A Study on Workers Satisfaction in Coir Units with Special Reference to Theni

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Abstract- Work as a social security is part of man's life. Every man seeks satisfaction in the work he performs. In coir industry, job satisfaction assumes significance from the stand point of employee morale. It is a complex of different attitudes possessed by an individual. These attitudes relate to several aspects of the job in the industry such as wages, supervision, job security, working hours, incentives and working conditions. Job satisfaction describes how contented an individual is with his or her job. The happier people are within their job, the more satisfied they claim to be. In this paper, an attempt has been made to measure the level of satisfaction of workers of the coir units in the study area.

Keywords: coir industry, job satisfaction, social security.

I. INTRODUCTION

D.G. Girdhari (1993) in his study ―Development of Human Resources in Small Industry identified that there was considerable diversity amongst small-scale industries in relation to their use of human resource practices. Shinny Philip (1998) in her study observed the human resource management practices and the level of satisfaction of workers in private, the public and co-operative sectors of coir industry. The study showed that due to lack of manpower, planners the coir units were unable to utilize human resources effectively. K. Eresi (2001) in his article stated that a large majority of the units did not have personnel departments and Human Resource Policies.

P. Chillar Mohamed (2004) in his article presented an overall picture of the industrial sickness of coir industries in Tamil Nadu. V. Richard Paul (2004) in his study examined the nature of returns to scale and analyzed the resource-use efficiency in the production and marketing of coconut with the help of the marginal value product using the Cobb-Douglas production function. M. Srimannarayana (2006) after conducting a study in small business units of the Adityapur Industrial Area located at Jamshedpur of Jharkand State in his article observed that the small units did not have formal Human Resource Management policies in place, but they did have Human Resource Management practices which were characterized by the respect of recruitment and selection, training and performance appraisal, informality and flexibility on finding the constraints and opportunities of small business units.

Here, an attempt has been made to study the level of satisfaction of the coir workers in the study area across their select socio-economic factors keeping them as independent variables. It is believed that the socio-economic characters of workers play a significant role in determining their level of satisfaction with the job they perform. Accordingly the factors age, gender, marital status, educational qualification; community, basic work status and work experience are taken to measure the level of satisfaction of the workers.

As the Coir industry is a highly labour intensive industry, it is imperative to study the human resource management problems encountered by it. The present study, by analyzing the practices, problems and level of satisfaction of workers, would help the owners of the units to address the labour issues including working conditions so as to make the industry labour-friendly. Hence, the present study, by exposing its potentiality for future growth, could help the industry make an indelible mark in Theni district in particular and Tamil Nadu in general.

II. OBJECTIVES OF THE STUDY

➢ Analyzing the satisfaction level of the workers

➢ The Chi-square analysis is applied to test the association between

• The different gender groups of the sample workers and their level of satisfaction

• Age and the level of satisfaction of the workers

• The education level and the level of satisfaction of the workers

• The basic work status of the sample workers and their level of satisfaction

• The different communities of the sample workers and their levels of satisfaction

• The different years of the experience of the sample workers and their level of satisfaction

• The marital status of the sample workers and their level of satisfaction

III. HYPOTHESIS OF THIS STUDY

• There is no association between the gender of the workers and their satisfaction level.

• There is no association between the age and the level of satisfaction of the workers.

• There is no association between the level of education and level of satisfaction of the workers.

• There is no association between workers' basic work status and their satisfaction level.

• There is no association between the community of the workers and their satisfaction level in the coir units.

• There is no association between the experience of the workers and their satisfaction level.

• There is no association between the marital status of the workers and their satisfaction level.

