

Job Satisfaction of Oil Mill Employees of KPL Private Limited, Irinjalakuda

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Abstract: Job satisfaction is an essential factor of organization climate and a significant component in management-employee relationship. Work plays a major part in everyone's lives. Job contentment is very important for every employee as it directly reflects their performance. When one is dissatisfied with his/her job, it tends to have an influence on their general view on life. By deliberate the key fundamentals that go into job fulfilment, one can opt to take control and make changes they need to feel really content and encouraged by what they do. If the employees' expectations are fulfilled, they will be more satisfied and their productivity will be increased to some extent. Kerala - The Gods Own Country is one of the states of the Indian nation which is famous for coconuts and their bye products. Place chosen for the study is Ernakulam one of the districts of Kerala which is famous for its oil mills. The intention of this research study is to be familiar with the contentment level of oil mill employees. Firms may give priority to many factors such as safety, leave, recreation, remuneration, job security etc. The performance of employees can be increased in accordance with the employer's strategic objectives.

Keywords: Job contentment, Job fulfilment, Job Safety, Leave, Recreation, Remuneration, Job security.

I. INTRODUCTION

Human Resource Management or HRM or HR means managing the Human Resources. It is a type of function performed in the organisation to maximize the performance of employees in accordance with the employer's strategic objectives. HR involves management of people within the organisation. HR departments and units in firms undertake activities like employee benefit design, employee recruitment, training and development, employee's performance appraisal, and the rewards. HRM is also concerned with organisational change and industrial relations. HRM focuses on maximising or improving employee productivity. Handling the human capital of an organization and implementation of policies and procedures are done by the HR professionals. These HR professional can be the experts focussing on training and recruiting employees.

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These recruiting specialists involve in hiring talented and efficient people. Training and development specialists make sure that the employees are properly trained and ensure continuous development. It is very important to keep a good employer employee relationship. Employers should always monitor that organisational policies are not broken by the employees and at the same time it is to be made sure that employees are not discriminated or harassed.

Job Satisfaction or job pleasure means a person's feeling of satisfaction acquired from his or her job. Job satisfaction acts as an inspiration to work. It means employees are satisfied or contented with their work and position. Employees will be satisfied when they enjoy their work and if they feel that management are true and fair to them. The most important part is that employees should feel comfortable in their working environment.

Job satisfaction and employee turnover are closely related. Unsatisfied employees try to seek positions elsewhere in the companies where they feel satisfied and contented. It is very expensive to replace employees. HR departments aim at fulfilling the needs of employees and make employees satisfied and happy so that employee turnover can be reduced.

Factors Affecting Job Satisfaction

- Personal Factors
Gender, Age, Intelligence, Experience, Mentality
- Work Situation Related Factors
Remuneration, Security, Stability, Recognition, Working conditions etc

The employees of the prominent oil mills in Ernakulam district is being selected is for this study. Kerala- the God's own country is famous for coconuts and has a big share in the coconut oil industry in India. The employees are selected in a way that the objectives of the study are accomplished

II. REVIEW OF LITERATURE

A literature review is the summing up of previously published or unpublished research papers done by different researchers and scholars. Newspapers, articles, journals, magazines, books etc can be the sources. Certain studies made on job satisfaction of employees in various fields are as follows:

Bindu AhelloOllukaran and Rupa Gunaseelan (2012) in their study on "A Study on the impact of work environment on employee performance" investigated



on the work environment factors that have influence on performance of employees.

Training facilities, monetary packages, rewards and recognitions, safe working environment, job security influences the employee performance. The study found that management should consult employees before making decisions, motivate employees to bring out new ideas, conduct more training programmes for improving the performance of employees.

ChitraKhirshnaSwamy and Dr. Y.B Damble (1985) in their study “Job Satisfaction among managers and supervisors” emphasized on the expectation of executives in their work and the role of superiors in contributing to job satisfaction. They found that those who are satisfied with their respective job are those who choose to do so by prioritizing their needs, develop pragmatic outlook and pushing up the type of job suiting their personality.

