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**JOB SATISFACTION OF EMPLOYEES AT KITEX LIMITED,
KIZAKKAMBALAM**

by
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(2014-31-109)

MAJOR PROJECT REPORT

Submitted in partial fulfilment of the
requirements for the post graduate degree of

MBA IN AGRIBUSINESS MANAGEMENT

Faculty of Agriculture

Kerala Agricultural University



COLLEGE OF CO-OPERATION, BANKING AND MANAGEMENT

VELLANIKKARA, THRISSUR-680656

KERALA, INDIA

2016




Declaration

DECLARATION

I, hereby declare that this project report entitled “**JOB SATISFACTION OF EMPLOYEES AT KITEX LIMITED, KIZAKKAMBALAM**” is a bonafide record of work done by me during the course of project work and that it has not previously formed the basis for the award to me of any degree/diploma, associateship, fellowship or other similar title of any other University or Society.

Vellanikkara
18-08-2016

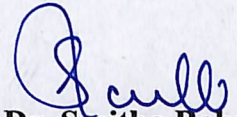

THOMAS BABU
(2014-31-109)

Certificate

CERTIFICATE

Certified that this project report entitled “**JOB SATISFACTION OF EMPLOYEES AT KITEX LIMITED, KIZAKKAMBALAM**” is a record of project work done independently by Mr. Thomas Babu under my guidance and supervision and that it has not previously formed the basis for the award of any degree, fellowship, or associateship to him.

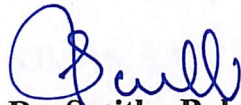
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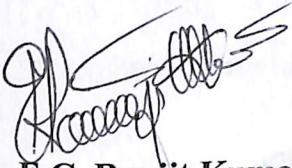
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CERTIFICATE

We, the undersigned members of the advisory committee of Mr. Thomas Babu, a candidate for the degree of **MBA in Agribusiness Management**, agree that the project work entitled **“JOB SATISFACTION OF EMPLOYEES AT KITEX LIMITED, KIZAKKAMBALAM”** may be submitted by Mr. Thomas Babu, in partial fulfilment of the requirement for the degree.



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TO WHOMSOEVER IT MAY CONCERN

This is to certify that Mr. THOMAS BABU. MBA student of College Of Co-operation. Banking & Management. MBA Agribusiness Management. Vellanikkara. Kau P. O., Thrissur. has completed his Project in "H.R" on "A Study On Job Satisfaction Of Employees At Kitex Limited Kizhakkambalam " for a period of 45 days 2nd May 2016 to 15th June 2016.

His performance during the period was good and we wish his all success in future endeavours.

For KITEX LIMITED

K. C. PILLAI
GENERAL MANAGER - (MKTG. & ADMN.)



Acknowledgement

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*I express my heartfelt thanks to **Mr. K.P. Sathian**, Librarian, and other library staffs of CCBM for all their help and support.*

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I thank God for giving me the world's best parents, caring sister, lovable relatives, committed teachers, devoted friends as well as great opportunities and nice experiences. Finally, I would like to thank everybody who was important to the successful realization of this report, as well as expressing my apology that I could not mention personally one by one.

I would also use this opportunity to beg pardon to all those who have ever been hurt, knowingly or unknowingly by my words and deeds.

For any errors or inadequacies that may remain in this work, of course, the responsibility is entirely my own.

Thomas Babu

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Chapter - 1

Design of the Study

Chapter - 1

DESIGN OF THE STUDY

1.1 Introduction

Job satisfaction is a frequently studied subject in work and organizational literature. This is mainly due to the fact that many experts believe that job satisfaction trends can affect labor market behavior and influence work productivity, work effort, employee absenteeism and staff turnover, moreover job satisfaction is considered a strong predictor of overall individual well-being as well as a good predictor of intentions or decisions of employees to leave a job.

Beyond the research literature and studies, employee job satisfaction is also important in everyday life. Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work. This makes job satisfaction an issue of substantial importance for both employees and employers. As many studies suggest, employees benefit from satisfied employees as they are more likely to profit from lower staff turnover and highly productivity of their employees experience a high level of employee satisfaction (John, W and Lawer, E.1972). However, employees should also 'be happy in their work, given the amount of time they have to devote to it throughout their working lives'.

Employee job satisfaction expresses the amount of agreement between one's expectation of the job and the rewards that the job provides. For tapping the maximum result, an employee should be healthy in physical and mental conditions. It is the obligation from the part of the organization to provide expected infrastructural facilities to keep levels of satisfaction. Dissatisfaction can lead to low level of commitment towards the job and the organization as a whole (Breed, M., & Breda, V. 1997) However, since satisfaction is subjective, practically, it is not possible for any organization to satisfy all requirements of employees.

Managing human resource is a challenging task in an organization. The optimum utilization of human resource can bring about positive change in organizational development. Job satisfaction and dissatisfaction are directly linked to the organizational climate (Coster, E. A. 1992). Dissatisfaction among employees of an organization will reduce commitment towards the job and to the organization as a whole.

Kitex Limited, a prominent prodigy in the field of textile industry began its spectacular display in 1975 at Kizakambalam, Aluva. This prestigious company, one of the vibrant divisions of Kitex group of companies of a celebrity among industrial giants in our country. This weaving unit is engaged in the production of fabrics made of cotton and other blends. One of the main aims behind the establishment of this company was reducing unemployment by creating job opportunities to the society.

1.2 Statement of the problem

An organization's most valuable resource (in terms of money and time invested) is the employee. Job satisfaction is a pleasure or positive emotional reaction to a person's job experience. Employee behaviour is often influenced by the work environment, relation with the colleagues and management policies. To optimize employee outcomes, management must be aware of employee's attitudes, opinions and satisfaction. Job dissatisfaction will lead to low level productivity. An organization is as strong and successful when its employees are highly satisfied. Improved satisfaction in the work and working environment leads to the growth of the organization.

The motivated and satisfied employees tend to contribute more in terms of organizational productivity and maintaining a commitment towards customer satisfaction. So the optimum utilization of human resource can bring about positive change in organizational development. Among the three components required for the developmental task via; men, money, material; the human element significantly determines the quantity and quality of the performance and output. Dissatisfaction among employees of an organization will reduce commitment towards the job and the organization as a whole. Hence the study of employee satisfaction is very important to the survival and growth among business enterprises.

Kitex Limited is one of the prestigious textile manufacturing companies in India and the pioneer in Kerala employing more than 1700 workers. Management of human resources has a greater impact on the functioning of this organization. They always give more importance to employee relation. As employee job satisfaction being the major player in the success of every company, the key elements coming under employee satisfaction need to be analyzed. Hence the study entitled "Job satisfaction of employees at Kitex Limited."

1.3 Objectives of the study

The Objectives of the study are as follows:-

1. To identify present job satisfaction of employees in “KITEX LIMITED”.
2. To understand the most dominant factors which influence job satisfaction.
3. To suggest measures to improve the job satisfaction.

1.4 Methodology

1.4.1 Sample design

Out of the sample frame of 763 employees, a sample of 100 respondents was selected for the study. Both managerial level employees and non-managerial level employees were studied.

Non-managerial	68
Finance department	6
Marketing department	6
HR department	6
Production department	8
Purchase and Store departments	6

Sampling method: Since it was difficult to contact the entire population, the stratified random sampling technique was adopted. It ensured that all employees stand an equal chance of selected to avoid sample bias and ensured that the results were reliable enough to be generalized.

1.4.2 Method of data collection

The study included both primary and secondary data.

- Primary data: All primary data required for the study was collected with the help of questionnaires prepared based on Herzberg’s motivation theory, direct contact and discussion with the employees in the organization.
- Secondary data: Secondary data was collected from the various Project Reports, Internet, etc.

1.4.3 Data processing and analysis

The level of satisfaction was analysed with respect to the age and experience of employees on the basis of 12 selected parameters which were structured around Frederick Herzberg's motivation hygiene theory. The parameters were divided into two i.e. maintenance factors and motivational factors. These parameters include various statements, which were graded in five point Likert Scale. The scores allotted for the responses were in the following manner.

Response	Score
Strongly Agree (SA)	5
Agree (A)	4
Neutral	3
Disagree (DA)	2
Strongly Disagree (SDA)	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.

The formula for calculating index is:

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

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

Overall index for a parameter

$$= \frac{\text{Total score obtained for the parameter}}{\text{Maximum score} \times \text{Number of respondents} \times \text{number of statements}} \times 100$$

The level of satisfaction were categorised as High, Good, Moderate, Poor and Very Poor based on the satisfaction index obtained.

Satisfaction Index	Level of satisfaction
< 20	Very poor
20-39	Poor
40-59	Moderate
60-79	Good
> 80	High

Also Mann-Whitney test was used for finding the significance in between job status and job satisfaction factors.

1.4.4 Parameter selection

The parameters are divided into two maintenance factors and motivational factors. They are:

Maintenance factors:

- a) Company and its policies
- b) Quality of physical environment
- c) Job security
- d) Satisfaction with the salary and other benefits
- e) Work hours
- f) Interpersonal relationships
 - Superior-subordinate relation
 - Peer group relation
- g) Quality of supervision

Motivational factors:

- a) Work itself
- b) Recognition and reward
- c) Possibility of growth and advancement
- d) Autonomy and responsibilities

1.5 Key observations made

- i. Demographic profile of employees
- ii. Employment details
- iii. Working conditions
- iv. Problems faced by workers
- v. Various factors that motivate the employee.

1.6 Scope of the study

I can understand how actually an organization works and can get more insight on the concept of job satisfaction. It provides a great opportunity to relate theoretical concepts learnt in my course to the actual happenings in the organization. This report may be useful to the management students for reading and preparing note on the “job satisfaction” in business concerns, etc. The development of any organization mainly depends on the human resource and its satisfaction. From the findings of this study the company can understand the level of employee satisfaction. Thus, companies can improve the working conditions, environment and other policies to satisfy the employees.

1.7 Limitation of the study

1. Due to confidentiality of some information accurate response won't revealed by the respondents, especially financial details. It was overcome by cross questions and informal discussions.
2. Some workers are from northern states, so there was a difficulty in communication due to language problem. It was overcome with the help of translator.

1.8 Chapterisation

The study has been designed into the following chapters:

- | | | |
|------------|----|----------------------|
| Chapter -1 | -- | Design of the Study |
| Chapter -2 | -- | Review of Literature |

Chapter -3	--	Job Satisfaction – A Theoretical Framework
Chapter -4	--	Kitex Limited, Kizakkambalam - A Profile
Chapter -5	--	Job Satisfaction – An Analysis
Chapter -6	--	Summary of Findings and Suggestions

Chapter - 2

Review of Literature

Chapter - 2

REVIEW OF LITERATURE

Job satisfaction is a measure of how happy workers are with their job and working environment. Job satisfaction is essentially the degree of correspondence between each worker's needs and his/her need fulfilling characteristics of the job. 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 systems such as opportunity for advancement, job security, opportunity to use ideas, pay, co-operation of co-workers, working conditions, cleanliness, recognition and group relationship outside the job.

Maslow (1943) suggested that there exists a hierarchy of human needs, commencing with physiological needs then safety, social, esteem and a last self-actualisation need. 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 morale is a condition in which individuals and groups voluntarily make a reasonable subordinate of their personal objectives to the service, objectives of their organization.

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

Herzberg (1959) says that employee satisfaction is mainly based on two factors namely motivational factors and maintenance factors. He argued that management not only must provide hygiene factors to avoid employee dissatisfaction, but also must provide factors intrinsic to the work itself in order for employees to be satisfied with their jobs.

Farland (1965) in his study summed up the factors which affect morale (1) Working conditions including pay, hours of work and safety rules (2) Attitude of the executives and managers towards their subordinates (3) Effective leadership and an intelligent distribution of

authority and responsibility in the organization (4) Size of the organization (5) The design of the organization structure which facilitates the flow of work.

Glimmer (1971) defined job satisfaction as a general attitude of an individual which is the result of several specific attitudes in three areas including job factors, individual adjustments and group relationship outside the job.

Tiffin and Cormick (1971) pointed out that the satisfaction which an individual obtains in his job is largely the result of the extent to which different aspects of his work satisfaction are relevant to his job related value system.

Keith Davis (1972) stated that "job satisfaction expresses the amount of agreement between one's expectations of the job and rewards that the job provides.

Yoder Dale (1972) pointed out that if employees appear to feel enthusiastic and optimistic about group activities, if they have a sense of mission about their job, if they are friendly with each other, they have high morale. If they seem to be dissatisfied, irritated, cranky, critical, restless and pessimistic they are having low morale.

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.

Flippo (1975) described morale as a mental condition or attitude of the individual and groups which determine their willingness to co-operate. Good morale is evidenced by employee enthusiasm, voluntary conformance with others in the accomplishment of organizational objectives. Poor morale is evidenced by in subordination, a feeling of discouragement and dislike of the job, organization and associates.

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

Anastari (1979) explained, "Job satisfaction essentially is the degree of correspondence between each worker's need and his need fulfilling characteristics of the job"

Subodh Nanday (1983) stated that job satisfaction is only related enduring state. This undergoes a change with needs of the individual, the capacity of the work situation which fulfils these needs and the individual's own perception of the situation.

