



## **A STUDY ON JOB SATISFACTION IN K C P SUGARS AND INDUSTRIES CORPORATION LTD BY APPLYING HERZBERG'S TWO FACTORS THEORY**

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### **ABSTRACT**

*A Job satisfaction survey is an excellent tool to know the employee perceptions and satisfaction levels of their job. Although the manufacturing industry represents the largest employment sector while comparing to other industry, so here we choose K C P Sugars and Industries Corporation Ltd, where more number of employees are there in company and it is easy to make the survey on job satisfaction tool. Job satisfaction research is less examined within this industry. Only major manufacturing companies regularly use this research methodology and the information gained as a management tool for improving its organization.*

*Many Job satisfaction studies have been conducted across a range of industry. Yet no specific study of Job satisfaction in the manufacturing industry has been under taken to ascertain what effect has on employees. Therefore, the research question is designed in a way by using a theory given by Herzberg and it is known as Herzberg's two factors theory. By using this*

*theory the employees were asked questions and the main motive of the study is to identify the employee's satisfaction and dissatisfaction levels in the organization.*

**Key words:** job satisfaction, job dissatisfaction, manufacturing industry, employees, motivation, hygiene.

## **1. INTRODUCTION**

Locke gives a comprehensive definition of job satisfaction as involving cognitive, affective, and evaluative reactions of attitudes and states it is “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience.”

Job satisfaction is a result of employees’ perception of how well their job provides those things that are viewed as important. It is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude.

Although theoretical analyses have criticized job satisfaction as being too narrow conceptually, there are three generally accepted dimensions to job satisfaction. First, job satisfaction is an emotional response to a job satisfaction. As such, it cannot be seen; it can only be inferred. Second, job satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if organizational participants feel that they are working much harder than others in the department but are receiving fewer rewards, they will probably have a negative attitude toward their work, boss, and/or coworkers. They will be dissatisfied. On the other hand, if they are likely to have a positive attitude toward the job. They will be job-satisfied. Third, job satisfaction represents several related attitudes. Through the years five job dimensions have been identified to represents the most important characteristics of a job about which employees have affective responses. These are:

- a. **The work itself:** The extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility.
- b. **Pay:** The amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization.

- c. **Promotion opportunities:** The chances for advancement in the organization.
- d. **Supervision:** The abilities of the supervisor to provide technical assistance and behavioral support.
- e. **Coworkers:** The degree to which fellow workers are technically proficient and socially supportive.

These five dimensions were formulated many years ago and have been widely used to measure job satisfaction over the years, and a recent meta-analysis confirmed their construct validity.

## **2. Herzberg's two-factor theory of motivation**

Frederick Herzberg extended the work of Maslow and developed a specific content theory of work motivation. Unlike Maslow, Herzberg may be years ago conducted a widely reported motivational study on about 200 accountants and engineers employed by firms in and around Pittsburgh, Pennsylvania. He used the critical incident method of obtaining data for analysis. The professional subjects in the study were essentially asked two questions;

- (a) When did you feel particularly good about your job-what turned you on; and
- (b) When did you fee exceptionally bad about your job-what turned you off?

Responses obtained from this critical incident method were interesting and fairly consistent. Reported good feelings were generally associated with job experiences and job content. An example was the accounting supervisor who felt good about being given the to know that the new equipment made a big difference in the overall functioning of his department/ reported bad feelings, on the other hand, were generally associated with the surrounding of peripheral aspects of the job-the job context. Reported good feelings were generally associated with job experiences and job content.

<b>MOTIVATION FACTORS</b>	<b>HYGIENE FACTORS</b>
Work Itself	Job Security
Advancement	Supervision
Achievement	Salary
Recognition	Interpersonal Relation
Responsibility	Company Policies
Growth	Working Conditions
	Factors of Personal Life

**Table 1**  
**Motivation and hygiene factors given by Frederick Herzberg**

An example of these feelings was related by an engineer whose first job was routine record keeping and managing the office when the boss was gone. It turned out that his boss was always too busy to train him and became annoyed when he tried to ask question. The engineer said that he was frustrated in this job context and that he felt like a flunky in a dead-end job.

Tabulating these reported good and bad feelings, Herzberg concluded that job satisfiers are related to job content and that job dissatisfies are allied to job context. Herzberg labeled the satisfiers motivators, and he called the dissatisfies hygiene factors. The term hygiene refers to factors that are preventive; in Herzberg's theory the hygiene factors are those that prevent dissatisfaction. Taken together, the motivators and the hygiene factors have become known as Herzberg's two-factor theory of motivation.