IV. METHODOLOGY

Satisfaction is qualitative in nature which cannot be measured directly. In order to measure the level of satisfaction of the workers in the coir units of the study area, a scale called "Workers' Satisfaction Scale" has been constructed. The workers' satisfaction scale consists of 18 items relating to wages, incentives, safety and health measures, working conditions, supervision and motivation prevailing in the units. By using the Likert Five Point Scale, the responses of the workers were recorded for their varying levels of satisfaction denoted as below:

➢ Highly satisfied (5)

➢ Satisfied (4)

➢ Neither satisfied nor dissatisfied (3)

➤   Dissatisfied (2)

➤   Highly Dissatisfied (1)

The maximum score for the satisfaction scale is 90. The sample workers are then grouped into three categories as "Poor", "Medium" and "High". Workers who scored less than 50 were treated as poorly satisfied, workers with a total score between 50 and 60 were classified as more or less satisfied and the workers with score above 60 under the highly satisfied category.

V.   DEMOGRAPHIC PROFILE OF WORKERS AND SATISFACTORY LEVEL SCORE

5.1 Distribution of Sample Workers and Their Overall Level of Satisfaction

The distribution of the sample workers by their overall level of satisfaction is presented in Table 1.

Sl. No	Level of Satisfaction	No. of Workers	Percentage	Mean
1.	Poor	184	46.82	48.77
2.	Medium	153	38.93	57.63
3.	High	56	14.25	69.88
Total		393	100.00	55.22

Table 1: Distribution of sample workers on the basis of their level of satisfaction

Table 1 shows the overall satisfaction level of the sample workers. Out of the 393 sample workers, 184 (46.82 percent) are poorly satisfied. 153 workers (38.93 percent) are satisfied at the medium level and the remaining 56 workers (14.25 percent) are highly satisfied. It is further understood from the Table that the average satisfaction score works out to 57.63.

5.2 Demographic profile of workers

• **Gender:** The gender of workers plays a quite significant role in the coir industry as the major chunks of its workers are female. The analysis on the level of satisfaction based on the gender of workers would help the coir units to make adjustments in their working conditions wherever necessary.

• **Age:** Age is an important factor which determines the quantum of work undertaken and the speed at which it is finished. Physical fitness and mental toughness are the qualities of workers who are of the low age group. Fatigue, aversion and working at snail pace characterized workers who are getting old. The age factor also influences the job involvement, and the quality of work done by the workers because of the experience and maturity they have gained over the years. Here an attempt is made to study the level of satisfaction of the workers based on their age.

•   **Education:** The variation in the level of education may cause difference in the level of satisfaction. Here an attempt has been made to measure the level of satisfaction of the workers based on their educational level.

• **Basic Work Status:** The majority of workers working in the coir units of the study area are not full fledged industrial workers. Most of the workers on the rolls are basically agricultural laborers. Therefore, the total working force of the industry can be categorized on their basic status as agri-based workers and industry-based workers. Hence, the basic work status of the sample workers is considered an important variable

which may influence their level of satisfaction in the industry.

• **Community:** Community still plays an important element in the social fabric of our country. Especially in rural areas, its impact is felt deeply. It is widely accepted that the majority of work force in rural areas comprises of the lower and oppressed classes of society. The study area, Theni district, is basically a rural district, and the study on the influence of the community of the workers on the level of satisfaction is quite useful.

• **Years of Experience:** The casualness and informality being common features in all aspects of the working force in coir industry, the experienced workers are considered vital assets in the industry. They act as trainers for beginners on the one side and production guides on the other. Therefore, measuring the level of the satisfaction of workers in relation to their experience is of immense help to the industry people.

• **Marital Status:** Generally, the workers of the coir units consist of both married and unmarried. Though marital status is a universal feature it has an especially considerable impact on the workforce of rural background. Here an attempt is made to measure the level of satisfaction of the workers based on their marital status.

