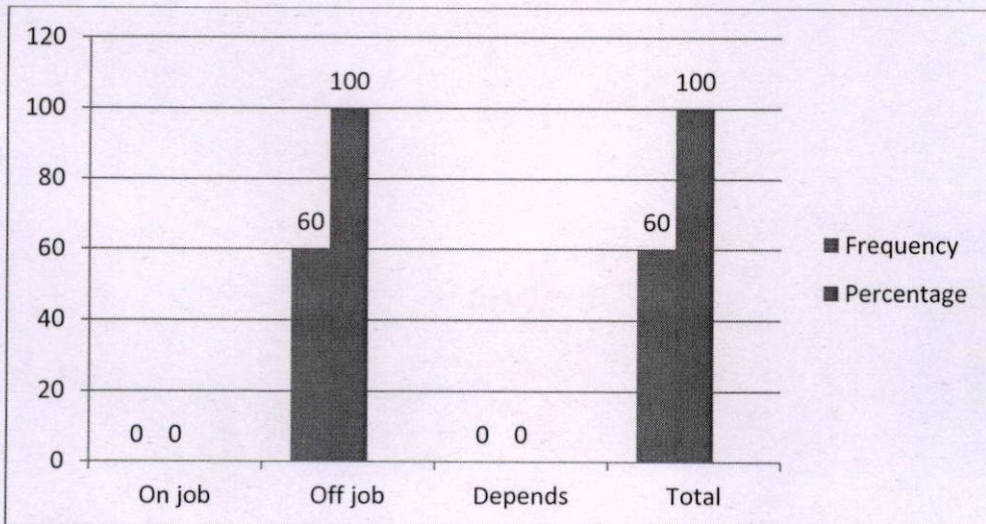


Table 5.10 Training and development

Sl no	Statements	Score	Index
1	Working efficiency improver after being trained	293	98
2	Training improved performance	284	95
3	Training enhanced organizational effectiveness	264	88
4	I got innovative ideas after being trained	255	85
5	training resulted in adoption of new technique	200	67
6	I am satisfied with the training programme	187	62
	Composite index		82

Source: Primary data

The index is above 80, which was highly satisfied, training provided in the organization were highly satisfied to the workers and it help them for increase their efficiency in working, performance, organizational effectiveness. And also help them to get innovative ideas and to adopt new techniques. The index of working efficiency improves after training, performance, organizational effectiveness and innovative ideas are above the composite index. The index of satisfaction after training and adoption of new technique is very low because the training programme is not well organized and is limited to once in two years.

5.3 Organizational climate

Organizational climate refers to the internal environment that emerges from the values, norms, and beliefs of the organization and influences the employees' behavior in an organization. Organizational climate also refers to a set of circumstances that are prevalent in the

present scene and gives an organization a unique identity and helps it to distinguish it from another organization. And this in turn influences the behavior of employees in the organization.

Organizational climate may be described as the perception of the employees of the organization and other people about an organization and its functioning. It tends to attract and retain employees in the organization if it is perceived to be healthy, or tends to deter people to join or make them quit their jobs, if perceived unhealthy.

Table 5.12 Composite index based on Organizational climate

Sl no	Statements	Score	Index
1	Relation with co-workers	255	85
2	Perceived Clarity	210	70
3	Working environment	190	63
4	Supervision	190	63
5	Focus on Participation	185	62
6	Existing tolerance	183	61
7	Form of Control	178	59
8	Progress conditions	170	57
Composite Index			65

Source: Primary data

Composite index was 65; Organizational climate was satisfied in the organization. The workers are satisfied with the internal environment in the organization like the participation of the workers, the mode of supervision, feedback system, progress of the workers etc. Relationship with co-workers and perceived clarity the individual; index is above the composite index. The composite index is reduced due to the lack of progress condition, form of control etc.

5.4 Working Condition

In the modern era, organizations are facing several challenges due to the dynamic nature of the environment. One of the many challenges for a business is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition. In order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions.