Nagamatu and Nokano (1989) opined from their study among senior recreation traders all over Japan that, the frequency of job changes was often high. The employment of subject specialists was discussed and found that job satisfaction, attendance at conferences courses, were aspiration of the respondents.

Paul (1990) sees "job satisfaction as emotional effective response to a job or specific aspect of a job, it is assumed to present a cluster of evaluative feeling 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.

Bandana (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 related factors and towards life in general. Job satisfaction of employee is an important factor of an organisation, because low job satisfaction of employees deteriorates the condition of an organisation.

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

Pool (1997) examines the relationship of job satisfaction with a number of variables such as substitutes of leadership, leadership styles and work motivation and to see how strong the impact is of each. He found that these factors ultimately resulted in job satisfaction of employees.

Parida (1999) in his study opined that 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 motivate themselves, but also manage themselves.

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

Poza and Souse (2000) opined that job satisfaction depends on the balance between work-role inputs such as education, working time effort and work-role, outputs -wages, fringe benefits, status, working conditions, and intrinsic aspects of the job. If work-role outputs ('pleasures') increase relatively to work -role inputs ('pain'), then job satisfaction will increase.

Azeeb (2001) in his study on the influence of organisational climate on job satisfaction in Steel Complex Ltd. found that "workers expressed satisfaction with respect to the following variables namely nature of work, supervision and control, recognition, inter personal relationship and trade unionism".

Baum et al. (2001) suggested the result of the empirical study of work motivation and job satisfaction among managers in Chinese restaurants in Hong Kong and indicated that work environment, job and rewards are critical factors in predicting manager's satisfaction in catering sector.

According to Price (2001) Job satisfaction is simply defined as the affective orientation that an employee has towards his or her work.

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

Zhao (2003) opined, after a survey among 244 crew members working in six major cruise lines that employees are most satisfied with the working environment and ship life; and least satisfied with the rewards; significant relationships were found between the mean score of job satisfaction and selected demographic variables.

Kinzl (2004) opined that a high level of job satisfaction in anaesthetists correlates with interesting work demands and the opportunity to contribute skills and ideas. To improve job satisfaction, more attention should paid to improving working conditions, including control over decision making and allowing anaesthetists to have more influence on their own work place and work schedule.

Bender et.al (2005) pointed that women report higher job satisfaction than men despite a clearly disadvantage position in the labour market in terms of earnings, recruitment/dismissals, promotions and career prospects.

Deal (2005) says that employees can make or break an organization. Good employees can produce extraordinary results while marginal employees can drag and keep a business down.

Mc Lean (2006) opined that care should be taken to make even remote faculty feel a part of the greater whole of this institution through regular communication and support. This will enhance their sense of affiliation to both the school and the individual that comprises it, increase compliance with regulation and ideally positively impact occupational satisfaction.

Orlando (2006) stated that an employee's job satisfaction may depend on the positive mental, spiritual, physical and emotional resources the employee brings to the work place, based on data gathered from 75000 working adults on a three year study of personal energy management and work-life balance.

Clark (2007) stated that worker's decisions about 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 worker's subjective evaluation of their work, in other words on their job satisfaction.

Harris (2007) pointed out that most Australian general practice staffs are satisfied with their work. Facilitating team work may be a key strategy for both recruitment and retention of the general practice work force especially staffs who are not general practice staff.

Hildebrand (2007) suggested that the only way to truly understand employees is to ask them what they want and to find out what can be done to help them reach their goals. By asking, becoming involved and being accountable, supervisors can go a long way in improving employee job satisfaction as well as retention.

Newton (2008) while analysing the behaviour of dental practitioners stated that whilst clearly important, money is not the only predictor of satisfaction. Autonomy, control over working practices and professional standing will all influence the experience of working as a general dental practitioner.

According to Sophie (2008), people who are unhappy at work can be placed in categories. The first are those who are unhappy because of a genuine mismatch between them as a person and the career that they have chosen. The second are those who have chosen their career path well but are still unhappy. 'Happy at work' helps to make the most of what you have got, no matter what your job situation is.

Carol (2011), observed that employees perceive flexible working which makes them happy and that there are attitudinal or behavioural links between this happiness, discretionary behaviour and a number of performance outcomes. This paper contributed a much needed employee perspective on the effect of human resource practices, specifically that of flexible working and explores the neglected employee's attitude of happiness.

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Chapter - 3
Job Satisfaction – A Theoretical
Framework

Chapter - 3

JOB SATISFACTION – A THEORETICAL FRAMEWORK

This chapter mainly concentrates on the theories of job satisfaction. The theories provide a base for the theoretical analysis of employee satisfaction. It also includes the various factors that lead to employee satisfaction. This chapter is subtitled into the following:

1. Significance of employee satisfaction
2. Herzberg's Two-factor theory of motivation
3. Determinants of employee satisfaction
4. Reasons and consequences of job dissatisfaction and
5. Conclusion

3.1 Significance

Job satisfaction provides an employee with inner motivation and self-encouragement so that he or she can give the best to his organisation. Normally an employee who is satisfied with his work will facilitate in creating a positive working environment for people around. It will help in boosting the morale of the other employees in the organisation. Employee satisfaction is not only good for the employees but also good for organisation because it will reduce employee turnover and increase the productivity and profitability of the organisation. To the employee, job satisfaction brings a pleasurable emotional state that often leads to a positive work attitude. A satisfied worker is more likely to be creative, flexible, innovative, and loyal.

Job satisfaction, a worker's sense of achievement and success, is generally perceived to be directly linked to productivity as well as to personal wellbeing. Job satisfaction implies doing a job one enjoys, doing it well, and being suitably rewarded for one's effort. Job satisfaction further implies enthusiasm and happiness with one's work. There is a strong relationship between employee satisfaction and customer satisfaction. When the employees are satisfied they will provide better services to the customers. Human resource is considered as the asset of an organisation. Fulfillment of organizational objectives and goals depends on the quality of employees. If employees are satisfied then the organisation can achieve its objectives easily and enjoy better customer satisfaction.

3.2 Herzberg's two-factor theory of motivation (1959)

This theory was introduced by Fredrick Herzberg in the year 1959. This theory looks into the causes of job satisfaction and job dissatisfaction. He found two factors leading to job satisfaction and dissatisfaction. Factors which influenced making a job satisfying were called 'Motivator Factors' whilst factors which made a job dissatisfying were named 'Hygiene Factors'.

Hygiene factors: Hygiene factors are those job factors which are essential for existence of motivation at work place. These do not lead to positive satisfaction for long-term. But if these factors are absent at work place, and then they lead to dissatisfaction. These factors are extrinsic to work. Hygiene factors are also called as dissatisfier or maintenance factors as they are required to avoid dissatisfaction. It includes company policy and administration, technical supervision, interpersonal relation with supervisors and colleagues, salary, job security, work condition, personal life and status.

Motivational factors: According to Herzberg, hygiene factors cannot be regarded as motivators. The motivational factor yield positive satisfaction. These factors are inherent to work. These actors motivate the employees for a superior performance. These are factors involved in performing the job. Motivational factors include achievement, recognition, advancement, the work itself, possibility of personal growth and responsibility.

Herzberg was of the opinion that to achieve motivation, manager should cope with both satisfiers and dissatisfiers.

3.3 Determinants of job satisfaction

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

They are:

- A) Organisational variables and
- B) Personal variables

3.3.1 Organisational factors: The organisational determinants of job satisfaction play a very important role. The employees spend major part of their time in organisation so there are number of organisational factors that determine job satisfaction of the employees. The job satisfaction in the organisations can be increased by organising and managing the organisational factors. The organisational determinants of job satisfaction are:

- i. **Wages:** Wages can be described as the amount of reward that a worker expects from the job. Wages are an instrument of fulfilling the needs as every worker expects to get an appropriate reward. The wages are supposed to be fair, reasonable and equitable. A feeling of job satisfaction is felt by attaining fair and equitable rewards.
- ii. **Nature of work:** The nature of work has significant impact on the job satisfaction. Job satisfaction is highly influenced by the nature of work. Employees are satisfied with job that involves intelligence, skills, abilities, challenges and scope for greater freedom. Job dissatisfaction arises with a feeling of boredom, poor variety of tasks, frustration and failures.
- iii. **Working conditions:** Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On contrary, poor working conditions bring out a fear of bad health in employees.
- iv. **Job content:** Factors like recognition, responsibility, advancement, achievement etc. can be referred to as job content. A job that involves variety of tasks and less monotonous results delivers greater job satisfaction. A job that involves poor content produces job dissatisfaction.
- v. **Organisational level:** The jobs that are at higher levels are viewed as prestigious, esteemed and opportunity for self-control. The employees that are working at higher level jobs express greater job satisfaction than the ones working at lower level jobs.
- vi. **Opportunity for promotion:** Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. So, the opportunities for promotion determine the degree of satisfaction to the employees.
- vii. **Work group:** There is a natural desire of human beings to interact with others and so existence of groups in organisations is a common observable fact. This characteristic results in formation of work groups at the work place. Isolated workers dislike their jobs.

The work groups make use of a remarkable influence on the satisfaction of employees. The satisfaction of an individual is dependent largely on the relationship with the group members, group dynamics, group cohesiveness and his own need for affiliation.

- viii. **Leadership styles:** The satisfaction level on the job can be determined by the leadership styles. Job satisfaction is greatly enhanced by democratic style of leadership. It is because democratic leaders promote friendship, respect and warmth relationships among the employees. On contrary, employees working under authoritarian and dictatorial leaders express low level of job satisfaction.

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

- i. **Personality:** The personality of an individual can be determined by observing his individual psychological conditions. The factors that determine the satisfaction of individuals and his psychological conditions is perception, attitude and learning.
- ii. **Age:** Age can be described as a noteworthy determinant of job satisfaction. It is because younger age employees possessing higher energy levels are likely to be having more job satisfaction. In older age, the aspiration levels in employees increase. They feel complete dissatisfied in a state where they are unable to find their aspiration fulfilled.
- iii. **Education:** Education plays a significant determinant of job satisfaction as it provides an opportunity for developing one's personality. Education develops and improvises individual wisdom and evaluation process. The highly educated employees can understand the situation and assess it positively as they possess persistence, rationality and thinking power.
- iv. **Gender differences:** The gender and race of the employees play important determinants of job satisfaction. Women, the fairer sex, are more likely to be satisfied than their male counterpart even if they are employed in small jobs.

The job satisfaction can also be determined by other factors like learning, skill autonomy, job characteristics, unbiased attitude of management, social status etc. it is important for

managers to consider all these factors in assessing the satisfaction of the employees and increasing their level of job satisfaction.

3.3.3 Top Ten Reasons for Job Dissatisfaction

According to Greg Smith, the president and lead navigator of “chart your course international”, the top ten reasons for job dissatisfaction are:

1. Management demands that one person do the jobs of two or more people, resulting in longer days and week-end work.
2. Management cuts back on administrative help, forcing professional workers to use their time copying, stapling, collating, filing, and other clerical duties destroying job satisfaction.
3. Management puts a freeze on raises and promotions, when an employee can find a job paying 20 to 30 per cent more somewhere else.
4. Management does not allow the rank and file to make decisions or allow them pride of ownership.
5. Management constantly reorganizes, shuffle people around, and changes direction constantly.
6. Management does not have or take the time to clarify goals and decisions. Therefore, it rejects work after it has been completed, damaging the morale and esteem of those who prepared it.
7. Management shows favouritism and gives some workers better offices, promotions, trips to conferences, etc.
8. Management relocates the offices resulting in overloading of work thereby forcing employees to quit.
9. Management promotes someone to supervise who lacks training and/or necessary experience, alienating staff and forcing good employees to quit.
10. Management fails to deal with poor performers causing greater conflict and stress while at the same time preaching team work and cooperation.

3.3.4 The Consequences of job dissatisfaction

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:

1. **Exit:** It refers to behaviour aimed at leaving the company, such as looking for a new job. Exit is destructive and active 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 a 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.

3.4 Conclusion

Theoretical framework helps to understand the concepts, theories and various determinants, reasons and consequences of employee 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, recognition, peer group relation etc. So the management should try to increase the satisfaction of employees and it ensures better production and productivity for the organisation and reduces employee turnover.

Chapter – 4

*Kitex Limited, Kizakkambalam – A
Profile*

Chapter - 4

KITEX LIMITED, KIZAKKAMBALAM – A PROFILE

4.1 Background and inception of the company

KITEX Limited a prominent prodigy in the field of textile industry began its spectacular display in 1975 Kizhakkambalam, Aluva, Ernakulum. This prestigious company is one of the 6th brand divisions of Anna Group. KITEX group of companies is a celebrity among the industrial giants in our country. This weaving unit is engaged in the production of fabric made of cotton and other blends, gray cloth, bed sheets, duties, mull and Lungies. They are marketed through a network of nearly 2000 authorized dealers. Through the years the company has carved a niche for itself in this highly competent industry with its tradition of internationally accepted products.