HemaMadhukar Joshi and Dr. S.G Palsodkar (2009) in their research “A Study of organizational culture contribution to employee job satisfaction in selected business and services unit in and around Pune” focussed on the relation between job satisfaction and organisation culture. The observation from the research states that there exists a positive relation between job contentment and organisation culture. The function top management in creating culture value and also the degree of involvement of employees with the organisation should go hand in hand.

Suki (2011) in the study “The effect of gender on employee perception of job satisfaction and organisational commitment” exhibits that both women and men have equal height of organisational responsibilities and the factor “gender” do not have a crucial relationship on employee’s outlook of job contentment.

Kumari and Jafri (2001)’S research paper on “Rank of Organizational Commitment of Male and Female teachers of Secondary School of Aligarh Muslim University”. Utilising t-test the data have been analysed and it evident that the wide proportion of female teaching faculties organizational dedication was much privileged than male teachers.

Dina Maria Lut (2012) in the study based on the connection between Job Motivation, Job Satisfaction and work performance in Romanian Trade Enterprises. The study states that motivation is high during peak salaries and low during fewer salaries. Employee job contentment and performance of the organisation in which they worked have no straight connection

O.A Osibanjo, O.J Kehinde, A.J Abiodun (2012) conducted a study on “Human Resource Management and Employee Job Satisfaction: Evidence from Nigerian Banking Industry”. The intend of this investigation was to discover the HR factors that effects employee job contentment.

Chandraiah K, S.C Agrawal, P.Marimuthu and N.Manoharan (2008) in their research paper “Occupational Stress and Job Satisfaction among Managers” found extreme stress and unfulfilling of needs and wants cause less job satisfaction.

Herald Monis and T.N Sreedhara (2010) in the research paper “Correlates of Employee Satisfaction with Performance Appraisal System in Foreign MNC BPO’s operating in India” concluded that the present system may be made easy and supportive of the employee’s individuality

growth and education; it may provide a foundation for factual feedback for the future development of employees.

Herald Monis and T.N Sreedhara (2011) In the article “Employee Satisfaction with Career Development Practices: A Comparative Study of Indian and Foreign MNC BPO Firms” concluded that the progressal activities and the workers expansion are inter related.

Jain K.K, FauziaJabeen, Vinita Mishra and Naveen Gupta(2007) “Job Satisfaction as related to Organizational Climate and Occupational Stress: A Case Study of Indian Oil” found that high age group Engineers and Managers are totally contented with their jobs as compared to low age group Engineers and Managers.

Dr. D. Rajan (2015) “Motivation and Job Satisfaction: A Study of Pharmacists in Private Hospitals”. This research is expected at investigating the connection linking motivations related facts and job contentment of pharmacists. Both motivations and job contentment is extremely significant for all type of workers to attain high productivity and to uphold fine confidence and dedication.

Tilak Raj and Lalita (2013) “Job satisfaction among teachers of Private and Government School: A Comparative Analysis”. Results showed that male respondents were more contented than females. The research paper shows that Government School teachers are further contented than the Private School teachers because of elasticity, security of job, high income and sovereignty enjoyed by Government School teachers. It also exposed that both private and govt. school teachers express low contentment level regarding the factor “teachers training”.

G. Murugesan (2012) “Organisational Climate and Job Satisfaction: An Analysis of Paper Industry”. Organisational climate is the universal view of the working situations of an enterprise, including the level of motivation, innovation, trust, conflict, rewards, morale, resistance to change etc. Organisational climate and job satisfaction level of employees in Tamil Nadu Newsprint and Papers Ltd (TNPL) stated that they are very much satisfied with the safety and welfare measures. The management guaranteed of competent and satisfied workforce is an asset to the company.

Glen George Thomas- “Employee Motivation and Job Satisfaction in Project-based Organisation: The case of UAE”. Employee Motivation and Job Satisfaction is very important in an organisation irrespective of its location. This study was carried out in a project based organisation in United Arab Emirates. Many of the respondents are content with the style of leadership, of their managers and they are happy with the company policies. Employees are also motivated by the remuneration that the organisation provides them within the organisation since salaries paid are satisfactory.