Table 5.13 Working condition

Sl no	Statements	Score	Index
1	Maternity/paternity leave	280	93
2	Inter personal relation	255	85
3	Working Hours	225	75
4	Physical working condition	219	73
5	Contribution to pension/ retirement funds	195	65
6	Organizational Policy	171	57
7	Fringe Benefits	135	45
	Composite Index		70

Source: Primary data

Composite index was 70, working condition was satisfied. This means the workers are not highly satisfied with working conditions providing in the organization. Maternity leaves, inter personal relations, working hours and physical conditions have index above composite index. Fringe benefits and organizational polices have the least index. So the organization should take some more attention on these aspects.

5.5 Remuneration

Remuneration constitutes one of the factors affecting job satisfaction. However, its significance may differ, depending on the external factors and the employees' characteristics. Moreover, the effect of remuneration on job satisfaction might depend on the employees' subjective assessment of the amount of remuneration. Therefore, it is important to analyze the significance of remuneration in the context of other factors related to job satisfaction among employees in countries from different spheres of cultural influence.

5.5.1 Mode of wage payment

The table shows the remuneration pattern of workers in the organization.

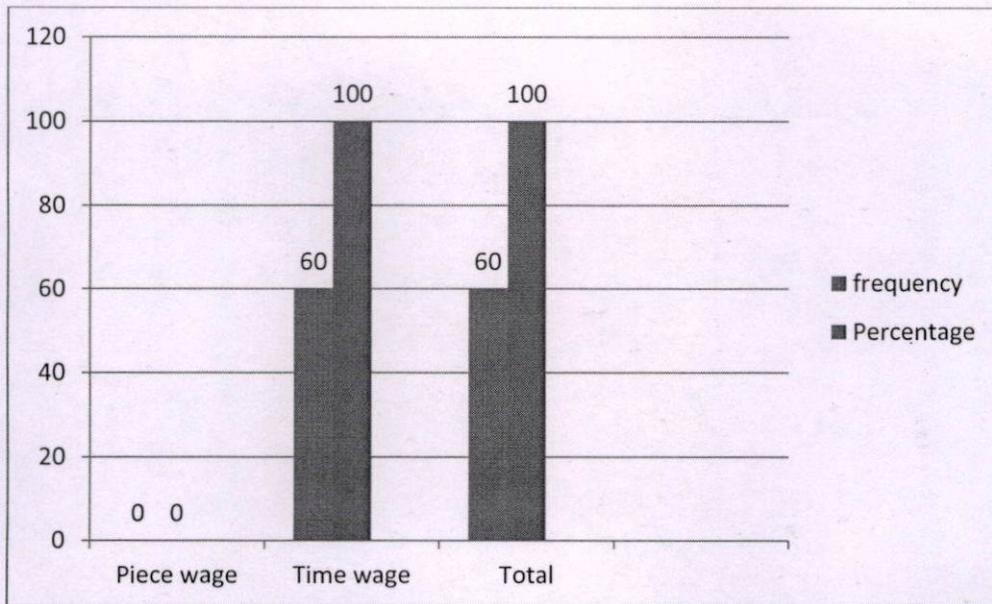
Table 5.14 Mode of wage payment

Sl no	Mode of payment	Frequency	Percentage
1	Piece wage	0	0
2	Time wage	60	100
	Total	60	100

Source: Primary data

From the table it is obvious that piece wage system is not in the organization. The mode of payment is time wage.

Fig. 5.10 Mode of wage payment



5.5.2 Duration of wage payment

The table 5.14 shows the duration of wage payment of the workers.