The company was established to set up an efficient industrial estate to provide technical, industrial, financial and marketing facilities to power loom owners and to create job opportunities to educate unemployed. Considerable infrastructure facilities have been built up by way of buildings, electrical distribution systems, supporting machineries for warping, sizing etc. to help power loom owners.

The group got highest rewards for the welfare of the employees and the general public. Several charitable programs were organized for the benefit of the lower strata of the society. The group is also providing a very good accommodation and canteen facilities for employees who hail from all over Kerala. In the market survey conducted in 2007 of consumable products named, "Top 20 Products" in Kerala, Kitex got 11th rank with a score of 201.8736. The rank was decided on the basis of the consumer's acceptance or popularity.

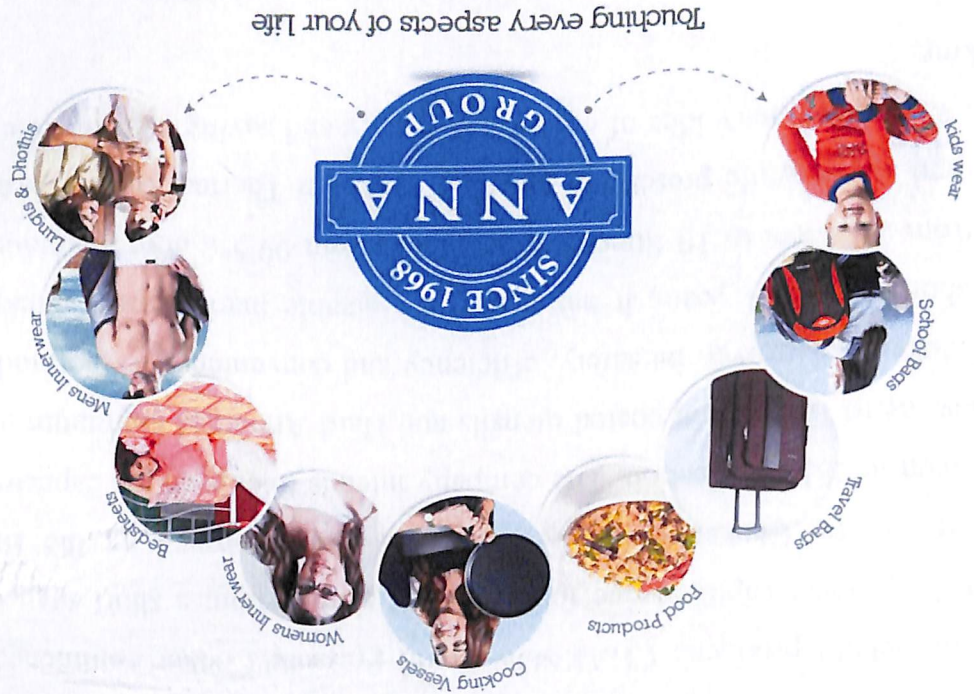
4.2 History of the company

More than three decades age of 1968, when Mr. M. C. Jacob founded the Anna Aluminum Company, he made a break with the past. Belonging to an affluent family of plantation owners, he ventured into the risky world of manufacturing industry and hoped for the best, while working very hard to make his maiden venture to a great success. Today the

group is involved in manufacturing of aluminum sheets, circles, vessels and utensils, spices, and fabric, school bags, garments and marine exports, etc. The 'Anna' ranges vessels and utensils are highly popular in domestic market and in the Middle East, U.S.A, Africa, and Australia. The group turnover is around 200crores.

Anna Group, a multi core success story began in 1968 is now spread heading the thrust into the new millennium. From a company devoted to the manufacture of aluminum vessels and utensils, it involves spices and fabric, school bags, garments and marine exports. It has emerged as a multi-dimensional giant with interest in various fields ranging from textiles to spices to baggage. Today Anna ranges of product are very popular in domestic market and overseas. The following are the different areas of operation in which the Anna KiteX group has diversified its business.

4.3 Group profile



4.3.1 ANNA ALUMINIUM & CHAKSON



It is established in 1968 at Kizhakkambalam. Anna Aluminium is the flagship company of Anna Group. Engaged in the manufacturing and marketing of Vessels and Utensils as per ISI standards for the past three decades, it is presently the only company having an ISI Certification for Vessels in Kerala. The company manufactures vessels only using 99.5% pure aluminium ingots. The brand „ANNA“ has become a household name in Kerala due to its high standards of quality and workmanship. The Company has more than 525 different varieties of vessels and utensils, marketed through more than 1200 dealer outlets in India.

Anna Aluminium has a wide range of vessels to cater to all necessities of a modern day kitchen. Depending on the various types of cooking and dishes, Anna provides more than 525 varied vessels and utensils. All our products are made of high standards and strict adherence to quality. To maintain this quality, vessels and utensils are made using 99.5% pure aluminum. The Bureau of Indian Standards awarded ISI hallmark for all Anna Aluminium products. 'CHAKSON' is the brand name under which Anna Aluminum Company markets its range of packaged household products. CHAKSON brand Pressure Cooker commenced production in 1993, and the product captured one fourth market share within a short span of 4 years. As a hallmark of quality, Chakson Pressure Cooker is also approved by the Bureau of Indian Standards with its ISI certification. The company intends to expand the capacity of the unit and produce new items like Teflon coated utensils and Hard Anodized aluminum utensils. Chakson Pressure Cookers has proven its safety, efficiency and convenience to the modern housewives. Within a short span of 4 years, it has captured a sizable market share. Pressure cookers are available from 2.5 liters to 10 liters and are made from 99.5% pure aluminum, ensuring fuel efficiency and safety while preserving nutrition. Chakson Thermal cookers were introduced in the market with the primary idea of conserving energy and saving considerable fuel and money while cooking.

4.3.2 Sara Spices



SARA SPICES are the condiment producing unit of the Anna Group. It is involved in the production and exporting of Curry powders, whole Spices, etc. for the past two decades. Since its inception in the year 1976, Sara Spices have come a long way, tingling the palates of gourmets

the world over with its delicious range of Spices and Masala powders. Sara Spices and curry powders are known for its high standards of quality and hygiene and have won accolades at home as well as abroad. It was awarded the AGMARK, the hallmark of quality in India. Sara curry powders include Jeera, Cardamom, Ginger, Turmeric, Red Chilly and Coriander. A wide range of masala powder is also available under this brand; which include Meat masala, Sambar powder, Rasam powder, Fish masala, Idli Chutney, Garam masala, Pickle mix, Chicken masala, Vegetable masala, Chana masala, PavBhaji masala, Biriyani masala and Vindaloos masala.

4.3.3 Kitex Garments



It is a Ready-made Apparels type of company. This unit is manufactured and exporting garments items like hosiers, shirt woven, polar fleece, T- shirts, kids wear, nylon, jackets, pants, shorts, night wear, etc.... The company is mainly oriented towards exporting of garments and many multinational companies are outsourcing their production to this company. The company and its premises are of the highest standard meeting the international levels. Kitex Children's Wear Ltd will commence knitting operations in February and will be fully commissioned by December 2008. KGL is the only company manufacturing specification '222' for children's wear. This company also obtained A-Level certification from World Wide Responsible Apparel Production (WRAP), which is a federation of 21 American apparel and footwear associations. Only two companies have achieved this certification in India

4.3.4 Kitex community college

It was established and administered in January 2003. Formally, it was inaugurated on 10-05- 2003 by Sri. C. Rajagopal, honorable minister of state of defense. This college is affiliated with the Madras Center for Research and Development of Community Education (MCRDCE). The college mainly started for the purpose of training persons to provide employment opportunity and personality. The courses available in the Community College are General English, apprenticeship and training, tailoring, bag making and utensil manufacturing

4.3.5 Test ventures

Recently Anna group has ventured into a number of areas. These include the manufacture of instant food hard projects. It has also started the Fashion Technology Institute to cater to the increasing demand for qualified persons in the world of fashion. Kitex got ISI 9001:2000 in February 2007, they are committed to manufacture and deliver quality. Fabrics and processed fabrics as per customer specification efficiently in professional and environmentally friendly manner, on time and at the right cost with almost customer satisfaction to become a world class organization through continuous improvement.



4.3.6 Ellys herbal extractions

Ayurveda is a traditional Indian system of medicine. Ellys Herbal Extractions makes use of the ancient secrets of Ayurveda, to provide you with everyday food supplements that can enhance the user's health. This product's having no side effects. It enhances the digestion process- Natural relief to gastric problems and gives the stomach an easy feeling.

4.3.7 Kitex Limited



Kitex Limited is Anna groups weaving unit was established in 1975. The company is engaged in the production of fabrics made of cotton and other blends, grey cloth, bed sheets and lungies. Through these years the company has got very good response from the customers and having a very good market share too. Kitex is engaged in production of fabrics made of cotton and other blends, grey cloth, bed sheets and lungies are available in four various types- Executive, Medium Super, Medium and Economy all are priced differently. Kitex white gives you an array of white dhothies single as well as double. They also provide beauty and wide range of bed sheets under the label of Sweet Dreams. Which also have a very good market share and repeated customers? The company has a well-organized production department and has high quality in all the production process. In the production department Kitex has 500 power looms and 22 automated loom. There are about 763 workers in the plant. They use both automated and power looms in the production process. The annual sale in the last year is 500 crores of rupees. Kitex has got 2500 authorized dealers. Kitex fabrics are now exported to many parts of the

world. Kitex is going in for a major expansion plan to augment the production capacity in order to meet the future demands of the company.

4.4 Vital status

Name	:	Kitex Limited
Address	:	Kizhakkambalam, Aluva
Registered Office	:	Kizhakkambalam
Nature of the in-corporation	:	Privet Limited Company
Nature of Business	:	Manufacturing of cotton textiles & bag
Nature of Product	:	Industrial Products & Consumer Products
Brand Name of the Product	:	Kitex
Total Built up area	:	16, 50,000 sq.feet, 500 modern looms
Employment potential	:	1700
Production Capacity	:	12 lakhs meters of fabrics per month
Total Capital Employed	:	Rs 3, 39, 01,060
Annual Sales Range	:	524 crores in 2014-15
Growth	:	Steady
Founder	:	Sri: M.C.Jacob
Chairman& MD	:	Mr Sabu M Jacob

4.4.1 Vision of the company

A world class manufacturing company focusing on all round business excellence through a total quality management (TQM) system with committed leadership, effective teamwork, delighted customers and satisfied employee in an environment friendly organizations

4.4.2 Future vision of Kitex Limited

- i. To reach excellent quality in the following years
- ii. To keep in pace with modern technologies and concepts
- iii. To organize the supply of materials at minimum cost without any compromise in quality
- iv. A world class manufacturing company focusing on all-round business excellence through Total Quality Management (TQM) system with committed leadership, effective, team work, delighted customers and satisfied employees in an organization.

4.4.3 Mission

To manufacture fabrics and processed fabrics as per the specification effectively in a professional and environmentally friendly manner, on time and at the right cost with high consumer specification to become a world class organization through continuous improvement.

4.4.4 ISO Certification

Kitex got ISO 9001-2008 certification on February 2007 they are committed to manufacturing the deliver quality. Kitex limited is the leading manufacturer with ISO 9901-2008 certification in south India of all variety of greige fabric, yarn dyed fabrics, linen, cotton Lycia, polyester Lycia etc. Kitex can do any waves or qualities like cambric sheeting poplin, mulls casements, drillings, twills, loins, satin, bed fords oxford, stripes dobby, etc.

4.4.5 Policies of Kitex Limited

- i. Consumer satisfaction
- ii. Social obligation
- iii. Quality and standard products for domestic customers
- iv. Profit maximization and consistency in the profitability level
- v. Optimum utilization of men, machine, and material

- vi. Employee growth and satisfied workforce
- vii. Consistent and diversified growth
- viii. Optimum inventory control
- ix. Extensive marketing in Indian markets
- x. Autonomy in organizational hierarchy
- xi. Production through environmentally friendly and safer methods
- xii. Effective management practices and cost control system

4.4.6 Location of the company

The company is located at Kizhakkambalam in Ernakulum district, Kerala. The nearest municipality is Aluva, the industrial capital of Kerala. The location is connected to other places only through road.

4.4.7 Future expansion plan

The capacity of bag production has been increased by 20% per year in order to meet the future market demands and in order to attain the market share in the future and also introduce new bags for college students and travelling purposes

4.4.8 Various awards received by the group

The recognition received in the form of awards to Shri. M C Jacob, founder of the ANNA-KITEX GROUP is a testimony to the dedication and commitment made by him for the growth of Business and Industry in the state.

- i. Business Man Kerala 1999-by Business Deepika.
- ii. K.C. Mather Memorial Vyavasayasree award 2001.
- iii. Joseph Chacko Memorial Vyavasaya Jyothi Award 2002- by the Ernakulam Chamber of Commerce and Industry.
- iv. Nehru Peace Foundation Award 2002- by the Kerala State Government.
- v. Samman Pathra award by the Ministry of Finance, Government of India for Outstanding Revenue Performance in SSI sector 2004-05.

- vi. Title of COMMANDER, the highest title of Syrian Orthodox Patriarch of Antioch, Ignatius Zakka I.