III. SCOPE OF STUDY

Job satisfaction is the vital factor of an employee’s organisational behaviour.

A contented employee has a positive viewpoint towards his or her job and would go beyond the usual prospect in his or her job.



A person who places high implication on imagination, self-government and autonomy is likely to be badly synchronized with an organisation that seeks traditional values from its employees

IV. OBJECTIVES OF STUDY

- To find out the contentment level of workers with regard to the working conditions in the respective organization.
- To find out the contentment level of workers with respect to the rewards
- To know the contentment level of workers in accordance with wellbeing measures and job safety.
- To give feedback of some courses for improving the satisfaction level of employees.

V. RESEARCH METHODOLOGY

Research Design: A research design is the hypothetical arrangement within which research is conducted; it constitutes the blueprint for the collection, dimension and examination of data.

1. **Sampling Design:** It deals with the way of choosing the number of items to be observed for the given study.
 - **Sampling Size:** 100 workers were opted after considering cost and time.
 - **Sampling method:** It is used to accumulate the data from the respondents.
2. **Data Collection:** Primary Data collection and Secondary data collection are used. Primary data is the data collected for the initial instance using questionnaire method. Secondary data is the data obtainable from available sources like previous reports of the concern and from the preceding projects. Company journals, company website etc. acts as a secondary data useful for analysis.
3. **Tools used for interpretation and analysis of Data**
 - Percentage Analysis.
 - Chi square test.
 - Bar Diagram
 - Pie Diagram.
 - SPSS

VI. LIMITATIONS OF THE STUDY

1. The survey is only restricted to Ernakulam district and therefore the research findings cannot be absolute to other areas.
2. Findings and suggestions is based on the respondent's answers in the survey which can be biased.
3. Time and cost is also another restriction.

VII. ANALYSIS AND INTERPRETATION

Job contentment is related to high productivity, motivation and low employee turnover. A secure and

positive working environment, proper rewards and recognition, improved employee participation, training programmes, evaluation of job satisfaction, adopting ways to improve job satisfaction etc will make employees satisfied and happy with their job.

Table. 1 Gender

SL.NO	GENDER	NO: OF RESPONDENTS	PERCENTAGE
1	MALE	80	80%
2	FEMALE	20	20%
	TOTAL	100	100%

Source: Primary Data

Interpretation

The above table shows that 80% of the respondents are males and 20% are females. As indicates in different literatures, articles, studies and researches demographic variables and job satisfaction are highly correlated. In job satisfaction studies gender plays a crucial role. A study shows that women are less satisfied than men due to minor amount of job opportunities. At the same time they may be more satisfied because of lower occupational aspirations.

Table. 2 Satisfaction level regarding work environment

SLNO	SATISFACTI ON LEVEL	NO: OF RESPONDENTS	PERCENTA GE
1	EXTREMELY SATISFIED	4	4%
2	VERY SATISFIED	36	36%
3	SATISFIED	56	56%
4	SLIGHTLY SATISFIED	2	2%
5	NOT SATISFIED	2	2%
TOTAL		100	100%

Source: Primary Data

Interpretation

The above table shows that 56% of the respondents are satisfied with the working environment, 36% are very satisfied, 4% are extremely satisfied, 2% are slightly satisfied and only 2% fall in the category of unsatisfied employees. Job satisfaction can be determined by the factors like Working circumstances, mainly, physical labour surroundings, like conditions of work place and associated facilities for performing the job. These works are in two ways. Firstly, it provides means for job performance. Secondly, provision of these situations effect individual outlook towards the organization. If these factors are positive, persons experience high level of job satisfaction.