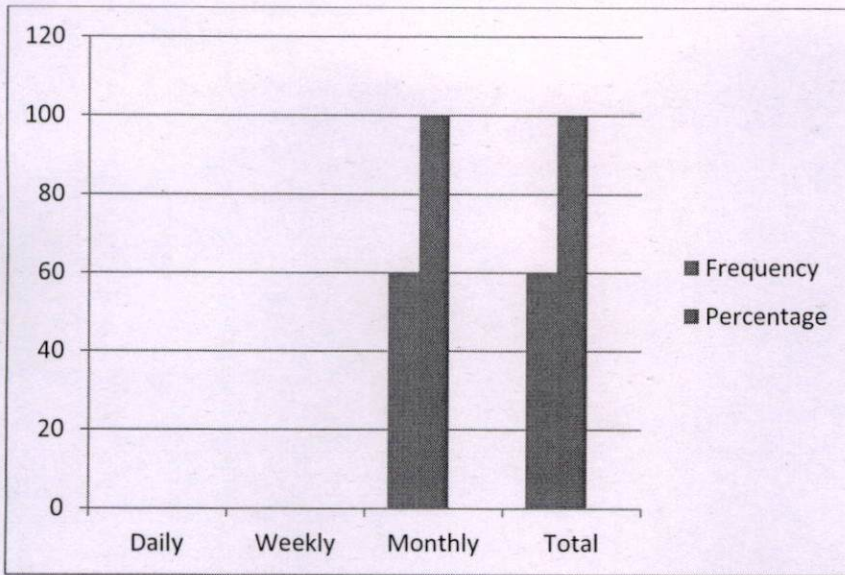
Table 5.15 Duration of wage payment

Sl no	Duration	Frequency	Percentage
1	Daily	0	0
2	Weekly	0	0
3	Monthly	60	100
	Total	60	100

Source: Primary data

From the table it is clear that monthly waging system is following in the organization. The wage is given on the basis of number hours the workers working in a month.

Fig. 5.11 Duration of wage payment



5.5.3 Remuneration pattern- based on composite index

Table 5.16 Composite index based on remuneration pattern

Sl no	Statements	Score	Index
1	There is an increment in my wage rate	285	95
2	I am satisfied with the working hours per day	256	85
3	I am getting a stable working environment	255	85
4	I am satisfied with the number of working days in a month	230	77
Composite index			86

Source: Primary data

Composite index was 86; remuneration getting was highly satisfied by the workers. The workers are highly satisfied with the remuneration pattern of the organization. Increase in increment has more index rate.

5.6 Supervision

Supervision is the activity carried out by supervisors to oversee the productivity and progress of employees who report directly to the supervisors. For example, chief executive officers supervise those who report directly to the chief executives, middle-managers supervise first-level supervisors, and first-level supervisors supervise entry-level employees. Supervision is a management activity and supervisors typically are considered to have a management role in the organization.

Table 5.17 Shows the composite index based on supervision

Sl no	Statements	Score	Index
1	Supervisor worker relation is coordinal	205	68
2	Supervisor provides me with continuous feedback	197	66
3	Do you have freedom to express opinion	191	64
4	Supervisor helps to develop the skills	192	64
5	Supervision gives me proper direction and advice	190	63
6	Supervisor recognize and appreciate my performance	188	63
7	Supervision provides sufficient freedom and authority	175	58
	Composite Index		64

Source: Primary data

Composite index was 64, supervision is satisfied. This means the workers are satisfied with the supervision nature of the organization. They need to give more attention on giving instructions, feedbacks etc. The individual index rate of supervisor-worker relation and feedback system are more than composite index. The index rate for freedom and authority provided for the workers is the least. So the organization needs to concentrate more on the aspects of supervision.

5.7 Rewards and achievement

Rewards systems are one of the most significant issues of the human resource management. Throughout the literature, it is obvious that theorists and academics, as well as practitioners and managers emphasize the important factor of rewards. Additionally, job satisfaction is another crucial term within the same body of literature. Job satisfaction is likely to provide employees of all levels with feelings of fulfillment, achievement and even pleasure for their job. Thus, such feelings can make people more productive, creative and therefore more profitable for the organization. Furthermore, feelings of job satisfaction can strengthen the commitment and loyalty of employees with the organization, which is very necessary in present times where all firms are looking for competitive advantage and especially through their people.

Table 5.18 Composite index based on rewards and achievements

Sl no	Statements	Score	Index
1	Rewards and achievement motivates me to perform well	263	88
2	Rewards have a positive effect on the work	255	85
3	Pay rise	128	43
4	Does reward matches with your effort	115	38
5	Varying work task	94	31
6	Flexible work hours	60	20
7	Personal loans	60	20
	Composite index		46

Source: Primary data

Composite index was 46 rewards and achievements were moderately satisfied by the workers. The organization is not giving any type of rewards based on their performance. They are following a particular format. Due to that the workers are not much satisfied. The common opinion of the workers is, rewards and achievements motivate them to perform well and rewards have a positive effect on the work. Both had an index rate above the composite index. This is the

reason for the least index rate for this aspect. Flexible working hours and loan facilities had the least index rates. The organization is not providing any type of extra benefits for the workers.