4.4.9 Contribution to society

KITEX LIMITED believes that Corporate Social Responsibility is a continuing commitment by business to behave ethically and contribute to economic development as well as of the local community and society at large. Today, Corporate Social Responsibility (CSR) has become an integral part of companies. CSR activities are various initiatives taken up by the companies to give back to the society that helped them reach the stage they are in.

The following are the main CSR activity conducted by the company.

- i. **Medical camp**

The company can tie-up with a prolific hospital and provide free health check-ups in rural areas. Sometimes it could be for specific medical purposes, like polio vaccination in children, cervical cancer vaccinations in women, testing for malaria/dengue/swine flu, etc.

- ii. **Celebration with orphanage**

KITEX LIMITED celebrates their festival with socially & economically backward section of the society. Onam is the traditional festival of Kerala, they are providing Onam Sadhya (a special lunch) to many of the nearby orphanages.

- iii. **Child sponsorship**

As per the child sponsorship project, 50 children studying in classes from 3rd to 7th were selected for sponsorship. They will be eligible for study materials, uniform, after school hours care/support, personality development sessions etc.

- iv. **Donation to Orphanage**

The employees can donate a handsome amount of money, new clothes, toys etc to an orphanage. They can also be required to visit the orphanages and spend quality time with the children there periodically, like say once a month.

4.4.10 Other CSR activities

- i. An ambulance service is provided to the common people, those who need anyone can call at any time
- ii. A medical claim facility is provided to all the BPL families of Kizhakkambalam Panchayath up to Rs. 50000
- iii. The Company has strict pollution control measures
- iv. The pension is provided to all BPL families
- v. Scoobee day bags are provided at Anganwady

4.4.11 Environmental policy

- i. Enable utilization of resources to reduce waste
- ii. Abide by environmental laws and regulations
- iii. Continuous improvement of environmental performance
- iv. Establish awareness about employee and business associate

4.4.12 Quality policy

We are committed to manufacture and deliver quality fabric as per the customer satisfaction, efficiently in a professional and environmentally friendly manner on time and at the right cost with almost customer satisfaction while daring to become a world class organization through continual improvement

4.5 Products in Kitex Limited

Kitex is engaged in the production of fabrics made of cotton with other blends. The various products of Kitex are as follows:

4.5.1 Kitex lungies

Kitex lungies are available in various varieties like:

- i. **Executive-** Superior quality lungies available in various designs and colour.
- ii. **Medium Super-** Comfortable lungies you would love to drape. Available in various design and colour combinations.

- iii. **Medium-** Experience freedom and coolness with a medium range of lungies comes to you in diverse colours and various design.
- iv. **Economy** - After a hard day work jump into lungi to ease your tension to feel relax.

4.5.2 Kitex dhothies

Kitex are presenting an array of white dhothies, single as well as double. It comes with a range of color

- i. **Smart Line** - White single dhothies with streaks of either dark red, blue or green lines, which can be worn equally at home or outdoors.
- ii. **Smart Line Gold-** Cream color single dhothies with streaks of Gold Jerry lines for special occasions.
- iii. **Samrat Plus** - Pure cotton white double dhothies with lines in 5 different colors to choose.

4.5.3 Kitex bed sheets

Kitex also produce a wide range of beautiful bed spreads. Following are the different types of bed sheets:

- i. Sweet dreams 50
- ii. Sweet dreams 60
- iii. Sweet dreams double sheet
- iv. Dbl.Side 60 bed sheet + 2 pillow covers
- v. Solitude double sheet
- vi. Sweet dreams king knight
- vii. Duplex / solitude bed sheets + 2 pillow covers
- viii. Soft dreams king size + 2 pillow covers
- ix. Sweet dreams DS + 2 pillow covers

4.5.4 SCOOBEE DAY bags

ScooBee Day bags are compactly designed with unique features that make it durable, colourful, comfortable and easy to carry. The bag features anti-strain shoulder padding and

acupressure buds specially designed to minimize the strain on the back and shoulders. They also have college bags under the brand name Dezire. Price ranges from Rs.280-900

Features:

- i. Made from imported Dineer Nylon for durability
- ii. Shoulder strap cushion to prevent shoulder pain
- iii. Soft padding and acupressure buds on the rear side to cushion your back
- iv. Unique stitching using strong nylon threads
- v. Quality zip with zip guard to prevent water leaking into the bag
- vi. 15 different colour combinations.

4.5.5 TraWell Day bags

Kitex forayed into the travel bag segment with its TraWell Day Bags. It consists of a wide range of luggage and baggage products. Using the latest designs and models, these are designed to meet the modern trends and requirements of the customers. Made from the imported materials, the bags are available in attractive styles and different colour combinations.

TraWell Day offers:-

- i. Travel Bags
- ii. Trolley bags
- iii. Business Bags
- iv. Laptop Bags
- v. Backpack Bags
- vi. Beauty Case Bags.

The product range consists of Soft Trolley (H20, Gladiator, and Premium), wheeler Duffels (Maxima), air Duffels (Aurora and Orient), Back packs (Platinum and Fair), and Executive Bags (E- bags and Unique) price range from Rs.635/- to Rs.2970/- available in various

models and sizes.

4.5.6 Kitex inner garments

Kitex has made its foray into the untapped lingerie segment with brand names

- Adonis
- Agna

Adonis – inner wear for men and Agna – inner wear for ladies. With Anna Group's promise of quality, both Adonis and Agna come competitively priced and ensure complete value for money. Adonis consists of a range of refined vests and briefs; and AGN Range of Bras and Panties ensure seamless fit and finish.

4.5.7 SCOOBEE & LOOBEE baby wear

Manufacturer and supplier of high- quality garments, Kitex now offer a sawider range of kids wear under the brand name, Scoobee LooBee. Made from 100% combed cotton and employing superior German technology for dying and printing, the entire range of kids wear are soft, comfortable, non- allergenic, anti-shrinking and perfectly fitted for complete comfort and health of babies and toddlers. Scoobee LooBeekid's wears are specially meant for infant of new born - 5yrs.

4.5.8 DAGO BERT shirting & suiting

The shirting & suiting brand from Kitex Limited, Dago Bert, is created from the finest cotton. Incorporating the best contemporary designs along with the latest weaving techniques, the clothing materials are not only elegant and comfortable but also are long- lasting and reasonable. Dago Bert Shirting & Suiting are available in a variety of colors and shades to suit any occasion, from work to party. Dago Bert shirting and suiting are available in a variety of colours and shades.

4.6 Competitors

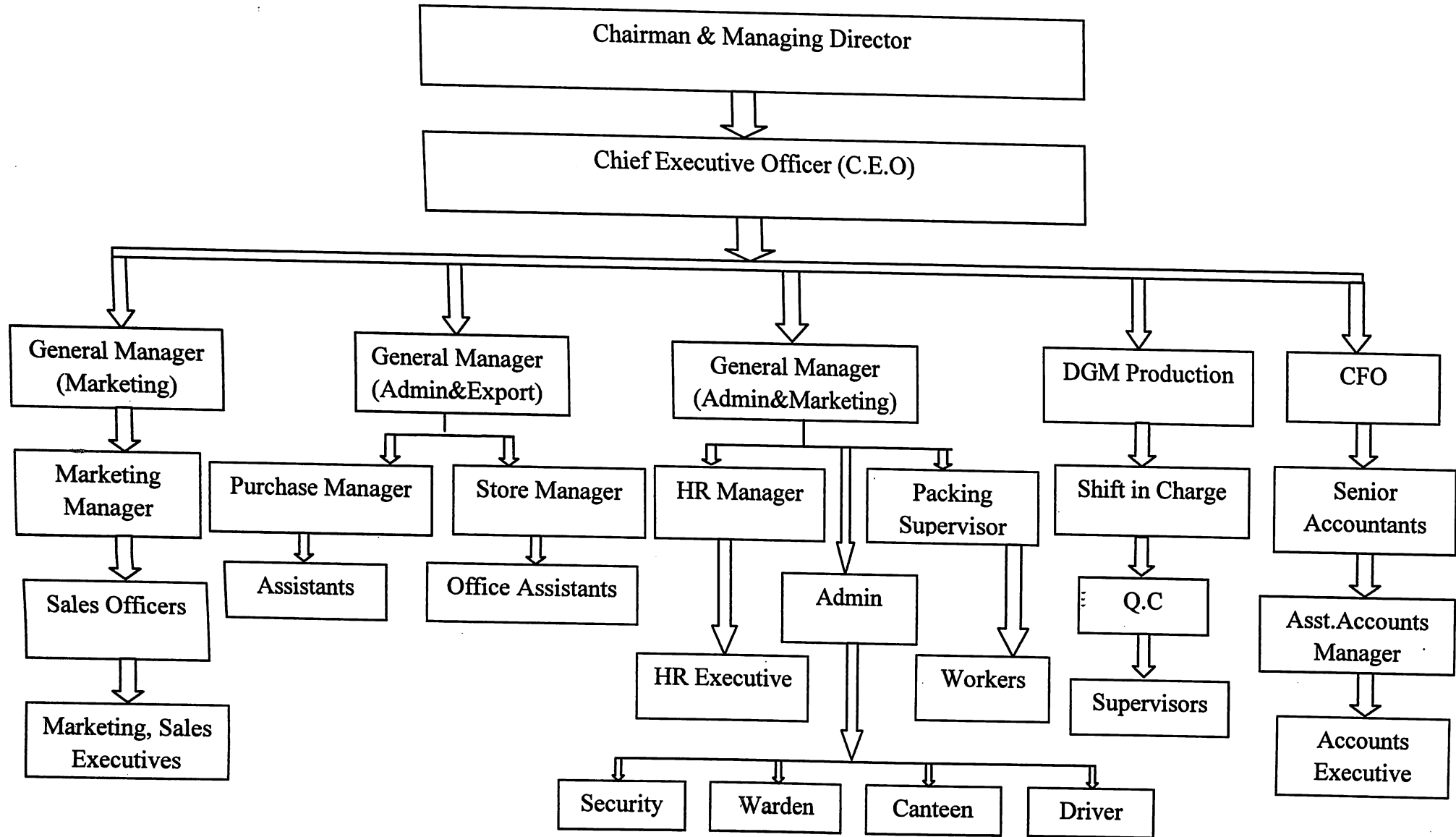
- i. MCR
- ii. RAMRAJ
- iii. UDAYAM
- iv. ZODIAC CLOTHING Ltd.
- v. PAGE industries
- vi. KPR Mills
- vii. PEARL GLOBAL Ltd.

4.7 Functional departments

Functional departments of the company are as follows:

- I. Finance Department
- II. Production Department
- III. Marketing Department
- IV. Purchase Department
- V. Store Department
- VI. Quality Control Department
- VII. Personnel and Administration Department

Fig.4.1 Organisational Structure



Source: Secondary data

4.7.1 Finance and Accounts Department

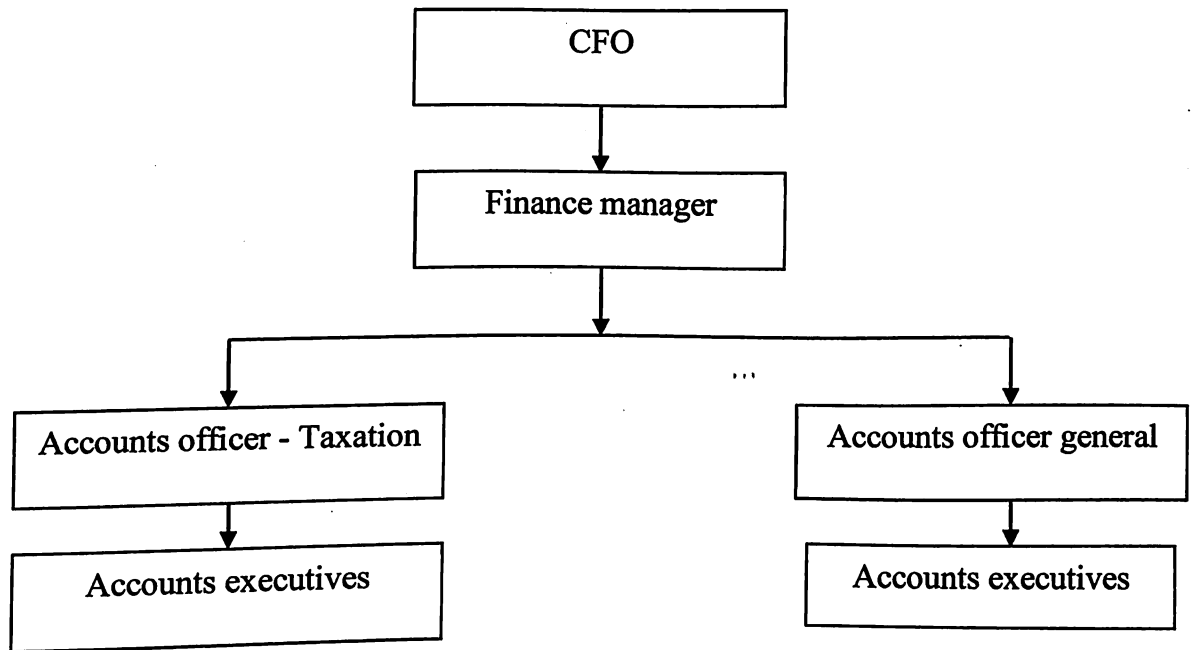
The finance department is also responsible for the management of the organization's cash flow and ensuring there are enough funds available to meet the day to day payments. This area also encompasses the credit and collection policies for the company's customers, to ensure the organization is paid on time, and that there is a payment policy for the company's suppliers. In most organizations, there will be some form of forecast prepared on a regular basis to systematically calculate the on-going cash needs.