Table. 3 Opinion regarding remuneration

SLNO	SATISFACTI ON LEVEL	NO: OF RESPONDEN TS	PERC ENTA GE
1	EXTREMELY SATISFIED	8	8%
2	VERY SATISFIED	6	6%
3	SATISFIED	76	76%
4	SLIGHTLY SATISFIED	6	6%
5	NOT SATISFIED	4	4%
TOTA L		100	100%

Source: Primary Data

Interpretation

The above table shows that 76% of the respondents are satisfied with the remuneration, 8% are extremely satisfied, 6% are very satisfied, 6% of the respondents are slightly satisfied and only 4% are not satisfied with the remuneration. Remuneration is the fundamental variable in job satisfaction. It is identified by various researchers and scholars. In addition, the association between remuneration and job contentment has been addressed by almost all job contentment studies in the last 80 years. Studies reveal that remuneration is a causal factor up to a specific point in an employee’s profession to succumb satisfaction (Hertzberg, 1966).

Table. 4 Opinion on grievance handling

SLNO	SATISFACTI ON LEVEL	NO: OF RESPONDEN TS	PERCEN TAGE
1	EXTREMELY SATISFIED	10	10%
2	VERY SATISFIED	8	8%
3	SATISFIED	40	40%
4	SLIGHTLY SATISFIED	26	26%
5	NOT SATISFIED	16	16%
TOTA L		100	100%

Source: Primary Data

Interpretation

The above table indicates that 40% of the respondents are satisfied with the grievance handling policy, 26% are slightly satisfied, 16% are unsatisfied, 10% of the respondents are extremely satisfied and 8% are very satisfied

Table. 5 Opinion regarding equitable rewards

SLNO	SATISFACTI ON LEVEL	NO: OF RESPONDEN TS	PERCE NTAG E
1	EXTREMELY	4	4%

	SATISFIED		
2	VERY SATISFIED	10	10%
3	SATISFIED	76	76%
4	SLIGHTLY SATISFIED	4	4%
5	NOT SATISFIED	6	6%
TOTA L		100	100%

Source: Primary Data

Interpretation

According to the above table, 76% of the respondents are satisfied, 10% are very satisfied, 6% are not satisfied, and 4% of the respondents are slightly satisfied and 4% of the respondents are extremely satisfied. Job satisfaction and remuneration have a interlink association. If the reward is supposed to be based on the job performance, it affects the job satisfaction unfavourably.

Table. 6 Supportive relationship with colleagues

SLNO	SATISFACTI ON LEVEL	NO: OF RESPONDEN TS	PERC ENTA GE
1	EXTREMELY SATISFIED	6	6%
2	VERY SATISFIED	30	30%
3	SATISFIED	38	38%
4	SLIGHTLY SATISFIED	19	19%
5	NOT SATISFIED	7	7%
TOTA L		100	100%

Source: Primary Data

Interpretation

According to the table, 38% of the respondents are satisfied with colleague relationship, 30% are very satisfied, 6% are extremely satisfied, 19% are slightly satisfied and only 7% are unsatisfied. Among the various mechanism fundamental to job satisfaction that causes the way an individual feels about their job includes the person’s relationship with co-workers. Relationship with colleagues has also been considered as one among the top 5 key factors to job satisfaction. Sound relationships with co-workers are also studied to be among the top five reasons why people stay in their jobs.

Table. 7 Opinion regarding workload

SLNO	SATISFACTI ON LEVEL	NO: OF RESPONDEN TS	PERCE NTAGE
1	EXTREMELY SATISFIED	18	18%



2	VERY SATISFIED	3	3%
3	SATISFIED	68	68%
4	SLIGHTLY SATISFIED	7	7%
5	NOT SATISFIED	4	4%
TOTAL		100	100%

Source: Primary Data

Interpretation

The above table shows that 68% of the respondents are satisfied with the workload. 18% of the respondents are very satisfied, 7% are slightly satisfied, 3% are very satisfied and 4% are not satisfied.

Table. 8 Opinion on recreational facilities

SLNO	SATISFACTION LEVEL	NO: OF RESPONDENTS	PERCENTAGE
1	EXTREMELY SATISFIED	1	1%
2	VERY SATISFIED	22	22%
3	SATISFIED	54	54%
4	SLIGHTLY SATISFIED	13	13%
5	NOT SATISFIED	10	10%
TOTAL		100	100%

Source: Primary Data

Interpretation

54% of the respondents are satisfied with the recreational facilities, while 22% are very satisfied, 1% is extremely satisfied, 13% are slightly satisfied and 10% are not satisfied.