5.3 Satisfactory level score

	No. of Workers	Average Score	Percentage
Gender			
Male	82	60.74	20.87
Female	311	53.77	79.13
Age Group			
18 – 30	128	53.60	32.57
30 – 40	131	55.44	33.33
Above 40	134	56.57	34.10
Education Level			
No Formal Education	166	53.93	42.24
10th Standard	115	55.77	29.26
Higher Secondary	112	56.59	28.50
Basic Work Status			
Agri-based	221	56.39	56.23
Industry based	172	53.73	43.77
Community			
SC	195	54.81	49.62
Non-SC	198	55.64	50.38
Experience			
Below 3 years	162	53.78	41.22
Between 3 and 5	176	54.91	44.78
Above 5	55	60.50	14.00
Marital Status			
Married	298	55.04	75.83
Unmarried	95	55.81	24.17

Table 2: Satisfactory level score of sample workers

5. 3.1 Gender and Average Satisfaction Score

It is observed from Table 2 that the average scores of the sample workers based on gender vary from 53.77 to 60.74. The 311 sample female workers have their average score is 53.77. For the 82 sample male workers their average score is 60.74. It is also understood from the Table that the average scores of the workers is higher among the male workers compared to the female workers in the study area.

5. 3.2 Age and Average Satisfaction score of Sample Workers

It is observed from Table 2 that the average score of the different age groups of workers varies from 53.60 to 56.57. Out of the 393 sample workers the age level of 128 workers is between 18 and 30, and their average score is 53.94. 131 sample workers whose age level is between 30 and 40 years have their average score is 55.90. 134 sample workers whose age level is above 40 years have their average score is 56.57. It is also understood from the Table that the average score of the workers is higher among the age group of workers who are above 40 years, compared to the other age groups.

5. 3.3 Education and Average Satisfaction Scores of Sample Workers

Clearly Table 2 shows that the average satisfaction score of workers who belong to different levels of education vary from 53.93 to 56.59. Out of the 393 sample workers the satisfaction score of 166 workers with no formal education and their average score is 53.93. The score of 115 workers educated up to the 10th standard and their average score is 55.77. 112 workers who are educated up to the higher secondary level have their average score is 56.59. It is also understood from the table that the average satisfaction score of the workers is higher among the group of workers who have had their education up to higher secondary compared to the other groups of workers.

5. 3.4 Basic Work Status of workers and Average Satisfaction Scores

It is observed from Table 2 that the average satisfaction scores of the different category of workers status according to their work vary from 53.73 to 56.39. 221 sample workers whose basic work status is agri-based, have their average score is 56.39. The scores of 172 sample workers whose basic work status is industry-based and their average score is 53.73. It is also understood from the table that the average scores of the workers is higher among the workers whose basic work status is agriculture compared to the industry-based category of workers in the study area.

5. 3.5 Community and Average Satisfaction Score

It is observed from Table 2 that the average score of the different communities of sample workers varies from 54.81 to 55.64. 195 sample workers who belong to the scheduled castes have their average score is 54.81. The 198 sample workers who belong to the non-sc communities have their average score is 55.64. It is also understood from the table that the average scores of the workers is lower among the workers who belong to the scheduled castes compared to the workers who belong to the non-scheduled caste communities.

5. 3.6 Years of Experience and Average Satisfaction Score

It is observed from Table 2 that the average scores of the different category of sample workers based on their experience vary from 53.78 to 60.50. 162 sample workers whose experience is below 3 years have their average score is 53.78. 176 sample workers who have experience between 3 and 5 years, have their average score is 54.91. 55 sample workers who have experience above 5 years have their average score is 60.50. It is also understood from the Table that the average score of the workers is higher among the category of workers who have more than five years of experience compared to the other categories of workers.

5. 3.7 Marital Status and Average Satisfaction Scores

It is observed from Table 2 that the average satisfaction scores of the married and the unmarried workers vary from 55.04 to 55.81. The 298 sample workers, who are married, have their average score is 55.04. 95 sample workers are unmarried, and their average score is 55.81. It is also understood from the table that the average satisfaction scores of the workers is higher among the group of unmarried sample workers compared to other groups of workers in the study area.

VI. RESULTS AND ANALYSIS

6.1 Gender and Level of Satisfaction

The different levels of satisfaction of the workers according to gender are presented in Table 3.