Where there are the cash needs beyond the day to day working capital, the finance department is responsible for advising and sourcing longer term financing. Financing may be obtained through a bank or private lender debt or, in applicable firms, share issues to private investors. If the organization is ready to target angel investors or venture capitalists the finance department will be key in preparing the documents required for these presentations and may work with outside consultants on a company valuation. In larger firms considering public share offerings the finance department will assist with the preparation of the offering documents but will likely also use outside consultants to advise on this complicated process.

4.7.1.1 Functional Areas of Finance Department in Kitex Limited

- i. Determine financial needs
- ii. Determining sources of funds
- iii. Financial analysis
- iv. Optimal capital structure
- v. Cost volume profit analysis
- vi. Profit planning and evaluation
- vii. Capital budgeting

Fig 4.2 Structure of Finance Department



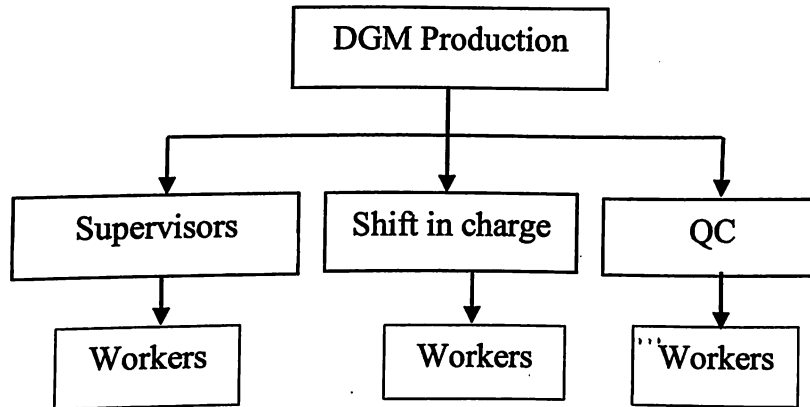
Source: Secondary data

4.7.2 Production Department

Production is the process by which raw materials and other inputs are converted into outputs. Among all functional areas of management, production is considered to be crucial in any organization like Kitex Ltd. In Kitex Ltd, mainly the production of Greige clothes takes place under the production department. The production manager is known as Weaving Master. The following are the main functions of production department.

- i. Design of product
- ii. Design of production system
- iii. Production planning and control
- iv. Layout of plant
- v. Selection of location
- vi. Selection of plant and equipment
- vii. Research and development

Fig 4.3 Structure of Production Department



Source: Secondary data

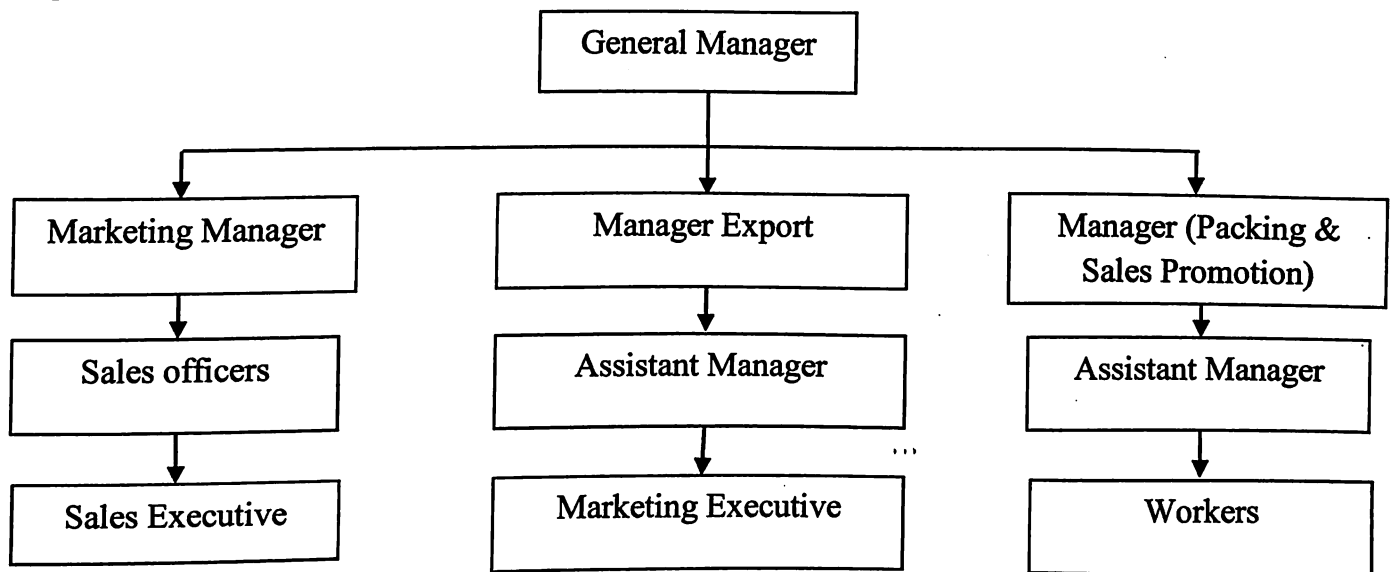
4.7.3 Marketing Department

Marketing is the activity through which a company is able to generate the revenue for the functioning of the organization. Kitex Ltd. Has got a very good marketing department controlled by efficient and dynamic marketing manager. Marketing manager reports to General Manager and Managing Director. The marketing department is divided into three, such as Marketing (Greige fabric), Marketing (finished fabric / bags) and Advertising and Sales Promotion. Under each section, Assistant Managers, Marketing Executives, Sales Executives and Sales are there to assist him

Kitex markets its processed products like lungies, dhothies, bed sheets and mulls etc... mainly through dealers. Almost all Kitex products are available at the dealer shops. The products are transported to the dealers by delivering vans. Sales Executives take orders for different items from the dealers once in a month.

Marketing manager is the one who decides the marketing strategies for every major decision, which affects marketing. But while making some strategic and important decisions, approval of the Managing Director is required.

Fig 4.4 Structure of Marketing Department



Source: Secondary data

4.7.4 Purchase Department

The Purchase department plays a very important role in the company and it has its effect on every vital factor concerning the manufacture, quality, cost efficiency, and prompt delivery of goods to customers. The company is having a centralized Purchasing department headed by the purchasing manager. He is assisted by 2-purchase officers and an office assistant. Mr. Venugopal is The Purchase manager of Kitex Limited he is assisted by two purchase officers and an office assistant. The Purchase manager reports to the General Manager and Managing Director. The Purchase manager coordinates the entire purchase activities. In case of local purchase or minor items which are frequently required, it is the responsibility of the purchase officers to ensure the timely procurement of materials as the purchase requisitions issued by the stores when the items of materials have reached the re-ordering level.

The basic objective of setting up a separate purchasing department is to ensure continuous availability of quality materials, so that production is not held up and reduce the cost of finished product according to their proper plan.

4.7.5 Stores Department

The stores department is headed by the store manager. He is assisted by four persons; two in general shift and one each in other two shifts. The store's manager is reported to the general

manager. Storage of all items of raw materials, including sizing chemicals, yarn of different specifications, adhesives, spare parts, electrical items, lubricants, tools, office stationery packing materials, etc. is the responsibility of the stores department. Functioning of the stores department is controlled /administered by the store's manager. Materials storage is planned by the store's manager with the help of the purchase/production department. Yarn and packing materials are stored in the production department go down and packing section respectively, due to lack of sufficient space in the store and to facilitate easy handling both the items. But the stores department controls the issue of both these items.

4.7.6 Quality Control Department

Kitex is very much concerned about the quality of the product. So high quality is must be ensured to meet international standards. The company has ISO certification. The company has different equipment and machineries to ensure at different stages of production. The main aim is to provide maximum quality at minimum cost. The quality control department is working under DGM of production.

Before purchasing yarn the quality parameters are checked and getting assurance from the yarn supplier reading to count, strength, twist, etc. for checking or measuring the above parameters various equipment is available in the company. The company used to purchase good quality yarn i.e, auto cone, auto spliced, and electronically cleaned combed yarn for making 100% dying standard quality fabric for export garments.

4.7.7 Personnel and Administration Department

Now days, Human Recourse is considered as one of the important asset of an organization. Behind every successful company they need a great people making recruitment and retention. Companies must find new ways to engage the knowledge, experience, talents of the employees to find the hidden value in an organization and leverage that value to achieve strategic goods.

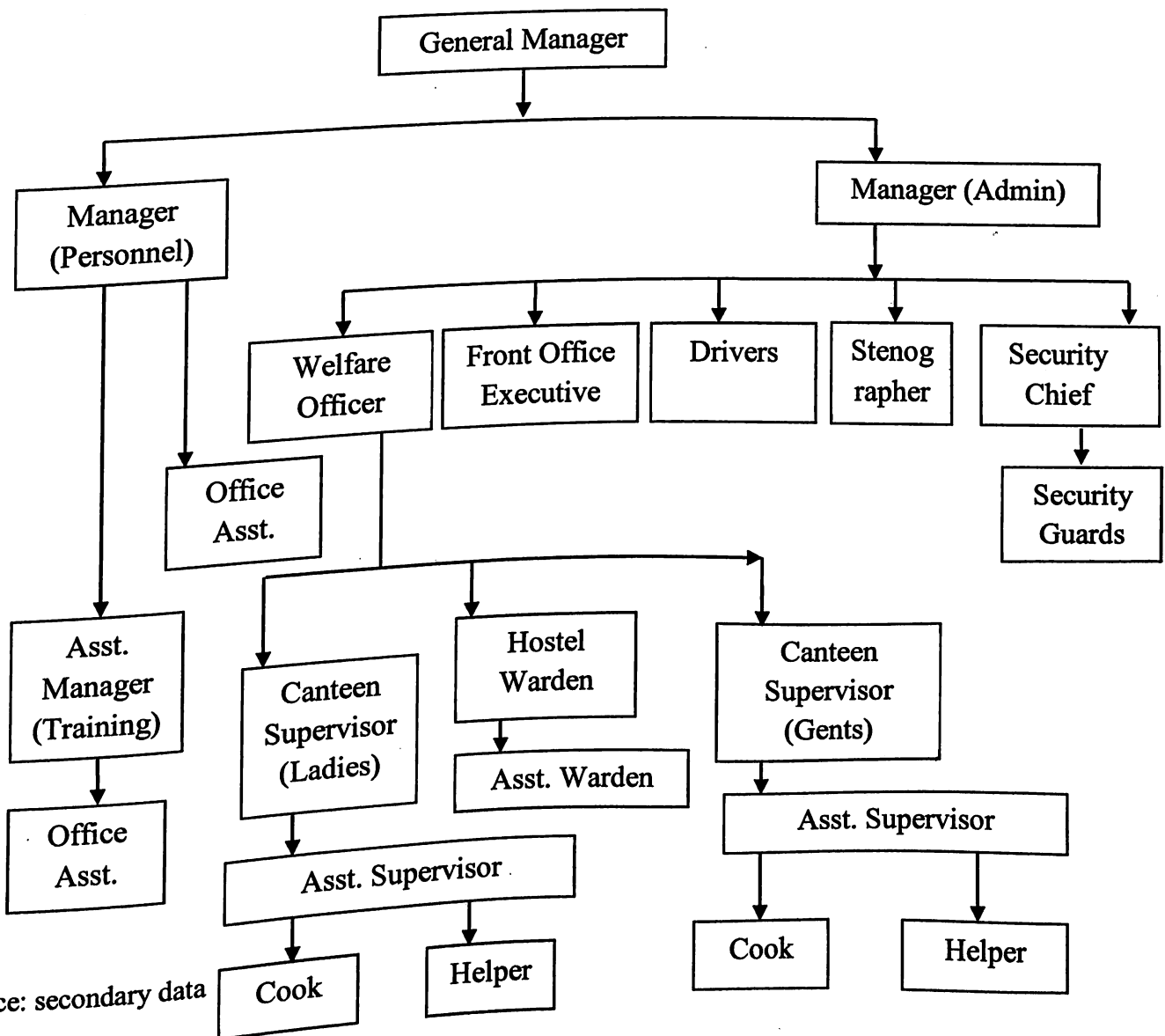
Kitex Ltd has a good HR Department and it maintains good relations with the employees. This helped the company to achieve tremendous growth. All the employees' related activities are managed by this department.

The company employs over 700 workers and does not have any trade union problems. The workers and management sit across the table and negotiate their demands and rights. The company has an efficient administrative department, which carried out the several functions.