Table. 9 Relationship with top management

SLNO	SATISFACTION LEVEL	NO: OF RESPONDENTS	PERCENTAGE
1	EXTREMELY SATISFIED	13	13%
2	VERY SATISFIED	19	19%
3	SATISFIED	53	53%
4	SLIGHTLY SATISFIED	2	2%
5	NOT SATISFIED	13	13%
TOTAL		100	100%

Source: Primary Data

Interpretation

The table depicts that 53% of the respondents are satisfied, 19% are very satisfied, 13% are extremely satisfied, 13% are not satisfied and 2% are slightly satisfied.

A positive relationship with top management will make employees feel comfort in their jobs and this paved way for job satisfaction. Employees should feel comfort to share their views, opinion, and suggestion etc during the time of decision making process.

Table. 10 Satisfaction level for promotion policy

SLNO	SATISFACTION LEVEL	NO: OF RESPONDENTS	PERCENTAGE
1	EXTREMELY SATISFIED	6	6%
2	VERY SATISFIED	14	14%
3	SATISFIED	60	60%
4	SLIGHTLY SATISFIED	6	6%
5	NOT SATISFIED	14	14%
TOTAL		100	100%

Source: Primary Data

Interpretation

The table illustrates that 60% of the respondents are satisfied with the promotion policy, 14% are very satisfied, and 6% are extremely satisfied. Similarly 6% are slightly satisfied and 14% are unsatisfied with the promotion policy. If the current jobs have any chances of promotions for future period of time; it paved way for more job satisfaction and vice versa

Table. 11 Satisfaction level regarding safety provisions

SLNO	SATISFACTION LEVEL	NO: OF RESPONDENTS	PERCENTAGE
1	EXTREMELY SATISFIED	12	12%
2	VERY SATISFIED	15	15%
3	SATISFIED	68	68%
4	SLIGHTLY SATISFIED	2	2%
5	NOT SATISFIED	3	3%
TOTAL		100	100%

Source: Primary Data

Interpretation

According to the above table, 68% are satisfied with the safety provisions, 15% of the respondents are very satisfied, 12% are extremely satisfied, 2% are slightly satisfied and only 3% are not satisfied.

Table. 12 Satisfaction level regarding leave



SLNO	SATISFACTI ON LEVEL	NO: OF RESPONDEN TS	PERCE NTAGE
1	EXTREMELY SATISFIED	8	8%
2	VERY SATISFIED	18	18%
3	SATISFIED	48	48%
4	SLIGHTLY SATISFIED	14	14%
5	NOT SATISFIED	12	12%
TOTAL		100	100%

Source: Primary Data

Interpretation

The table given above displays that among the respondents 48% are satisfied, 14% are slightly satisfied, 18% are very satisfied, 12% are not satisfied and 8% are extremely satisfied. Adequate vacation time and days to take leave must be granted to employees, according to factories Act. This contributes to enhancing job satisfaction as it can be associated with the situational theory that explains that fulfilment while doing the job is determined by circumstantial occurrence, which can be referred to as things that arise after taking job, which may be visible or invisible, favourable or unfavourable. Holiday time is referred to as a positive happening.

Table. 13 Level of satisfaction regarding working hours

SLNO	SATISFACTI ON LEVEL	NO: OF RESPONDEN TS	PERCE NTAGE
1	EXTREMELY SATISFIED	3	3%
2	VERY SATISFIED	15	15%
3	SATISFIED	44	44%
4	SLIGHTLY SATISFIED	30	30%
5	NOT SATISFIED	8	8%
TOTAL		100	100%

Source: Primary Data

Interpretation

The above table describes how the respondents how much satisfied are them with the working hours. 44% are happy, 15% of the respondents are very happy, 30% are slightly happy, 8% are not happy and 3% are extremely happy. The main reason why workers are discomforted with their job is that they have an emotion that they are given more workload and are waged fewer.