### **3. K.C.P. Sugar and Industries Corporation Limited, Vuyyuru**

Late Mr. Velagapudi Ramakrishna, the founder of the KCP could think much ahead of his times and visualized the need for encouraging Agro-based industries while working as Director of Industries in Madras State. He encouraged and enthused the Riots of Krishna Delta to take to Sugarcane cultivation and to start a sugar factory in the cooperative sector. His dream was realized with the establishment of a Cooperative Sugar Factory of 800 tones Cane crushing capacity in1936 at Vuyyuru. His dream was realized with the establishment of a Cooperative

Sugar Factory of 800 tones Cane crushing capacity in1936 at Vuyyuru. Late Sri Adusumilli Gopala Krishnayya late Raja Sahed of Vuyyuru and Late Raja Saheb of Challapalli were some of the prominent personalities who took active part in establishing the Sugar Factory in Cooperative Sector. In the year 1941, The K.C.P. Sugar and Industries Corporation Ltd. acquired the Sugar Factory from the Cooperative Sector

Sugar Factories are mostly located in rural areas as regular and smooth supply of sugar cane from nearby areas so essential for the economic functioning of the sugar factories. Like all other sugar organization this is also located in the village called Vuyyuru. Vuyyuru was like any other Indian village, somber, slow and wedded to the conventional ways of agriculture, raising mostly a single crop of paddy. The Vuyyuru today is different with a radius of about 40 Kilometers. The wards of many of the growers also get gainful employment in the sugar mill. Today, K C P Sugar Factory has got one of the largest crushing capacities and is also among the most modern in the country. Latest technological advancement abroad as well as Towns, are being continuously tried and experimented here and later on incorporated in the Plant.

The progressive minded Industrialists in India and else where had realized the benefits of diversification. The K.C.P. Ltd. Started diversification for the first time in 1946, by putting up a Distillery for production of Industrial Alcohol using the Molasses - a waste product from their Sugar factory. Their Distillery is one of the biggest and modern units in Andhra Pradesh, with 10 Million Bulk Liters capacity per annum.

The KCP entered into Cement manufacture in the year 1958 by setting up a Cement Factory with a capacity of 2.5 lakh tones per annum at Macherla in Guntur District. Initially it was started with the specific objectives of feeding the Nagarjuna Sagar project and it is now contribution to the planned progress of the Country. The KCP Ltd. has launched a project for the manufacture of Cement Plant machinery in collaboration with M/s Fullers of West Germany and the Plant is being set up at Gummidipoondi, near Madras.

**Achievements of KCP:** The major achievements of the KCP Sugar and Industries Corporation Ltd are stated below

- For 23 years, the KCP has crushed maximum tonnage of cane and stood first in the State throughout.
- KCP tops in the state over 23 years, in sugar production also
- In recovery too, KCP ranks high among the 26 factories in coastal districts .
- The contribution of KCP to the state's performance in respect of cane crush, sugar. Produced recovery and duration has always been of a high order.
- The factory has also 12,000 to 14000 cane growers supplying the cane to the factory and the average supply is around 90 Mt.
- The average holding is about one hectare per riot and the average yield is about 90MT per hectare

#### **4. Analyzing Herzberg's Two-Factories Theory with KCP Workers:**

As said earlier Herzberg has concluded that job satisfaction are related to Job Satisfaction and job dissatisfaction are allied to job context. Herzberg labeled the satisfiers as motivators, and dissatisfies as hygiene factors. By taking motivators and hygiene factors in to consideration the questionnaire is prepared to conduct the survey with the K.C.P. Sugar and Industries Corporation Ltd employees. The total employees in the company are 735, as the time constraints the sample size is reduced to 20% of total employee's i.e. total 145 employees out of 735 employees.

The major objective of the study is to get the practical experience in the organization and besides that objective of study are as

- To study the factors leading to job satisfaction.
- To study the factors that causing the job dissatisfaction.
- To study the problems faced by employees in organization.
- To make the suggestions based up on the study.

The research design has been taken as the job satisfaction survey. The job satisfaction survey is a procedure by which employees report their feeling on their job and also Herzberg's two factors theory has also been tested and the research instrument used in this study is a 'structured questionnaire'. Structured questionnaires are used by using Close ended and open ended questionnaire.

As seen in the table 1.1 Herzberg has identified that organization employee will satisfies with Motivation Factors like Work Itself, Advancement, Achievement, Recognition, Responsibility, Growth and will dissatisfies with Hygiene Factors like Job Security, Supervision, Salary, Interpersonal Relation, Company Policies, Working Conditions, Factors of Personal Life. In order to achieve the objectives of the study this factors has taken into consideration.