4.7.7.1 Role of Personnel Manager

- i. To create the necessary infrastructure for HR development activities.
- ii. To arrange proper placement for trained employees.
- iii. To activate employees to take part in HR development activities which are beneficial to both employee and Management.
- iv. To monitor utilization and effectiveness of HR development training.

Fig 4.5 Structure of Personnel and Administration Department



Source: secondary data

Chapter – 5

Job Satisfaction – An Analysis

Chapter - 5

JOB SATISFACTION - AN ANALYSIS

Job satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures support that job satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. The backbone of employee job satisfaction is respect for workers and the job they perform. In every interaction with management, employees should be treated with courtesy and interest. An easy avenue for employees to discuss problems with upper management should be maintained and carefully monitored. Even if management cannot meet all the demands of employees, showing workers that they are being heard and putting honest dedication into compromising will often help to improve morale.

The current chapter deals with the analysis of employee job satisfaction of Kitex 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 100 employees from the company. The results of the survey are analyzed and given in this part of the study. The analysis of satisfaction of employees is done with the selected twelve parameters and is presented in this chapter viz,

- Section I - Demographic profile of the respondents
- Section II - Level of Job satisfaction
- Section III - Overall job satisfaction index
- Section IV - Level of job satisfaction based on employee segments

Section - I

5.1 Demographic profile of respondents

The general factors include details like age, sex, marital status, educational qualification, salary, etc. Every individual has his own qualities which are different from that of others and it will reflect in his general behavior. There is a linkage between behavior of an employee and his/her performance of work. So it is very important to examine how these personal characteristics influence one's satisfaction.

5.1.1 Age Group

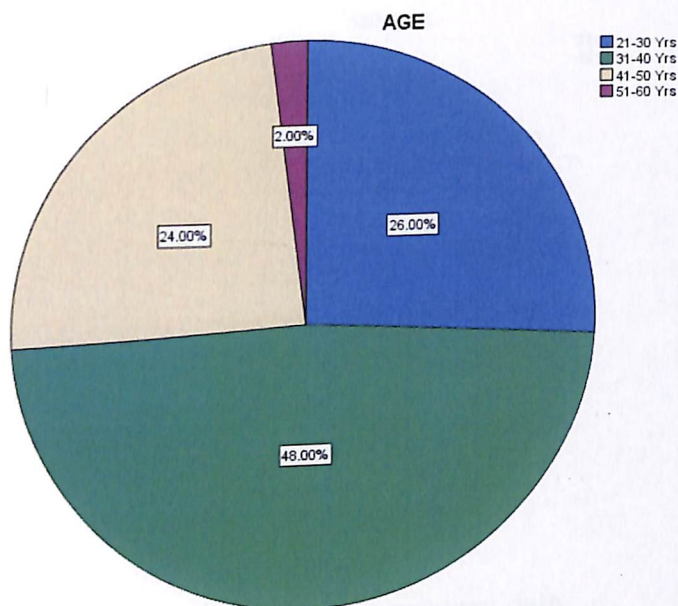
Table 5.1 Age Group of respondents

Age group	Number of respondents
21-30	26
31-40	48
41-50	24
51-60	2
Total	100

Source: Compiled from the primary data

From the above table we could find that most of the employees (48 percent) belonged to the age group of 31-40 years and those with 21-30 years of age constitutes 26 per cent of the employees

Fig 5.1 Age group of respondents



Source: Compiled from the primary data

5.1.2 Classification of respondents based on gender

It has been attempted to classify the respondents based on the gender, in the study.

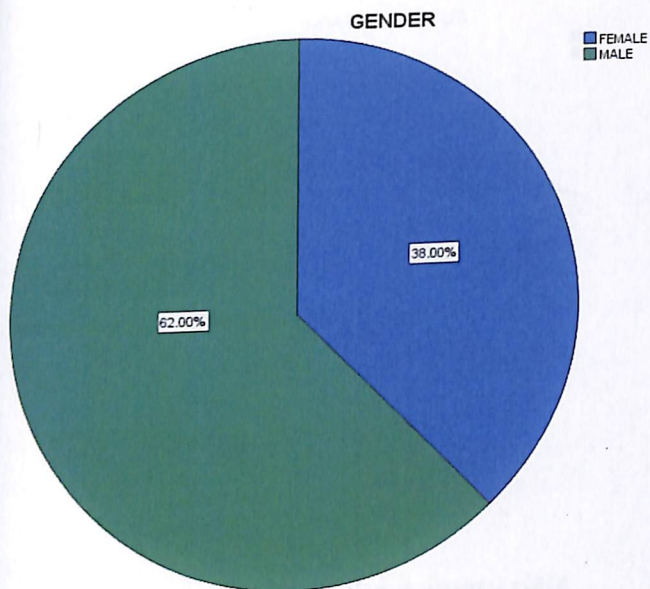
Table 5.2 Classification of respondents based on gender

Gender	Number of Respondents
Male	62
Female	38
Total	100

Source: Compiled from the primary data

It could be observed from the table 5.2 and figure 5.2 that out of 100 employees surveyed, 62 percent of employees were male and 38 per cent constitutes female. That means male respondents dominated the female respondents in this study.

Fig 5.2 Classification of respondents based on gender



Source: Compiled from the primary data

5.1.3 Marital Status of respondents

It indicates one's situation with regard to whether one is single, married, separated, divorced, or widowed.

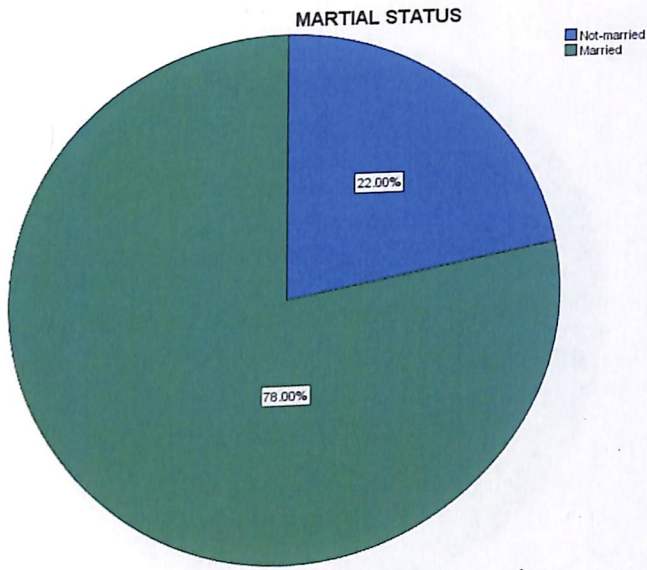
Table 5.3 Marital status of respondents

Marital status	Number of respondents
Single	22
Married	78
Total	100

Source: Compiled from the primary data

The above table and figure reveals that 78 per cent of employees are married and have a family to support.

Fig 5.3 Marital status of respondents



Source: Compiled from the primary data

5.1.4 Job status of respondents

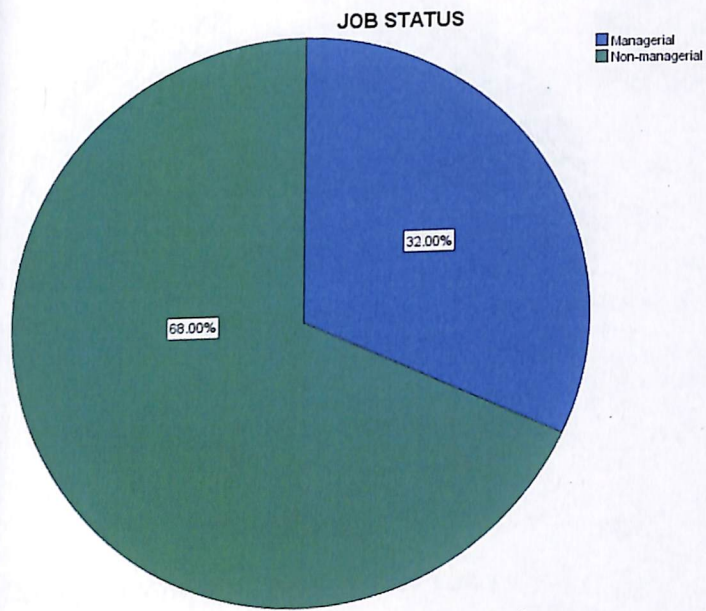
Table 5.4 Job status of respondents

Job status of employees	No of respondents
Managerial category	32
Non-managerial category	68
Total	100

Source: Compiled from the primary data

Job satisfaction has a direct connection with the job status of employees in an organization. Generally managerial and non-managerial employees showing different approach towards the same satisfaction factors. Their level of satisfaction is varied according to their job position or status in the organization. It can be observed from the above table and figure that the number of managerial employees participated in the survey are 32 and 68 employees in the survey belonged non-managerial section.

Fig 5.4 Job status of respondents



Source: Compiled from the primary data

5.1.5 Experience of respondents

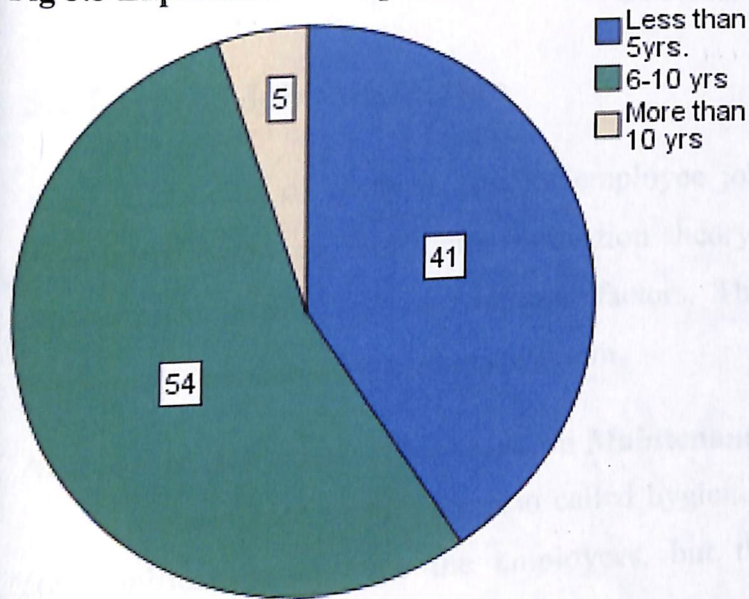
Table 5.5 Experience of respondents

Year of service	No of respondents	Percentage
Less than 5 Yrs.	41	41
6-10	54	54
More than 10 Yrs.	5	5
Total	100	100

Source: Compiled from the primary data

Experience is an integral part of employee satisfaction. Only experienced employees can understand the organization well. According to experience level employees view about the satisfaction may change. The table and figure reveals that the majority of the employees, i.e. 54 per cent have an experience of 6-10 years in the company followed by 0-5 years of experience (41%).

Fig 5.5 Experience of respondents



Source: Compiled from the primary data



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Section II:

5.2 Level of Job satisfaction

This part of analysis studied employee job satisfaction with the help of 12 selected parameters based on Herzberg motivation theory. The parameters are divided into two i.e. maintenance factors and motivational factors. These parameters include various statements, which are graded in a Five point continuum.

A. Level of Job satisfaction based on Maintenance Factors

Maintenance factors are also called hygiene factors. The presence of these factors does not significantly motivate the employees, but the absence of such factors cause serious dissatisfaction. These factors are mainly external to the job and relate to the job environment.

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 organization's policies determine how an employee should behave in an organization. The policies framed by the company should be understandable to the employee and it 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

Particulars	Total score	Index
Company policies are satisfactory	432	86.4
Company policies are flexible and adaptable	451	90.2
Company policies are easy to understand	451	90.2
Total	1334	88.93

Source: Compiled from the 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 of 88.93. It should be noted that among the statements, employees provide high score for the both statements company policies are easy to understand & company policies are flexible and adaptable. The employees are 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 workplace. This parameter includes satisfaction regarding drinking water facilities, adequate space, canteen and guest room, proper ventilation, etc. These will make the employees to perform well and act as a maintenance factor in the company

Table 5.7 Satisfaction towards Quality of Physical Environment

Particulars	Total	Index
Adequate space requirement	393	78.6
The company adopts proper safety measures	470	94.00
Adequate light and ventilation	421	84.2
Adequate rest and canteen facilities	417	83.4
Total	1701	85.05

Source: Compiled from the primary data

The table shows that employees have a high level of satisfaction (85.05) towards the quality of physical condition provided by the company.

5.2.3 Job security

Job security is dependent on economic, prevailing business conditions, and the individual's personal skills. It has been found that people have more job security in times of economic expansion and less in times of a recession. Also, any laws (such as the civil rights act of 1964) bolster job security by making it illegal to fire employees for certain reasons. The unemployment rate is a good indicator of job security and the state of the economy and is tracked by economists, government officials and banks. It is a major maintenance factor.

Table 5.8 Satisfaction towards job security

Particulars	Total	Index
Job in the organization is secured	468	93.6
Grievance Redressal	410	82
Total	878	87.8

Source: Compiled from the primary data

The table depicts a high index for the parameter job security (87.80) that means a high level of satisfaction among the employees with respect to job security.