Gender	Poor	Medium	High	Total
Male	21 (11.41)	25 (16.34)	36 (64.29)	82 (20.87)
Female	163 (88.59)	128 (83.66)	20 (35.71)	311 (79.13)
Total	184 (100.00)	153 (100.00)	56 (100.00)	393 (100.00)

Table 3: Gender and level of satisfaction

It is clear from Table 3 that out of the 393 sample workers, 82 (20.87 percent) and 311 workers (79.13 percent) belong to the male and the female categories. Among the highly satisfied group of workers, 64.29 percent (36 workers) belong to the male category and they have the highest number of highly satisfied workers. 35.71 percent (20 workers) belong to the female category and they have the lowest number of highly satisfied workers. Among the low satisfaction group of workers, 88.59 percent (163 workers) belong to the female category and they have the highest number of poorly satisfied workers and 11.41 percent (21 workers) belong to the male category and they have lowest numbers of poorly satisfied workers.

It clearly indicates that the male workers are highly satisfied and the female workers are poorly satisfied with the working conditions of the coir units.

6.2 Age and Level of Satisfaction

For finding the extent of variation in the satisfaction level, the different levels of satisfaction of the worker was studied and analyzed according to their levels of age. This is shown in Table 4.

Level of Age	Poor	Medium	High	Total
18 – 30	72 (39.13)	46 (30.07)	10 (17.86)	128 (32.57)
30 – 40	60 (32.61)	51 (33.33)	20 (35.71)	131 (33.33)
Above 40	52 (28.26)	56 (36.60)	26 (46.43)	134 (34.10)
Total	184 (100.00)	153 (100.00)	56 (100.00)	393 (100.00)

Table 4: Age and level of satisfaction

It is evident from the table 4 that out of the 393 sample workers, 128 (32.57 percent), 131 (33.33 percent) and 134 (34.10 percent) workers belong to the age groups of 18 to 30, 30 to 40 and above 40 years of age.

Among the highly satisfied group of workers, 46.43 percent belong to the age group of above 40 years and they have the highest number of highly satisfied workers. 17.86 percent workers belong to the age group of 18 to 30 and they have the fewest number of the highly satisfied workers. Among the poorly satisfied group of workers, 39.13 percent belong to the age group 18 to 30 and they have the highest number of poorly satisfied workers and 28.26 percent workers belong to the age group of above 40 years and they have fewest numbers of poorly satisfied workers.

It clearly indicates that the workers who belong to the age group of above 40 years are highly satisfied and the workers who belong to the age group of 18 to 30 are poorly satisfied with the working conditions of the coir units.

6.3 Education and Level of Satisfaction

The different levels of satisfaction among the workers based on their level of education are presented in Table 5.

Education Level	Poor	Medium	High	Total
No Formal Education	90 (48.91)	61 (39.87)	15 (26.79)	166 (42.24)
10th Standard	49 (26.63)	48 (31.37)	18 (32.14)	115 (29.26)
High Secondary	45 (24.46)	44 (28.76)	23 (41.07)	112 (28.50)
Total	184 (100.00)	153 (100.00)	56 (100.00)	393 (100.00)

Table 5: Education and level of satisfaction

It is observed from Table 5 that out of the 393 sample workers, 166 (42.24 percent), 115 (29.26 percent) and 112 (28.50 percent) workers belong to the group of no formal education, 10th standard and higher secondary levels respectively.

Among the highly satisfied group of workers, the number of workers who have educated up to higher secondary (41.07 percent) are the majority and the lowest number of the highly satisfied group belong to the group who have no formal education (26.79 percent). It is also observed that among the poorly satisfied group of workers, the workers whose educational level is higher secondary (24.46 percent) are the lowest and the workers who have no formal education (48.91 percent) are the majority.

