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## **Job Satisfaction of Employees with Special Reference to CAMPCO Chocolate Factory, Darbe, Puttur**

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**Abstract:** *Job satisfaction is the end feeling of a person after performing a task. To the extent that a person's job fulfils his casual needs and in consistency with expectations and values, the job will be satisfying. The feeling would be positive depending upon whether need is satisfied or not. Job satisfaction and occupational success are major factors in personal satisfaction, self-respect, self-esteem, and self-development. To the worker, job satisfaction brings a pleasurable emotional state that can often leads to a positive work attitude. A satisfied worker is more likely to be creative, flexible, innovative and loyal. For the organization, job satisfaction of its workers means a work force that is motivated and committed to high quality performance. Hence this paper examines the job satisfaction levels of employees provided by the factory and it examines the ways of promoting the job satisfaction of employees. The population for the study consists of employees of CAMPCO Chocolate Factory, Puttur. 50 respondents were taken for the study. The technique used for the study is simple random sampling technique. Primary and Secondary data available also made use for the study purpose. The results show that there is significant amount of job satisfaction among the employees of CAMPCO.*

**Key Words:** *Job Satisfaction, Occupational Success, Work Attitude, Performance.*

### **Introduction**

People are the most important asset of any Company. The perception and satisfaction level of workforce in an organization would determine the future course and success of the company. Employee satisfaction can be defined as an individual's general attitude towards his or her job. Research shows that satisfied, motivated employees will create higher customer satisfaction and in turn positively influence organizational performance noticing this trend, many organizations are investing in measuring and quantifying employee opinions and attitudes by incorporating employee satisfaction surveys into their existing HR organizational processes.

Employees are more satisfied when they have challenging opportunities at work. This includes chances to participate in interesting projects, jobs with a satisfying degree of challenge and opportunities for increased responsibility. High employee satisfaction levels can reduce turnover. Employee retention and turnover are the most objective measures of employee satisfaction / dissatisfaction in organizations.

### **Determinants of Job Satisfaction**

According to Abraham A. Korman, there are two types of variables which determine the job satisfaction of an individual. These are:

1. Organizational variables; and
2. Personal Variables.

### **Organisational Variables**

1. Occupational Level

The higher the level of the job, the greater is the satisfaction of the individual. This is because higher level jobs carry greater prestige and self control.

2. Job Content

Greater the variation in job content and the less repetitiveness with which the tasks must be performed, the greater is the satisfaction of the individual involved.

3. Considerate Leadership

People like to be treated with consideration. Hence considerate leadership results in higher job satisfaction than inconsiderate leadership.

4. Pay and Promotional Opportunities

All other things being equal these two variables are positively related to job satisfaction.

5. Interaction in the Work Group

Interaction is most satisfying when -

It results in the cognition that other person's attitudes are similar to one's own. Since this permits the ready calculability of the others behaviour and constitutes a validation of one's self;

It results in being accepted by others; and

It facilitates the achievements of goals.

## **Personal Variables**

For some people, it appears most jobs will be dissatisfying irrespective of the organizational condition involved, whereas for others, most jobs will be satisfying. Personal variables like age, educational level, sex, etc. are responsible for this difference.

### **1. Age**

Most of the evidences on the relation between age and job satisfaction, holding such factors as occupational level constant, seems to indicate that there is generally a positive relationship between the two variables up to the pre-retirement years and then there is a sharp decrease in satisfaction. An individual aspires for better and more prestigious jobs in later years of his life. Finding his channels for advancement blocked, his satisfaction declines.

### **2. Educational Level**

With occupational level held constant, there is a negative relationship between the educational level and job satisfaction. The higher the education, the higher the reference group which the individual looks up for guidance to evaluate his job rewards.

### **3. Role Perception**

Different individuals hold different perceptions about their role, i.e. the kind of activities and behaviours they should engage in, to perform their job successfully. Job satisfaction is determined by this factor also. The more accurate the role perception of an individual, the greater his satisfaction.

### **4. Sex**

There is as yet no consistent evidence as to whether women are more satisfied with their jobs than men, holding such factors as job and occupational level constant. One might predict this to be the case, considering the generally low occupational aspiration of women. Some other determiners of job satisfaction are as follows:

General Working Conditions.

Grievance handling procedure.

Fair evaluation of work done.

Job security.

Company prestige.

Working hours etc.

## **Review of Literature**

Abraham Maslow (1954) suggested that human need form a five-level hierarchy ranging from physiological needs, safety, belongingness and love, self esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985).

According to the study conducted by Friedlander and Margulies (1969), it was discovered that management and friendly staff relationships contribute to the level of job satisfaction. However, this result contradicts with view of Herzberg (1966) who supported the view that supervision is irrelevant to the level of job satisfaction.