Table. 14 Opinion on monetary welfare measures

SLNO	SATISFACTI ON LEVEL	NO: OF RESPONDEN TS	PERCENTA GE
1	EXTREMELY SATISFIED	12	12%
2	VERY SATISFIED	34	34%
3	SATISFIED	40	40%
4	SLIGHTLY SATISFIED	9	9%
5	NOT SATISFIED	5	5%
TOTAL		100	100%

Source: Primary Data

Interpretation

The table shown above illustrates that respondents that are content with the welfare measures are 40% and only 5% are unsatisfied. Monetary welfare measures include Employees State Insurance Scheme, Employees Provident Fund and Bonus etc. All these serve not only as a motivating factor but also as an assurance of security.

Table. 15 Degree of satisfaction regarding training programmes

SLNO	SATISFACTI ON LEVEL	NO: OF RESPONDEN TS	PERCENTA GE
1	EXTREMELY SATISFIED	5	5%
1	VERY SATISFIED	10	10%
2	SATISFIED	80	80%
3	SLIGHTLY SATISFIED	2	2%
5	NOT SATISFIED	3	3%
TOTAL		100	100%

Source: Primary Data

Interpretation

The above table exposed that 80% of the respondents are satisfied with the training programmes, 10% are very satisfied, 5% are extremely satisfied, 2% are slightly satisfied and 3% are not satisfied. Training serves to enhance and fulfil human needs for growth and face more challenges. This in turn could help enhance satisfaction not only with job but also with life on an overall outlook.



Table. 16 Overall degree of satisfaction

SLNO	SATISFACTI ON LEVEL	NO: OF RESPONDEN TS	PERCEN TAGE
1	EXTREMELY SATISFIED	5	5%
1	VERY SATISFIED	16	16%
2	SATISFIED	68	68%
4	SLIGHTLY SATISFIED	7	7%
5	NOT SATISFIED	4	4%
TOTAL		100	100%

Source: Primary Data

Interpretation

According to the table illustrated above, respondents are satisfied with the job is 68%, 16% are very satisfied, 5% are extremely satisfied, 7% are slightly satisfied and only 4% are dissatisfied. This shows that majority of the employees in KPL Oil Mills are content with their jobs.

VIII. TESTING OF HYPOTHESIS

Table. 17 Chi-Square Test

	Satisfaction level for work environment	Overall degree of satisfaction in your job
Chi-Square	21.280 ^a	6.480 ^b
Df	2	1
Asymp.Sig	.000	.011

Calculated value=21.280 for 2 degree of freedom at .000 level of significance. Table value= 67.50 for 50 degrees of freedom at .05 level of significance. From this it is clear that calculated value is less than the tabled value, so we reject the null hypothesis and accept the alternate hypothesis. Therefore there is a goodness of fit between satisfaction level for work environment and overall degree of satisfaction. This shows that employees should be provided with safe and good working environment so that employees will become happy and satisfied. This leads to achievement of organisational goals.

Table. 18

	Opinion regarding remuneration	Overall degree of satisfaction in your job
Chi-Square	42.040 ^a	6.480 ^b
Df	2	1
Asymp.Sig	.000	.011

Calculated value=42.040 for 2 degree of freedom at .000 level of significance. Table value= 67.50 for 50 degrees of

freedom at .05 level of significance. Here as the calculated value is fewer than the table value; we reject the null hypothesis and accept the alternate hypothesis. Therefore there is a goodness of fit between remuneration and overall degree of satisfaction. Remuneration is an important factor that leads to job satisfaction. Employees should be offered attractive salary for their dedication and hard work otherwise it will lead to employee turnover

Table. 19

	Opinion regarding equitable rewards	Overall degree of satisfaction in your job
Chi-Square	87.120 ^a	6.480 ^b
Df	3	1
Asymp.Sig	.000	.011

Calculated value=87.120 for 3 degree of freedom at .000 level of significance. Table value= 67.50 for 50 degrees of freedom at .05 level of significance. Here calculated value is greater than the table value; we accept the null hypothesis and reject the alternate hypothesis. Therefore there is no goodness of fit between equitable rewards and overall degree of satisfaction. This means that employees are not that much affected of providing equitable rewards.