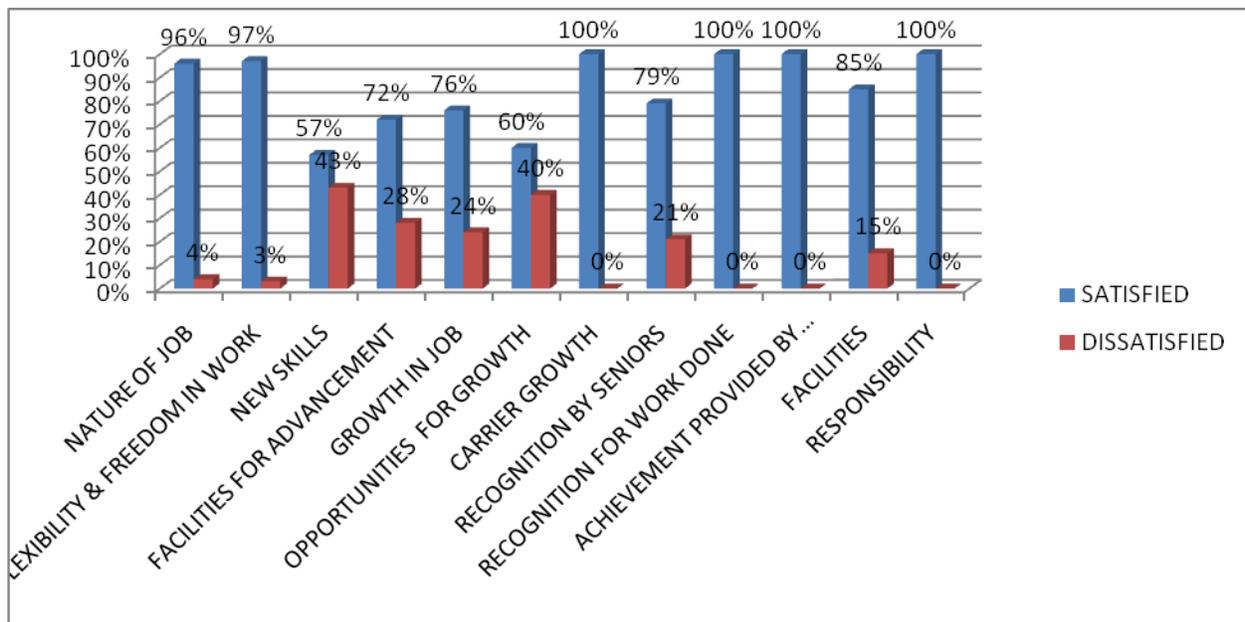
**(a) MOTIVATION FACTORS:**

<b>M</b>	<b>FACTORS</b>	<b>QUESTIONS</b>	<b>SATISFIED</b>	<b>DISSATISFIED</b>
<b>O</b>	<b>WORK ITSELF</b>	NATURE OF JOB	96%	4%
		FLEXIBILITY & FREEDOM IN WORK	97%	3%
<b>T</b>	<b>ADVANCEMENT</b>	NEW SKILLS	57%	43%
		FACILITIES FOR ADVANCEMENT	72%	28%
<b>I</b>	<b>GROWTH</b>	GROWTH IN JOB	76%	24%
		OPPORTUNITIES FOR GROWTH	60%	40%
		CARRIER GROWTH	100%	0%
<b>V</b>	<b>RECOGNITION</b>	RECOGNITION BY SENIORS	79%	21%
		RECOGNITION FOR WORK DONE	100%	0%
<b>A</b>	<b>ACHIEVEMENT</b>	ACHIEVEMENT PROVIDED BY ORGANIZATION	100%	0%
		FACILITIES	85%	15%
<b>T</b>	<b>RESPONSIBILITY</b>	RESPONSIBILITY	100%	0%

**Table 2**  
**Analysis of motivation factors**

In table 1.2 we can see that 96% of employees are satisfied with their nature of work in organization and 97% are satisfied with the flexibility & freedom in work place which tells us that the work itself factor is satisfying factor for the employees in the KCP.