## **CAMPCO Chocolate Factory, Puttur**

“Central Aracnut and Cocoa Marketing and Processing Co-operative Limited” or popularly known as CAMPCO started on 11<sup>th</sup> July 1973 at Mangalore, under section 7 of Karnataka Co-operative Societies Act. It had established itself as a multi co-operative, a joint venture of the states of Karnataka and Kerala. The organization is mainly into procurement, marketing, selling and processing of areca nut and cocoa. The company also provides guidance for farmers for growing aracnut and cocoa. The company has set up a chocolate manufacturing plant in 1986 at Kemminje village in Puttur Taluk in South Canara District, Karnataka. The Company produces chocolates and other products of cocoa both under its own brand and also for Nestle. It started to produce cocoa based products in January 1987 in order to procure reasonable price for locally grown cocoa and to increase the local competition for the cocoa based products.

## **Features of the Chocolate Factory**

1. The factory is the largest in South East Asia.
2. It is one of the most modern factories in the world. The factory is equipped with the most modern machinery imported from European countries.
3. The well experienced architects and consultants designed the factory.
4. The Campo Ltd. earns Foreign Exchange.
5. Quality of products manufactured is of International Standard.

6. The construction of the factory has been completed in a record time. The factory is situated in an industrially backward rural area in the midst of cocoa cultivation area.

### **Objectives of the Study**

1. To Study about socio demographic profile of the employees
2. To know about work environment of the employees
3. To study the emotional status of the employees
4. To examine the factor that influences the job role satisfaction of the employees
5. To analyse the personal growth and development of employees.
6. To study the level of job satisfaction of the employees in CAMPCO Chocolate Factory Puttur.

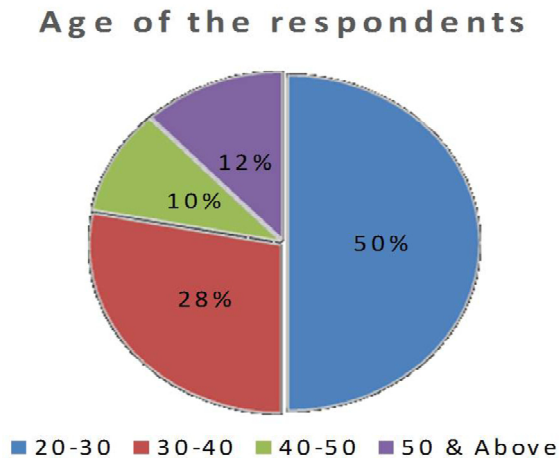
### **Method of Data Collection**

The researcher had taken 50 respondents from the different departments of the CAMPCO Chocolate Factory Company. The researcher selected the sample in criteria of easily reachable, with equal chance to respondents. “Simple Random Sampling” for data collection.

### **Results and Discussions**

**Fig 1: Age of the Respondents**

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The above figure shows that Majority (50%) of the respondents come under the age group of 20-30 years, 28% of respondents are in the age group of 30-40 years, and 10% of respondents are in the age group of 40-50 years, and 12% of the respondents are above 50 years of age.

This indicates that majority of the respondents were young employees and were recruited for more creative and fast work process. They could really work for their career, individual, and organizational growth and development.

**Table1: Company's Working Culture**

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<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
Fully Satisfied	31	62
Partially Satisfied	18	36
Not Satisfied	1	2
<b>TOTAL</b>	<b>50</b>	<b>100</b>

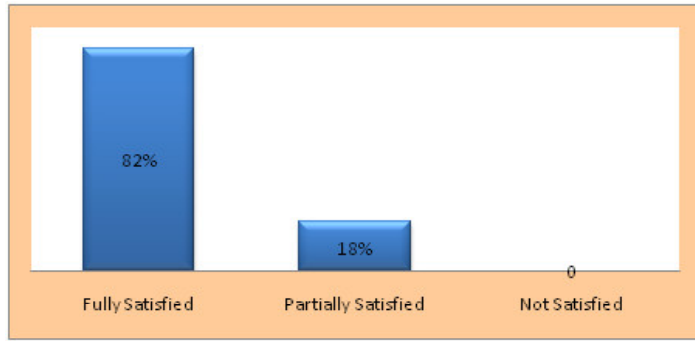
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The above Table shows that 31(62%) respondents are fully satisfied at their company's working culture, and 18(36%) respondents are partially satisfied, and 1(2%) respondents are not satisfied with the company's working culture.

It clearly indicates that majority of the respondents were fully satisfied with the working culture of the company, CAMPCO chocolate Factory Limited. Further information revealed that company provided support and guidance to each worker and also provides trainings for their work.

**Fig 2: Satisfaction of Work Responsibility**

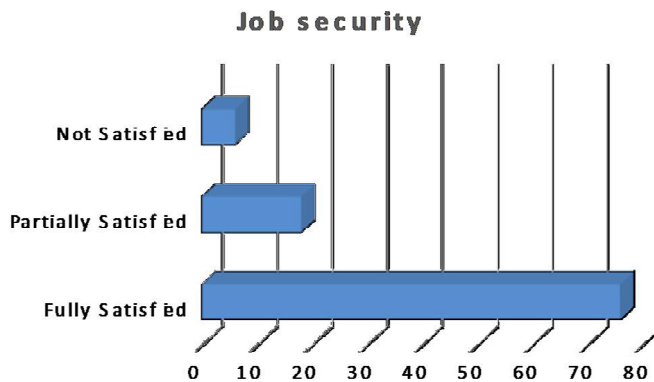
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The above figure shows the satisfaction of their work responsibility. A Majority of employees 41(82% of the respondents) stated that they are fully satisfied of their work responsibility, 9(18%) of the respondents are not fully satisfied of their work responsibility. The opinion of the respondents were only fully satisfied or partially and no one stated that not satisfied. Majority of the respondents were fully satisfied with their work responsibility. Because of the Company Selection and Training programme, it made them more efficient and effective responsible workers and created interest in taking responsibility of their job.