5.8 Overall workers satisfaction

The table 5.19 indicates the overall composite index of workers satisfaction in the organization.

Table 5.19 shows the overall composite index of workers satisfaction

Sl no	Dimensions	Composite index
1	Remuneration	86
2	Training and development	82
3	Working condition	70
4	Organizational climate	65
5	Supervision	64
6	Rewards and achievement	46
	Mean	69

Source: Primary data

Overall composite index was 69; workers were satisfied in the organization. The organization needs to give more attention to improve the satisfaction of the workers by improving the reward system, supervision and organizational climate. Workers are highly satisfied with the remuneration and training programs conducted by the organization and least for rewards and achievements system in the organization.

SUMMARY OF FINDINGS, CONCLUSIONS AND SUGGESTIONS

Chapter 6

SUMMARY OF FINDINGS, CONCLUSIONS AND SUGGESTIONS

Job Satisfaction of workers in an organization is the compounded result of various attitudes possessed by the workers in that organization. It is an established fact that job satisfaction usually leads to qualitative and quantitative improvement in performance. Satisfaction in job induces motivation and interest in work. When work becomes interesting, the worker gets pleasure. Every individual has certain needs and motives give him satisfaction. It is probably the major aim of every worker to get satisfaction from his job. These jobs which provides the worker a chance to fulfill his interests and aptitudes, give his satisfaction and pleasure. Natural interest in job of this satisfaction motives him for efficient and qualitative performance. So it is clear that job satisfaction is a critical factor determining job performance and by and large the success or failure of an organization. Hence the present study is an attempt on job satisfaction of workers in District Agricultural Farm, Kozha, with the following objective:

- To examine the level of job satisfaction of the workers of District Agricultural Farm, Kozha

Both primary and secondary data are collected for the study. Secondary data is collected from the records and documents provided by the organization. Primary data is collected through interview schedule from 60 respondents.

6.1 FINDINGS

This study was conducted in District Agricultural Farm, Kozha with 60 respondents. The salient findings of the study are given below,

Training and development

- In the organization majority of the workers have less than 5 years of experience in the present farm. Only 25 percent of them are working for more than 5 years in that organization.
- Training is an important factor for them to know about new techniques and to adopt innovative ideas in the field. The farm offers training for the workers in every two years and sometimes providing extra training if any new technique is adopted. Commonly they are giving training in every two years for the workers.
- There are two methods through which workers can improve their knowledge and skills. One is through formal training and other is through on the job experience. In the organization the workers prefer off the job training technique. They think that off the job technique help them to improve their skills and help in self development.
- The composite index of training and development shows that, the workers are highly satisfied with the training offered by the organization. They can improve their working efficiency after being trained. By attending the classes the workers improved in their performance, got innovative ideas, adoption of new techniques etc. Training also help to enhance the effectiveness of the organization also.
- So it is clear that the workers are highly satisfied with the training provided is the organization and also it help their individual development and the development of the organization.

Organizational Climate

- Organizational climate refers to the internal environment that emerges from the values, norms, and beliefs of the organization and influences the employees' behavior in an organization.
- Organizational climate also refers to a set of circumstances that are prevalent in the present scene and gives an organization a unique identity and helps it to distinguish it from another organization.

- The composite index of organizational climate is 65, it comes in the zone of satisfied workers. The workers are satisfied with the climate or environment providing in the organization.
- They are not including much participation of the workers in the activities/ decision makings. They need to improve the participation of the workers, mode of supervision, the working conditions, feedback system etc.
- The relationship between co-workers is much better in the organization. But over all working climate is good for the workers.
- The organization need to give much attention for improving the requirement of the workers for proving a better working climate for them.

Working Condition

- In order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions.
- Working condition includes working hours, policies of the organization, fringe benefits, physical condition, interpersonal relationships, leaves, other benefits etc.
- The composite index of working condition is 70 which mean the workers are satisfied with the facilities provided by the organization.
- The organizational policies and fringe benefits are very dissatisfied and the organization needs to improve them. All other benefits like pension, leaves are also the same. The workers are not in a good working condition, they need it to be improving.
- The overall resonance of the workers is good, they are happy with the current facilities and benefits in the organization. The duty of the organization is to provide a better working condition to its workers. Only by that the workers can give full dedication.