The other factors like New Skills in job, Facilities for Advancement, Growth in Job, Opportunities for Growth, Carrier Growth, Recognition by Seniors, Recognition for Work Done, Achievement Provided by Organization, Facilities and Responsibility are mostly satisfied by the employees in the organization. Herzberg has given motivation factors as Work Itself, Advancement, Achievement, Recognition, Responsibility, and Growth, which tells that all those factors have a satisfied level in the K.C.P. Sugar and Industries Corporation Ltd employees



**Graph 1**

**Analysis of motivation factors**

However, even with the widespread of recognition the importance of facilitating the correlation between job satisfaction and motivation in facilitating organizational loyalty, there are varying perspectives on the means of doing this. The initial strategy is to use wage increases to link job satisfaction and motivation to organizational loyalty. With the recognition that this is not enough to bring about motivation expressed in job satisfaction, other perspectives emerged

giving particular importance to the training and skills advancement of employees applied through the underlying principle of unremitting organizational learning. Since this covers only an aspect of human resource management, a holistic approach emerged that targets the development of a certain quality of employment life that covers fair wages, benefits, other employment conditions, and career development to support the facilitation of motivation and job satisfaction directed towards organizational commitment.

This means that achieving motivation and job satisfaction to develop organizational loyalty is not simple or easy one to work according to the context of a particular firm. Although, there are best practices within industries, it is up to the individual organizations to determine which human resource strategies meet its requests and objectives. To determine the manner that individual industries develop and achieve organizational commitment through job satisfaction and motivation, the study will investigate in-depth the human resource strategies of different sugar manufacturing industries.

From the above analysis it is proved that the motivational factors of the employees in K.C.P. Sugar and Industries Corporation Ltd are mostly satisfaction with the motivational factors given in Herzberg’s Two-Factories Theory.

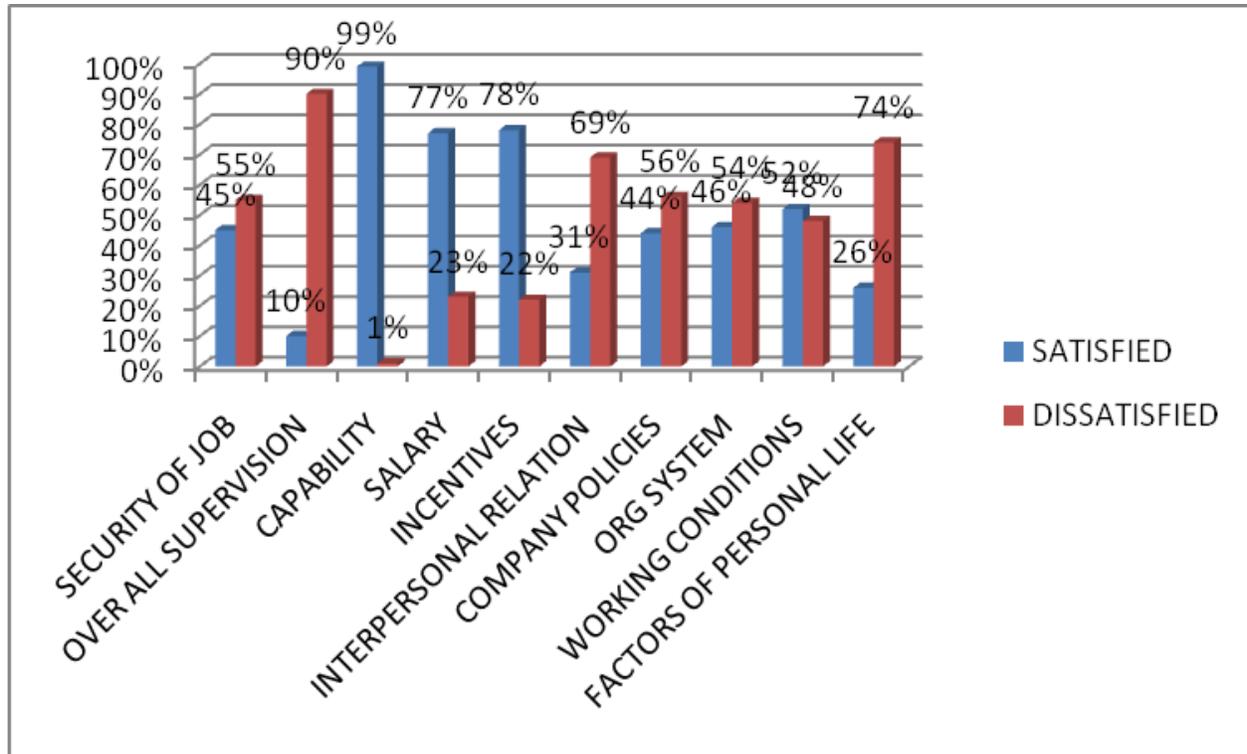
**(b) HYGIENE FACTORS:**

	<b>FACTORS</b>	<b>QUESTIONS</b>	<b>SATISFIED</b>	<b>DISSATISFIED</b>
<b>H Y G I E N</b>	<b>JOB SECURITY</b>	SECURITY OF JOB	45%	55%
	<b>SUPERVISION</b>	OVER ALL SUPERVISION	10%	90%
		CAPABILITY	100%	0%
	<b>SALARY</b>	SALARY	77%	23%
		INCENTIVES	78%	22%
	<b>INTERPERSONAL RELATION</b>	INTERPERSONAL RELATION	31%	69%
<b>COMPANY POLICIES</b>	COMPANY POLICIES	44%	56%	