Table. 20

	Opinion regarding equitable rewards	Overall degree of satisfaction in your job
Chi-Square	49.480 ^a	6.480 ^b
Df	2	1
Asymp.Sig	.000	.011

Calculated value=49.480 for 2 degrees of freedom at .000 level of significance. Table value= 67.50 for 50 degrees of freedom at .05 level of significance. Here calculated value is less than tabled value; we reject the null hypothesis and accept the alternate hypothesis. Therefore there is a goodness of fit between promotion policy and overall degree of satisfaction. Promotion is an important factor that affects job satisfaction. Employees expect a promotion in their work for the service that they are providing to the organisation. If the promotion policy adopted by the organisation is not fair, it will directly affect job satisfaction and will lead to employee turnover.



Table. 21

	Satisfaction level regarding safety measures	Overall degree of satisfaction in your job
Chi-Square	32.920 ^a	6.480 ^b
Df	2	1
Asymp.Sig	.000	.011

Calculated value=32.920 for 2 degrees of freedom at .000 level of significance. Table value= 67.50 for 50 degrees of freedom at .05 level of significance. Here the computed value is less than tabled value; so we reject the null hypothesis and accept the alternate hypothesis. Therefore there is a goodness of fit between safety of working environment and overall degree of satisfaction. This means that safe working environment have a direct impact towards job satisfaction.

Table. 22

	level of satisfaction regarding working hours	Overall degree of satisfaction in your job
Chi-Square	45.640 ^a	6.480 ^b
Df	2	1
Asymp.Sig	.000	.011

Calculated value=45.640 for 2 degrees of freedom at .000 level of significance. Table value= 67.50 for 50 degrees of freedom at .05 level of significance. Here calculated value is less than the table value; we reject the null hypothesis and accept the alternative hypothesis. Therefore there is a goodness of fit between working hours and overall degree of satisfaction. Working hours should be scheduled in such a way that employees shouldn't feel stressed and irritated. This will lead to dissatisfied.

Table. 23

	Opinion on monetary welfare measures	Overall degree of satisfaction in your job
Chi-Square	5.120 ^a	6.480 ^b
Df	1	1
Asymp.Sig	.000	.011

Calculated value=5.120 for 1 degree of freedom at .000 level of significance. Table value= 67.50 for 50 degrees of freedom at .05 level of significance. Here, tabled value is greater than calculated value; we reject the null hypothesis and accept the alternate hypothesis. Therefore there is a goodness of fit between monetary welfare measures and overall degree of satisfaction. Monetary welfare measures like DA, HRA, Bonus etc is very important factor that leads to job satisfaction similar to remuneration. Employees stay in the organisation only if they are provided with attractive benefits along with remuneration.

IX. FINDINGS

- ✓ Among the respondents, eighty percent of them are males.
- ✓ Among the respondents, Fifty six percent are satisfied with the working environment and only two percent are dissatisfied.
- ✓ Among the respondents, Seventy six percent are satisfied with the remuneration given by the company and only four percents are dissatisfied.
- ✓ Forty percent are satisfied with the grievance handling policy followed by the company and sixteen percent are dissatisfied with the same.
- ✓ Seventy six percentile of respondents are pleased with rewards granted by the company and only six percent of them are dissatisfied.
- ✓ Thirty eight percent of the respondents agree that there is a positive and good relationship maintained by the colleagues.
- ✓ Sixty eight percent are satisfied with workload give to them and only four percent are dissatisfied.
- ✓ Fifty four percent among the respondents are satisfied and only ten percent are not satisfied with the recreational facilities provided by the company.
- ✓ It is found that respondents that agree with the statement that there is positive relationship between low level workers and top level management are Fifty six percent.
- ✓ Sixty percent among the respondents are satisfied with betterment policy and fourteen percent are not satisfied with the same.
- ✓ Among the respondents Sixty eight percentages of them are happy with the safety provisions granted by the company and only three percent are unhappy with the same.
- ✓ Forty eight percent among the respondents feel convinced with leave policies pursued by the company and twelve percent are not satisfied.
- ✓ Forty four percentages of the respondents are happy with the work span and eight percentages are unhappy.
- ✓ It is observed that, among the respondents forty percentages are convinced by the monetary welfare measures and five percentages are unconvinced with the same.
- ✓ Eighty percent are pleased with the training programmes offered by the company and only three percent are dissatisfied.
- ✓ It is found that sixty eight percent of the respondents have an overall degree of satisfaction in their job and only four percent are dissatisfied with the same.
- ✓ According to Chi-square test done between satisfaction level for work environment and overall degree of satisfaction with the job, the substitute presumption is being endorsed. There is a goodness of fit among satisfaction level for work environment and overall degree of satisfaction.
- ✓ According to Chi-square test done between opinion regarding