5.2.4 Satisfaction with Salary and other benefits

Salary or wages is a very important maintenance factor. In the social point of view, salary of a person determines his status in the society. Determining a good wage structure is a difficult task encountered by management and this task is usually vested with the personnel management. An employee should be compensated equitably for the services rendered to the organization.

Table 5.9 Satisfaction towards salary and other benefits

Particulars	Total	Index
Satisfied with:		
a) Salary	391	78.2
b) Bonus	385	77
c) TA	434	86.8
d) PF	436	87.2
f) Leaves	251	50.2
d) Medical facilities	441	88.2
Total	2338	78.03

Source: Compiled from the primary data

It could be revealed from table 5.9 that employees expressed good level of satisfaction for the parameter salary and other benefits with an overall index of 78.03. The table further revealed that among the statements, the item 'Leaves' scored the least (50.2) but the satisfaction index rated is moderate and for most of the other statements the satisfaction index is high.

5.2.5 Working hours

The working hours of an organization shall be such that workers are able to contribute their best efforts and bring about quality output. They should feel safe and comfortable while working. Work environment should be clean, healthy, spacious and hygienic. And working hour should include adequate leisure time.

Table 5.10 Satisfaction towards working hours

Particulars	Total	Index
Working hours are satisfactory	322	64.4
Over time requirements	439	87.8
Leisure time	366	73.2
Total	1127	75.13

Source: Compiled from the primary data

The table 5.10 shows the fact that employee satisfaction towards the parameter working hours expresses a good level of satisfaction. For the entire statements employee's response was different. But from all statements it is sure that the company follows a good working hour schedule. The overall satisfaction index is also good, 75.13.

5.2.6 Interpersonal relations

It is a major maintenance factor of employee satisfaction. It is associated between two or more people that may range from fleeting to endure. Interpersonal relations at work serve a critical role in the development and maintenance of trust and positive feelings in an organization. Although the quality of interpersonal relationships alone is not enough to produce worker productivity, it can significantly contribute to it. Interpersonal relations are studied both in terms of superior- subordinate relationship and peer group relations.

5.2.6.a. Superior-subordinate relations

Good superior-subordinate relation always leads to creating a friendly atmosphere in the organization. It has a direct link towards work stress and performance of the employees.

Table 5.11 Satisfaction towards superior-subordinate relations

Particulars	Total	Index
Better interaction with employees at all levels	308	61.6
Freedom for suggestions	346	69.2
Good superior-subordinate relation	382	76.4
Total	1036	69.06

The table 5.11 pictures that the employees show a good level of satisfaction towards the parameter inter personal relation with a satisfaction index of 69.06. And the employees are satisfied with the interaction with superiors.

5.2.6.b. Peer group relation

Peer group relation can be considered as one of the important maintenance a factor which is very much related to employee satisfaction. If the employee gets more support from co-workers it will act as a positive force in his performance otherwise the employee's performance standard will reduce and he will hesitate to come into the organization.

Table 5.12 Satisfaction towards peer group relation

Particulars	Total	Index
Co-workers support in work	462	92.4
Mental support by co-worker	457	91.4
Possibility of work share	473	94.6
Total	1392	92.8

Source: Compiled from the primary data

It could be observed from the table 5.12 that the employees are highly satisfied with the parameter peer group relation with an overall satisfaction level of 92.8.

5.2.7 Quality of supervision

The supervisor should always supervise the subordinates correctly and timely. It acts as one of the maintenance factor of employee satisfaction. The quality of the supervision is based on his attitude towards the employee, deals fairly with employee's problem, etc. If there is high quality of the supervision it will lead to employee satisfaction because it will help the employees to know their weakness and they can easily make necessary corrections.

Table 5.13 Satisfaction towards quality of supervision

Particulars	Total	Index
Technical guidance of the supervisor	468	93.6
Supervisor's human management skill	390	78
Timely advice and corrections	388	77.6
Total	1246	83.06

Source: Compiled from the primary data

Table 5.13 depicts that employees were expressing a high level of satisfaction towards the quality of supervision with an overall satisfaction index of 83.06.

B. Level of Job Satisfaction with respect to Motivational Factors

These factors are needed in order to motivate an employee into higher performance. Motivational factors are based on an individual's need for personal growth. When they exist, motivational factors actively create job satisfaction. If they are effective, then they can motivate an individual to achieve above-average performance and effort.

5.2.8 Work itself

The work done by the employee 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

Particulars	Total	Index
Work content	413	82.6
Utilization of abilities	400	80
Less monotony & boredom in work	408	81.6
Easy accomplishment of job	396	79.2
Total	1617	80.85

Source: Compiled from the primary data

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

5.2.9 Recognition and Reward

Recognition is one of the several types of non-financial incentives. Recognition has a positive impact or in conjunction with financial rewards. Promotion policy should be specially looked into the matters relating to the difficulties and obstacles faced by employees in their long career and promotional procedure. Rewards and recognition program serves to highlight the excellence that exists in all areas and job functions across the Institute. Employee recognition can be given in many ways, such as through saying thank you, giving praise, providing opportunity, or showing respect. Many studies on the workplace have shown that being recognized for achievements, knowing that one's contributions matter to the organization, and the opportunity for growth and professional development have a considerable impact on employee satisfaction and commitment. All rewards are a supplement, rather than a replacement for existing reward mechanisms and are separate and distinct from base pay.

Table 5.15 Satisfaction towards recognition and reward

Particulars	Total	Index
Recognition received is satisfactory	386	77.2
Recognition and reward criteria	413	82.6
Timely recognition & reward	404	80.8
Performance appraisal system	406	81.2
Total	1609	80.45

Source: Compiled from the primary data.

Table 5.15 reveals that the employees are of the opinion that they are satisfied with the recognition and reward provided by the company. So they express a high level of satisfaction towards it with an overall satisfaction level of 80.45.

5.2.10 Possibility of growth and advancement

This is considered as a motivating factor of employee 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 Satisfaction towards possibility of growth and advancement

Particulars	Total	Index
Regular training programs for employees	421	84.2
Opportunity for skill development	364	72.8
Quality of training	412	82.4
Support for further education	347	69.4
Total	1544	77.2

Source: Compiled from the primary data

The table 5.16 shows the fact that employee satisfaction towards the parameter possibility of growth and advancement expresses a good level of satisfaction. The overall satisfaction index is also good (77.2).

5.2.11 Autonomy and responsibilities

It deals with the responsibility and freedom enjoyed by the employee in the organization. If the employee has any restrictions on his work or he has to be responsible for all works, etc. will ultimately leads to employee dissatisfaction. So authority and responsibility should go hand in hand and should be limited to the work allotted to the employee concerned.

Table 5.17 Satisfaction towards autonomy and responsibilities

Particulars	Total	Index
Employees have the necessary authority to perform their duties	373	74.6
Responsible only in their own work	413	82.6
Freedom for using new methods and ideas	338	67.6
Total	1124	74.93

Source: Compiled from the primary data

The table reveals that employees have a good level of satisfaction towards the parameter autonomy and responsibilities. The overall satisfaction index is 74.93 which come under good zone.

Section III

5.3 Overall job satisfaction index

This part of analysis shows the overall job satisfaction with respect to maintenance and motivational factors.

Table 5.18 depicts the contribution to the individual parameter to total satisfaction. The satisfaction level of employees with respect to maintenance factor and motivational factor is found separately in the table.

Table 5.18 Overall job satisfaction index with respect to maintenance factors

Parameters (maintenance factors)	Total score	Composite index	Rating
Company and its policies	1334	88.93	High
Physical environment	1701	85.05	High
Job security	878	87.8	High
Salary and other benefits	2338	78.03	Good
Working hours	1127	75.13	Good
Superior-subordinate relation	1036	69.06	Good
Peer group relation	1392	92.8	High
Quality of supervision	1246	83.06	High
Total	11052	82.48	High

Source: Compiled from the primary data

Among maintenance factors the parameter peer group relation had the highest satisfaction with a satisfaction index of 92.8. The lowest satisfaction index was for the parameter superior-subordinate relation (69.06).

Table 5.19 Overall job satisfaction index with respect to motivational factors

Parameters (motivational factors)	Total score	Composite index	Rating
Work itself	1617	80.85	High
Recognition and reward	1609	80.45	High
Possibility of growth and advancement	1544	77.20	Good
Autonomy and responsibilities	1124	74.93	Good
Total	5894	78.35	Good

Source: Compiled from the primary data

It was clear that the employees of 'Kitex Limited' have a 'good' level of job satisfaction with respect to motivational factors (78.35) and high level towards maintenance factors (82.48). Regarding motivational factors the parameters work itself (80.85) stands first, followed by recognition and reward. The lowest satisfaction index is for the parameter autonomy and responsibilities (74.93). Overall satisfaction of employees was rated as high (80.41).

Section IV

5.4 Levels of Job Satisfaction based on employee segments

The satisfaction derived from the job and company will be different for different employees. The three major segments of employees namely based on age group, years of experience and job status in which employee belongs were selected for analysis. And table 5.20, 5.21, 5.22 and 5.23 depicts the details. Hence an attempt is made to examine whether there is a difference in the level of satisfaction based on age, experience and job status of employees.

5.4.1 Satisfaction of employees based on age group

Employee satisfaction towards the maintenance and motivational factors based on their age is depicted in table 5.20. It could be observed that the employees of 21-30, 31-40 and 51-60 age groups express a high level of satisfaction towards maintenance factors and 41-50 age groups show a good level of employees towards maintenance factors. Regarding motivational factors the employees of all age groups show a good satisfaction.

Table 4.20 Level of satisfaction based on age group

Parameters		Age Group							
		21-30		31-40		41-50		51-60	
		Index	Rating	Index	Rating	Index	Rating	Index	Rating
Maintenance factors	Company and its policies	90.76	High	87.63	High	87.5	High	73.33	Good
	Physical environment	91.53	High	83.64	High	80.83	High	85	High
	Job security	92.69	High	86.25	High	87.91	High	95	High
	Salary	77.94	Good	75.55	Good	76.80	Good	81.66	High
	Working hours	89.74	High	69.30	Good	72.22	Good	53.33	Moderate
	Superior-subordinate relation	77.69	Good	68.75	Good	52.22	Moderate	83.33	High
	Peer group	93.07	High	92.36	High	93.61	High	90	High
	Quality of supervision	84.35	High	85	High	78.05	Good	80	High
	Total	87.22	High	81.06	High	78.64	Good	80.45	High
Motivational factors	Work itself	81.73	High	83.33	High	78.75	Good	60.00	Good
	Recognition and reward	81.53	High	80.20	High	81.25	High	52.50	Moderate
	Possibility of growth and advancement	76.53	Good	76.87	Good	75.83	Good	90.00	High
	Autonomy and responsibilities	76.15	Good	74.58	Good	74.44	Good	73.33	Good
		Total	78.98	Good	78.74	Good	77.56	Good	68.95

Source: Compiled from primary data

5.4.2 Job Satisfaction of employees with respect to their experience

Experience has a good influence over the determination of job satisfaction. Employees with different level of experience are showing different level of satisfaction towards the job satisfaction parameters.

In Kitex Limited the employees were segmented to three groups according to their experience. And each segment's job satisfaction index towards maintenance and motivational factors were calculated.

Table 5.21 Satisfaction of employees based on years of experience

Parameters		Experience					
		Less than 5 yrs.		6-10 yrs.		More than 10 yrs.	
		Index	Rating	Index	Rating	Index	Rating
Maintenance factors	Company and its policies	89.91	High	89.38	High	76	Good
	Physical environment	86.82	High	84.16	High	80	High
	Job security	90.73	High	86.11	High	82	High
	Salary	78.37	Good	77.83	Good	76.66	Good
	Working hours	78.51	Good	72.71	Good	65.33	Good
	Superior-subordinate relation	69.26	Good	61.81	Good	66	Good
	Peer group	92.68	High	92.96	High	92	High
	Quality of supervision	83.41	High	83.33	High	77.33	Good
	Total	83.71	High	81.03	High	76.91	Good

Motivational factors	Work itself	82.44	High	81.94	High	66	Good
	Recognition and reward	79.02	Good	82.87	High	65	Good
	Possibility of growth and advancement	78.05	Good	75.92	Good	84	High
	Autonomy and responsibilities	75.93	Good	74.19	High	74.66	Good
	Total	78.86	Good	78.73	Good	72.41	Good

Source: Compiled from the primary data

From table 5.21 we could observe that employees had a high and good level of satisfaction towards the maintenance factors and motivational factors. The employees with less than 10 years' experience showed a high satisfaction towards maintenance factors and for the other group it was good and regarding motivational factors all employees expressed a good satisfaction.

5.4.3 Variation in the job satisfaction of managerial and non-managerial employees

In an organization employees are categorized into different positions according to their responsibilities and work characteristics. So their job satisfaction also varied according to their job status. Even though working in a same organization the different level employees have different level of satisfaction towards their job. So job status has a direct connection towards the job satisfaction of employees. Table 5.22 shows the job satisfaction of managerial and non-managerial employees in the Kitex Limited separately.