E S		ORG SYSTEM	46%	54%
	<b>WORKING CONDITIONS</b>	WORKING CONDITIONS	52%	48%
	<b>FACTORS OF PERSONAL LIFE</b>	FACTORS OF PERSONAL LIFE	26	74

**Table 3**

**Analysis of Hygiene Factors**



**Graph 2**

**Analysis of Hygiene Factors**

In table 1.3 we can see that 45% of employees are satisfied with the security in the organization for the job and 55% are dissatisfied with the security in the organization for the job which tells us that there is more dissatisfying factor in the job security for the employees in the KCP.

The other factors like Security of Job, Over All Supervision, Capability, Salary, Incentives, Interpersonal Relation, Company Policies, Organization System, Working Conditions

and Factors of Personal Life are mostly dissatisfied by the employees in the organization. Herzberg has given hygiene factors as Job Security, Supervision, Salary, Interpersonal Relation, Company Policies, Working Conditions and Factors of Personal Life, which tells that all those factors mostly have a dissatisfies level with the K.C.P. Sugar and Industries Corporation Ltd employees.

These factors have most dissatisfied in the organization as Herzberg called the causes of dissatisfaction as "hygiene factors". To overcome the problem of dissatisfaction in organization the management should take the following measured:

- Fix poor and obstructive company policies.
- Provide effective, supportive and non-intrusive supervision.
- Create and support a culture of respect and dignity for all team members.
- Ensure that wages are competitive.
- Build job status by providing meaningful work for all positions.
- Provide job security.

All of these actions help to eliminate job dissatisfaction in K.C.P. Sugar and Industries Corporation Ltd organization. And there is no point trying to motivate people until these issues are out of the way. Remember, just because someone is not dissatisfied, it does not mean he or she is satisfied either! Now you have to turn your attention to building job satisfaction.

By this we can say that the factors given by Herzberg were really lead to satisfies and dissatisfies with the KCP employees and hence we can conclude that factors given by Herzberg were true and also the Two factors theory given by Herzberg was proved with the KCP management.

##### **5. Findings of the Study**

- The nature of job in KCP is satisfied by employees.
- There are fewer opportunities to learn new skills in KCP.
- The growth opportunities are also good in KCP.
- The recognition received by seniors for the work done is satisfactory.

- The job security is also satisfactory in KCP.
- The employees feel fully responsible in their jobs.
- The achievement facilities provided by KCP are also satisfactory to their employees.
- The working condition in KCP was not much satisfactory.
- The supervision given by seniors is not much satisfactory.
- The salary and incentive facilities were also very good in KCP.
- The interpersonal relationship is also not much satisfactory.
- The facilities provided to employees for their personal life is also not much satisfactory.

## 6. **Suggestions**

- The opportunities to learn new skills should be improved and encouragement should be given to workers to learn new skills.
- The essential steps like informal meets and occasions should be organized to improve their interpersonal relationship in organization.
- The facilities for working conditions should be improved.
- The suggestion scheme is been implemented as the suggestions from the employees are taken and that should implemented in the organization.
- Suggesting to conduct the training and development programmers for workers to provide awareness about new machinery and usage, time management, and about best utilization resources.

## 7. **Conclusion**

The study at KCP reveals that conditions like Nature of job KCP, Growth opportunities Recognition received by seniors, security in job, Achievement facilities, salary incertine facilities and organization system are very satisfactory by the employees. The performance level of the employees is also very good and there are feeling very proud to say that they are working in KCP.

The organization should take the measures like improving their opportunities to learn new skills, maintain good interpersonal relationship among workers, facilities in working

conditions, training and development programmer for the workers and also suggestions must be taken from the employees this will further improve the performance of the organization.

The relative importance of satisfying and dissatisfying factors for general job enrichment and also to assess the applicability of Herzberg's Two-Factor theory with the K.C.P. Sugar and Industries Corporation Limited employees and finally it can conclude that factors given by Herzberg were true and also the Two factors theory given by Herzberg was proved with the KCP management.

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