Remuneration

- Remuneration constitutes one of the factors affecting job satisfaction. However, its significance may differ, depending on the external factors and the employees' characteristics. Moreover, the effect of remuneration on job satisfaction might depend on the employees' subjective assessment of the amount of remuneration.
- The mode of wage payment system is time wage. They get the wage on the basis of the hour they work. And the wage is paid monthly in the organization by calculating the hours they work in that month.
- The composite index calculation based on the remuneration shows an index of 86, that means they are highly satisfied with the remuneration system prevailing in the organization. The workers are satisfied with the working hours and number of working days in a month. And they got sufficient increments in their wage rate also.
- Overall the workers are satisfied with the remuneration pattern in the organization. The organization only needs to continue the present pattern of wage system.

Supervision

- Supervision is the activity carried out by supervisors to oversee the productivity and progress of employees who report directly to the supervisors. Supervision is a management activity and supervisors typically are considered to have a management role in the organization.
- The supervision is good in the organization. They are giving much attention to this. They are not giving proper direction and advice, the workers are not free to express their feelings to the supervisors, the feedback system is not properly done and the organization never recognizes or appreciates the performance of the workers.
- The overall reaction of the workers is positive. The organization needs to give much consideration to the above matters of the workers. Good supervision can improve the efficiency of the workers and that of the organization.

Rewards and Achievements

- Rewards systems are one of the most significant issues of the human resource management. Additionally, job satisfaction is another crucial term within the same body of literature. Job satisfaction is likely to provide employees of all levels with feelings of fulfillment, achievement and even pleasure for their job.
- The organization is not providing any type of rewards for the workers for the better performance. They never enjoy any type of pay rise, personal loans, flexible working hours, etc.
- They all strongly agree that the rewards have positive effect on the work. If the organization recognizes their work then it will motivate them to perform better in next time also.
- Overall the satisfaction level is good in matter of the rewards and recognition. The organization gives much more importance and appreciates the workers for their better efforts that will motivate them and increase the performance.

Overall composite index was 69; workers were satisfied in the organization. The organization needs to give more attention to improve the satisfaction of the workers by improving the reward system, supervision and organizational climate. Workers are highly satisfied with the training programs conducted by the organization and the mode of wage system.

6.2 SUGGESTIONS

- In the organization they are providing better training programs for the workers. And it helps them in self development and also improves the efficiency in performance. The organization need to continue the present pattern of training facilities for the workers. The index of satisfaction after training and adoption of new technique is very low because the training programme is not well organized and is limited to once in two years.

- The organizational climate is satisfied in the organization. The organization need concentrate more on supervision, feedback methods, participation of workers etc. Because they are not much free to express their feelings to the supervisors. So the organization needs to improve the relationship between the workers and the supervisors.
- The condition in the farm is good in case of working conditions. They need to improve the working conditions. The policies of the organization, working hours, fringe benefits etc are need to be improved for the welfare of the workers. It is the responsibility of any organization to take care of the welfare of its workers, so the organization needs to improve the physical condition and other working condition for the workers.
- The pattern of wage system is highly satisfied to the workers. They are getting better increment in their wage rate, they are happy with the number of working days and working hours per day.
- The workers are satisfied with the mode of supervision. The organization need to give proper direction and advices to the workers, sufficient freedom and authority. The workers are not free to express their feelings to their supervisors. They need to provide continuous feedback to the workers, recognition and appreciation in their performance. These are the suggestions of workers to the organization.
- The workers are moderately satisfied with the reward system in the organization. They need to provide some rewards for the better performance to motivate them. The suggestion of workers is that, rewards will positively effect on the work and it will motivate them to perform well.

The study on Workers Satisfaction in District Agricultural Farm, Kozha is an attempt to identify the various parameters affecting workers satisfaction. There are different people working together as a team for the achievement of desired goals set by the organization. In order to achieve these goals, the organizational system has to geared up.

The satisfaction index assessed on the basis of training, organizational climate, working condition, remuneration, supervision and rewards indicates the marginal changes. The workers satisfaction analysis based on training and remuneration pattern indicate that all the workers are

highly satisfied. The reward system, supervision, organizational climate and working conditions are the areas that they need to improve in the coming period. Overall the workers are satisfied with the organization.