remuneration and overall degree of satisfaction with the job, the alternate hypothesis is being accepted. There is a goodness of fit between remuneration and overall degree of satisfaction.

- ✓ According to Chi-square test done between the opinion regarding equitable rewards and overall degree of satisfaction in job, null hypothesis is being accepted. The goodness of fit between equitable rewards and overall degree of satisfaction is negative.
- ✓ It is found that there is goodness of fit between promotion policy and overall degree of satisfaction in job. Here alternate hypothesis is being accepted.
- ✓ It is observed that there is goodness of fit between safety of working environment and overall degree of satisfaction. It means that alternate hypothesis is being accepted.
- ✓ According to Chi-square test done between level of satisfaction regarding working hours and overall degree of satisfaction, the alternate hypothesis is being accepted. There is a goodness of fit between working hours and overall degree of satisfaction.
- ✓ According to Chi-square test made between opinion on monetary welfare measures and overall degree of satisfaction in job, the alternate hypothesis is being accepted. There is a goodness of fit between monetary welfare measures and overall degree of satisfaction.

X. SUGGESTIONS

- ✓ Performance appraisal methods need to be introduced in the company. Formal training and awareness programme should be conducted for implementing this.
- ✓ The company needs to provide intensive computer and internet training programmes to empower and update the employees with the latest development in communication and technology.
- ✓ Personality development programmes should be conducted for the employees on a regular basis so that it helps to boost their morale which in turn assures better job satisfaction and productivity.
- ✓ Non monetary incentives like old age and retirement benefits should be introduced in the company.
- ✓ An Employee Assistance Programme (EAP) should be set up. If the management confronts any employee with frequent absenteeism and found that it is due to personal problems, then the concerned employee is referred to EAP. When an employee returns to work, then the management could conduct a return to work interview so that actual causes of absenteeism could be found out and required remedial action should be taken to prevent the same in future.
- ✓ Job rotation could be implemented in the organisation which helps to reduce employee boredom.

XI. CONCLUSION

This study gave an overall idea about the job satisfaction of employees in KPL Oil Mills Private Ltd, Irinjalakuda. It is clear from the study that, the overall satisfactory level of employees in their job is on a moderate scale. Greater numbers of the answerers are fulfilled by the present job context. Three-fourth of the respondents is happy with the remuneration granted by the concern. Most respondents of our study are pleased by the promotion policy. This shows that majority of the respondents feel secured with their jobs and are tension free. Greater numbers of respondents are fulfilled with the security measures. Among the responder a few are pleased with the monetary welfare proceedings. This is one of the limitations found during the study. Respondents are not much satisfied with the working hours. By adopting proper solutions to these problems, the management can have a positive outlook towards job satisfaction.

In today's era, the achievement of an effort can be considered as an important indicator for happiness. Using intelligence, capabilities and time, interacting with people, exhibiting personal strengths, capabilities and intelligence, time allocation, socializing, betray personal abilities and flourishing them are necessary in career life. The extent of satisfaction in career of mankind and objects which effect this gratification are important for efficiency. Happiness of people in work life will be same in the case social life too. Happiness and satisfaction earned by the employee from work will reflect in his/ her family life and also in his/her social environment.

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