Table 5.22 Satisfaction of employees based on Job status

Parameters		Job status			
		Managerial		Non managerial	
		Index	Rating	Index	Rating
Maintenance factors	Company and its policies	92.5	High	87.25	High
	Physical environment	94.06	High	80.81	High
	Job security	90.62	High	86.47	High
	Salary	78.64	Good	77.69	Good
	Working hours	93.33	High	66.56	Good
	Interpersonal relationship	79.06	Good	58.23	Moderate
	Peer group	90	High	94.11	High
	Quality of supervision	85.41	High	81.96	High
	Total	87.95	High	79.13	Good
Motivational factors	Work itself	82.34	High	80.88	High
	Recognition and reward	77.96	Good	81.61	High
	Possibility of growth and advancement	74.84	Good	78.30	Good
	Autonomy and responsibilities	80	High	72.54	Good
	Total	79.03	Good	78.33	Good

Source: Compiled from primary data

The table 5.22 depicts the employee satisfaction towards the maintenance factor and motivational factors based on their job status. It could be observed that employees at managerial level showed a high level of satisfaction towards the maintenance factors and non-managerial

level employees showed a good level of satisfaction. In the case of motivational factors both level of employees have shown a good level of satisfaction.

Table 5.23 Influence of job status on job satisfaction factors

	Job satisfaction factors	Index		Asymptotic significance value
		Managerial	Non-manual	
Maintenance factors	Company policies	59.69	46.18	0.024*
	Physical environment	78.53	37.31	0.000**
	Job security	55.97	47.93	0.175
	Salary and benefits	52.09	49.75	0.702
	Working hours	80.80	36.24	0.000**
	Superior-subordinate relation	74.53	39.19	0.000*
	Peer group relation	37.34	56.69	0.001**
	Quality of supervision	56.33	47.76	0.157
Motivational factors	Work itself	51.06	50.24	0.892
	Recognition and reward	51.14	50.20	0.877
	Growth and advancement	45.27	52.96	0.212
	Autonomy and responsibilities	61.84	45.16	0.006**

Source: Compiled from the primary data

Significance level= ≤ 0.05

*= $P \leq 0.05$

**= $P \leq 0.01$

Mann-Whitney test was conducted to examine whether there was significant difference in job satisfaction of different level employees with respect to twelve factors. The Mann-Whitney U test results revealed a significant difference in the job satisfaction of managerial and non-manual employees as regards to company policies, physical environment, working hours, superior-subordinate relation, peer group relation and autonomy & responsibilities. As per the index managerial employees had more satisfaction towards company policies, physical environment, working hours, superior-subordinate relation and autonomy & responsibilities. In the case of peer group relation non-manual employees were more satisfied.

In the case of satisfaction of employees towards salary and benefits, job security, quality of supervision, work itself, recognition & reward and growth & advancement, there is no

significant relation to their job status. It means that with respect to these parameters, the job satisfaction level of the managerial and non-managerial employees were almost same.

5.5 Conclusion

The present chapter made an attempt to analyze the level of employee job satisfaction with respect to selected parameters based on Herzberg's Motivation theory. An attempt was also made to analyze the job satisfaction with respect to age, experience and job status of employees. The result of the study revealed that the job satisfaction level of employees with respect to the maintenance factors was rated as 'high' and that of motivational factors was revealed 'good'.

Among the twelve parameters of job satisfaction selected for the study, eight parameters belong to maintenance factors and four parameters belong to motivational factors. Among these, five parameters in the maintenance factor viz, company policies, quality of physical environment, job security, peer group and quality of supervision contributed to a satisfaction level as 'high', whereas for other three parameters ie, salary, working hours and superior-subordinate relation the satisfaction level was 'good'. Regarding motivational factors two parameters ie, work itself, recognition and reward had a satisfaction level as 'high', whereas for two parameters, growth & advancement and autonomy & responsibility the satisfaction level was 'good'. It could be concluded from the study that the overall job satisfaction index of employees in Kitex Limited is 'high'.

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Chapter - 6

*Summary of Findings and
Suggestions*

Chapter - 6

SUMMARY OF FINDINGS AND SUGGESTIONS

6.1 Summary

Satisfaction is the act of satisfying or the state of being satisfied, fulfillment of desire, demand or needs. Job satisfaction of employees in an organization is the compounded result of various attitudes possessed by the employees in that organization. Job satisfaction is a pleasurable or positive emotional reaction to a person's job experience. A positive attitude of the employees towards the organization will definitely result in increasing the productivity, thereby ensuring better performance of the organization.

Job satisfaction measures how much the workers are happy with their job and working environment. Keeping morale high among workers can be considered as a benefit to any company, as happy workers will produce more, take less days off, and stay loyal to the company. To measure employee job satisfaction, many companies mandatory surveys or face-to-face meetings with employee to gain information. Both of these tactics have pros and cons, and should be chosen carefully. Surveys are often anonymous, allowing workers more freedom to be honest without fear of repercussion. Interviews with company management can feel intimidating, but if done correctly, can let workers know that their voice has been heard and their concerns addressed by those in charge. Surveys and meetings can truly get to the center of the data surrounding employee satisfaction, and can be great tools to identify specific problems leading to lower morale.

The project entitled "Job satisfaction of employees at Kitex Limited" was carried out with the objective of assessing the level of employee job satisfaction.

Job satisfaction of employees in the study was analysed with respect to twelve parameters selected based on Herzberg's motivation theory. The study was mainly based on primary data collected through pre-tested structured questionnaire with a sample of hundred respondents which consisted of employees from different job status, 68 from non-managerial and 32 from managerial category. For the purpose of analysis Satisfaction Indices and Mann-Whitney test was used.

The study was undertaken with the objective of analyzing the job satisfaction of employees in Kitex Limited and to suggest the measures to improve the job satisfaction, which was carried out mainly in three aspects:

- i. Measuring the satisfaction level with respect to individual parameters and the percentage contribution of each parameter to total satisfaction (satisfaction index) and segmenting the parameters based on their relation.
- ii. Measuring the Overall Job Satisfaction Index separately for motivational and maintenance factors.
- iii. Analysis of the satisfaction level of employees based on their age, experience and job status.

6.2 Major findings

The major findings of the study were as follows:

6.2.1 Demographic profile of respondents

1. Majority of respondents (48%) were aged between 31-40 years.
2. Most of the respondents of the study (62%) were male.
3. The marital status showed that most of the respondents (78%) were married.
4. Majority of the respondents (54%) were having experience in between 6-10 years.

6.2.2 Level of employee satisfaction based on job satisfaction index

1. Among the maintenance factors the parameters such as the company and its policies (88.93), physical environment (85.05), job security (87.8), peer group relation (92.8), quality of supervision (83.06) showed a high level of satisfaction.
2. For salary and benefits (78.03), working hours (75.13) and superior-subordinate relation (69.06) respondents showed good level of satisfaction.
3. In the case of motivational factors respondents were highly satisfied towards two factors. They are work itself (80.85) and recognition and reward (80.45).
4. For possibility of growth & advancement (77.20) and autonomy & responsibilities (74.93) respondents were showed good level of satisfaction.

5. Respondents were more satisfied with maintenance factors (82.48) rather than motivational factors (78.35).

6.2.4 Level of satisfaction based on employee segments

1. The satisfaction level of respondents according to their age showed that employees of almost every age group were more satisfied with peer group relation.
2. The respondents with the age group 21-30 years and above 50 years were least satisfied with autonomy & responsibilities and recognition & reward respectively.
3. In the case of 31-40 and 41-50 age group employees were least satisfied with superior-subordinate relation.
4. The satisfaction level based on experience showed that almost every employees were highly satisfied with the peer group relation existing in the company.
5. As per the study there was a significant difference in the job satisfaction level of managerial and non-managerial employees with regards to company policies, physical environment, working hours, job security, quality of supervision, superior-subordinate relation, peer group relation and autonomy & responsibilities.
6. As per the job satisfaction index, managers had more satisfaction towards company policies, physical environment, working hours, job security, quality of supervision, superior-subordinate relation and autonomy & responsibilities. In the case of peer group relation non-managerial employees were more satisfied.
7. In the case of satisfaction towards salary and benefits, work itself, recognition & reward and growth & advancement there was no significant difference in job satisfaction level between managerial and non-managerial employees.

6.3 Suggestions

The study proposed some suggestions based on the observations and discussion with employees.

The company should give more attention towards motivational factors of job. As the motivational factors are the main factors that bring maximum employee satisfaction, company may try to improve the motivational factors especially possibility of growth & advancement and

autonomy and responsibilities, to gain a high level of job satisfaction. Most of the employees in Kitex Limited are satisfied with the maintenance factors. The company should maintain those factors very well. However, better attention needed to improve the superior-subordinate relationship.

6.4 Conclusion

The study on “Job satisfaction of employees at Kitex Limited” was an attempt to identify the various parameters of employee 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 job satisfaction was high for seven parameters and good for other five parameters such as salary & other benefits, working hours, superior-subordinate relation, the possibility of growth & advancement and autonomy & responsibilities.

The study showed that the employees were highly satisfied with the maintenance factors rather than motivational factors. According to Herzberg motivation theory the presence of maintenance factors did not significantly motivate them, but the absence of such factors creates serious dissatisfaction. Motivational factors are directly related to the job satisfaction. Their presence creates a highly motivating situation. So the company should give more attention towards the motivational factors. This will ensure better work performance by the employees and also make them more satisfied.

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APPENDIX

COLLEGE OF CO-OPERATION, BANKING AND MANAGEMENT

KAU, VELLANIKKARA

A STUDY ON JOB SATISFACTION OF EMPLOYEES OF "KITEX LIMITED"

QUESTIONNAIRE

1. Name (optional): _____
2. Gender: a. Female b. Male
3. Age: _____ yrs.
4. Which option best describes your role?
 a. Management b. Non-management
5. From how many years have you been working with "KITEX Ltd" Company?
 _____ Yrs.
6. What is your current job title/occupation?
7. Marital status? a. Single b. Married c. Divorced d. Widow / Widower
8. Education High school level Higher secondary
 Technical school Bachelor degree
 Master degree

PARAMETERS OF EMPLOYEE SATISFACTION

- I am satisfied with administrative policies of the company

SA A NO DA SDA

- Company policies are easy to understand

SA A NO DA SDA

- Company policies are flexible and adoptable

SA A NO DA SDA

- I am satisfied with the space requirements of the company

SA A NO DA SDA

- I am satisfied with the lighting facilities & ventilation

SA A NO DA SDA

- Rest rooms and canteen facilities are adequate ...

SA A NO DA SDA

- The company adopt proper safety measures

SA A NO DA SDA

- Job in the organization is secure

SA A NO DA SDA

- I am satisfied with the grievance redressal mechanism of the company

SA A NO DA SDA

- I am satisfied with my,

- Salary

SA A NO DA SDA

- Bonus

SA A NO DA SDA

- TA

SA A NO DA SDA

- PF contribution by employer

SA A NO DA SDA

- Number of casual and sick leave facilities

SA A NO DA SDA

- Company offer proper medical facilities

SA A NO DA SDA

- I am satisfied with the working hours

SA A NO DA SDA

- Leisure time is adequate

SA A NO DA SDA

- I am satisfied with the time required for the completion of the job

SA A NO DA SDA

- I have better interaction with employees at all levels

SA A NO DA SDA

- I can voice my opinion without any fear, about organization's performance

SA A NO DA SDA

- Superior-subordinate relationship is good

SA A NO DA SDA

- Equity principle is followed in the organization

SA A NO DA SDA

- I get help from co-workers at the time of any problem in work

SA A NO DA SDA

- I get support from my co-workers when I am mentally disturbed

SA A NO DA SDA

- I get active participation from the part of co-workers when I have to do large volume of work

SA A NO DA SDA

- The supervisor is technically competent

SA A NO DA SDA

- Supervisor is competent in human management skills

SA A NO DA SDA

- Timely advices and correction will be suggested

SA A NO DA SDA

- I am satisfied with the job content

SA A NO DA SDA

- I never felt monotonous or boredom while doing my work

SA A NO DA SDA

- I feel that task involved in the job is easy to accomplish

SA A NO DA SDA

- d) Job gives me the opportunities to utilize my abilities

SA A NO DA SDA

- I am satisfied with the recognition received from the company

SA A NO DA SDA

- I am satisfied with the criteria followed for reward and recognition

SA A NO DA SDA

- I am satisfied with the performance appraisal system

SA A NO DA SDA

- Recognition and reward will be given timely

SA A NO DA SDA

- I get opportunity to develop my skills

SA A NO DA SDA

- I am satisfied with the amount of training offered for advancement

SA A NO DA SDA

- Quality training is get from the company

SA A NO DA SDA

- d) Organizational support for continuing education and personal growth

SA A NO DA SDA

- I am responsible only to the work to which I am accountable

SA A NO DA SDA

- I am having authority in the job for which I am responsible

SA A NO DA SDA

- Employees are encouraged to experiment with new methods and tryout creative ideas

SA A NO DA SDA

Suggestions if any,

a)

b)

Thank You.....