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APPENDIX

APPENDIX

KERALA AGRICULTURE UNIVERSITY

COLLEGE OF CO-OPERATION, BANKING AND MANAGEMENT

INTERVIEW SCHEDULE

WORKERS SATISFACTION IN DISTRICT AGRICULTURAL FARM, KOZHA

I. SOCIO-ECONOMIC CHARACTERISTICS

1. Name :
2. Age :
3. Gender : Male Female
4. Religion : Hindu/ Muslim/ Christians
5. Caste : General/ OBC/ OEC/ SC/ ST
6. Marital status : Unmarried/Married/Widow/Divorced/Separated
7. Educational Qualification : Primary/Upper primary/Matriculation/+2/Degree
8. Monthly income : Below 10,000/ 10,000-20,000/ 20,000-30,000
Above 30,000
9. Economic Status : APL/BPL

II. TRAINING AND DEVELOPMENT

10. How long have you been in the present organization?

Less than 5 years 5-10 years 10-15 years 15-20 years Above 20 years

11. Do you like to attend the training program? YES NO

12. Do you feel it is necessary for developing skills? YES NO

13. Training is organized? Quarterly/ Half yearly/ Annually/ Every two years

14. Which technique is most suitable for training?

On the job Off the job Depend on need

15. How long is the training process? 5-10 days 10-15 days 15-20 days
20-25 days

(Rate your opinion as SA- Strongly Agree, A-Agree, N- Neutral, D-Disagree, SD-Strongly Disagree)

SI NO	Parameters	SA	A	N	D	SD
16	Working efficiency improved after being trained					
17	Training improved the performance in work					
18	Do you got innovative ideas after training					
19	Training resulted in adoption of new technologies					
20	Training enhanced organizational effectiveness					
21	Satisfied with the present training programme					

III. ORGANIZATIONAL CLIMATE

(Rate your opinion as SA- Strongly Agree, A-Agree, N- Neutral, D-Disagree, SD-Strongly Disagree)

SI NO	PARAMETERS	SA	A	N	D	SD
22	Focus on participation					
23	Supervision					
24	Working environment					
25	Existing tolerance					
26	Perceived clarity					
27	Progress conditions					
28	Form of control					
29	Relation with co-workers					

IV. WORKING CONDITION

SI NO	Working conditions	Very good	Good	Moderate	Low	Very low
30	Working hours					
31	Organizational policy					
32	Fringe benefits					
33	Physical-working condition					
34	Inter personal relation					
35	Maternity/Paternity leave					
36	Contribution to pension / retirement funds					

V. REMUNERATION

37. Mode of wage payment : Piece wage Time wage

38. Duration of wage payment : Daily Weekly Monthly

(Rate your opinion as SA- Strongly Agree, A-Agree, N- Neutral, D-Disagree, SD-Strongly Disagree)

SI NO	Parameters	SA	A	N	D	SD
39	Working hours per day					
49	Number of working days in a month					
41	Increment increase in last years					
42	Are you getting stable working environment					

VI. SUPERVISION

(Rate your opinion as SA- Strongly Agree, A-Agree, N- Neutral, D-Disagree, SD-Strongly Disagree)

SI NO	Parameters	SA	A	N	D	SD
43	Supervisor gives you proper direction and advice					
44	Supervisor provides sufficient freedom and authority					
45	Do you have the freedom to express opinion					
46	Supervisor helps to develop the skills					
47	Supervisor provides you with continuous feedback					
48	Supervisor recognize and appreciate your performance					
49	Supervisor worker relation is coordinial					

VII. REWARDS AND ACHIEVEMENT

(Rate your opinion as SA- Strongly Agree, A-Agree, N- Neutral, D-Disagree, SD-Strongly Disagree)

SI NO	PARAMETERS	SA	A	N	D	SD
50	Pay rise					
51	Personal bonus					
52	Flexible work hours					
53	Varying work task					
54	Does rewards matches with your work efforts					
55	Rewards have a positive effect on the work					
56	Rewards and achievements motivate you to perform well in your job					

VIII. WORKERS FEEDBACK

57. Suggestions for further improvement in the organization

- a).....
.....
- b).....
.....