**Fig 3: Job Security**

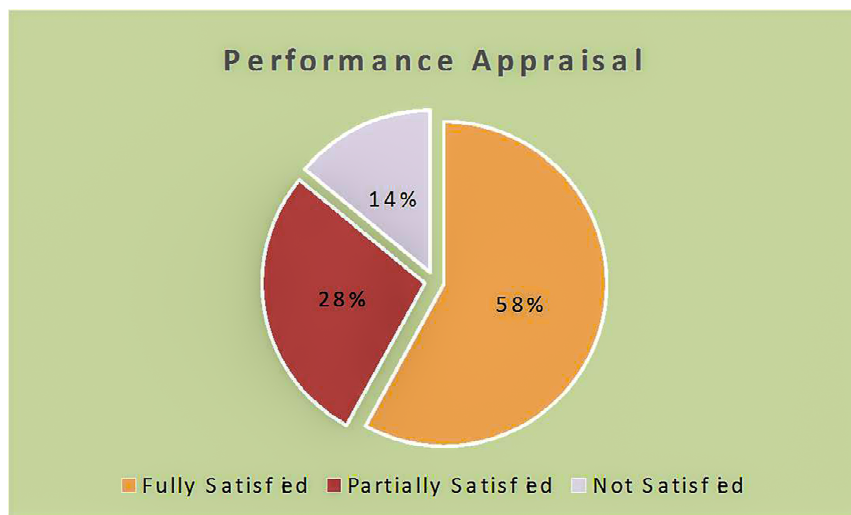
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A Majority (76%) of the respondents were fully satisfied with their job security, 18% of the respondents are partially satisfied with their job security, 6% of the respondents stated that they are not satisfied with the job security.

**Fig 4: Performance Appraisal System**

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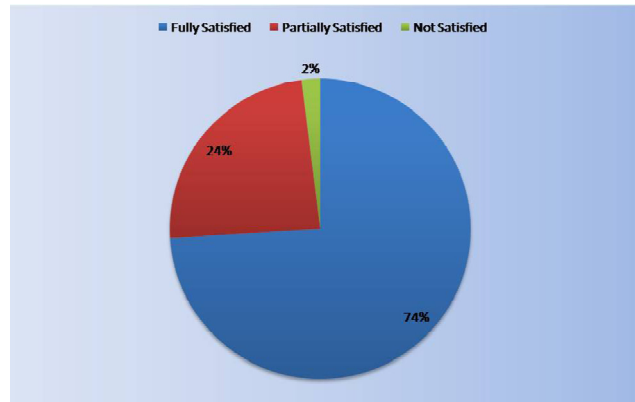
This diagram presents the satisfaction level of the respondents in the Performance Appraisal System of the company, CAMPCO Chocolate Factory Limited.

A Majority (58%) of the respondents were fully satisfied, 28% of the respondents said they were partially satisfied, 14% of the respondents were not satisfied with their company's Performance Appraisal System.

It clearly indicates that the majority of the respondents were fully satisfied with their company's present performance appraisal system. It is because of this, employees were involved in work fairly and correctly.

**Fig 5: Company Policy**

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The above Figure reveals that 74% of the respondents were fully satisfied with their Company's Policy and Administration, 24% partially satisfied and other 2% of the respondents were dissatisfied with their Company's Policy and Administration.

From the above data, it can be interpreted that majority of the employees were fully satisfied with their Company's Policy and Administration. These are increasing the employee morale towards the growth and development of the company.

### **Suggestions**

1. All employees need to be given good pay/salary as far as possible.
2. Since majority of the employees have less than five years of experience, company should focus on employee trainings and guidance from the senior employees.
3. The organization has to provide counselling facilities to its employees because, employees are considered as an asset of an organization. This will improve the psychological attitude of the employees towards their work and can build good interpersonal relationship with co-workers, supervisors and family members.
4. Adequate and healthy working condition to be provided to all the employees.
5. Adequate welfare facilities need to be provided to all employees.

## Conclusion

In the modern scenario, Job satisfaction is very important for every company in order to get profit as well as high status in the society. For management, a satisfied work force transforms into higher productivity due to fewer disruptions caused by absenteeism or good employees quitting, as well as into lower medical and life insurance costs. Additionally, there are benefits for society in general. So the goal of high job satisfaction for employees can be defended in terms of both money and social responsibility. Managers should be concerned with the level of job satisfaction in their organizations. "A happy worker is a productive worker". It gives clear evidence that dissatisfied employees skip work more often and satisfied worker likely to work longer with the organization.

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