This clearly indicates that the workers who have educated up to higher secondary are highly satisfied and the workers who have no formal education are poorly satisfied with the working conditions of the units.

6.4 Basic work Status and Level of Satisfaction

The different level of satisfaction of workers according to their basic work status is presented in Table 6.

Basic Work Status	Poor	Medium	High	Total
Agriculture	89 (48.37)	90 (58.82)	42 (75.00)	221 (56.23)
Industry	95 (51.63)	63 (41.18)	14 (25.00)	172 (43.77)
Total	184 (100.00)	153 (100.00)	56 (100.00)	393 (100.00)

Table 6: Basic work status and level of satisfaction

Table 6 shows that out of the 393 sample workers, 221 (56.23 percent) and 172 (43.77 percent) belong to the categories of agri workers and industrial workers.

Among the highly satisfied group of workers, 75 percent (42 workers) belong to the agricultural workers category and they have the highest number of highly satisfied workers. 25 percent (14 workers) belong to industrial work category and they have the lowest number of highly satisfied workers. Among the poorly satisfied group of workers, 51.63 percent (95 workers) belong to the industry work category and they have the highest number of poorly satisfied workers. 48.37 percent (89 workers) belong to agri workers category and they have lowest number of poorly satisfied workers.

The table clearly indicates that the workers who belong to agricultural workers category and are highly satisfied and the worker who belong to the industrial work status category are low satisfied on the working conditions of the coir units.

6.5 Community and Level of Satisfaction

The different levels of satisfaction of the workers according to their community are presented in Table 7.

Community	Poor	Medium	High	Total
SC	98 (53.26)	71 (46.41)	26 (46.43)	195 (49.62)
Non-SC	86 (46.74)	82 (53.59)	30 (53.57)	198 (50.38)
Total	184 (100.00)	153 (100.00)	56 (100.00)	393 (100.00)

Table 7: Community and level of satisfaction

It is ascertained from Table 7 that out of the 393 sample workers, 195 (49.62 percent) belong to the scheduled castes and 198 workers (50.38 percent) belong to the non-scheduled castes.

Among the highly satisfied group of workers, 53.57 percent (30 workers) belong to non-scheduled castes and they have the highest number of highly satisfied workers. 46.43 percent (26 workers) belong to the scheduled castes and they have the lowest number of highly satisfied workers. Among the poorly satisfied group of workers, 53.26 percent (98 workers) belong to the scheduled castes and they have the highest number of poorly satisfied workers and 46.74 percent (86 workers) belong to non-scheduled castes and they have lowest numbers of poorly satisfied workers.

The table clearly indicates that the workers who belong to the non-scheduled castes are highly satisfied and the workers who belong to the scheduled castes are poorly satisfied with the working conditions of the coir units.

6.6 Years of Experience and Level of Satisfaction

The different levels of satisfaction of the workers according to their years of experience are presented in Table 8.

Experience	Poor	Medium	High	Total
Below 3 years	87 (47.28)	63 (41.18)	12 (21.43)	162 (41.22)
Between 3 and 5	83 (45.11)	72 (47.06)	21 (37.50)	176 (44.78)
Above 5 years	14 (7.61)	18 (11.76)	23 (41.07)	55 (14.00)
Total	184 (100.00)	153 (100.00)	56 (100.00)	393 (100.00)

Table 8: Years of experience and level of satisfaction

It is seen from Table 8 that out of the 393 sample workers 162 (41.22 percent), 176 (44.78 percent) and 55 (14 percent) workers belong to the category of experience less than 3 years, between 3 and 5 years and more than 5 years respectively.

Among the highly satisfied group of workers, 41.07 percent (23 workers) had more than 5 years of experience and they have the highest number of highly satisfied workers. 21.43 percent (12 workers) had less than 3 years of experience and they have the fewest number of highly satisfied workers. Among the poorly satisfied group of workers, 47.28 percent (87 workers) had less than 3 years of experience and they have the highest number of poorly satisfied workers and 7.61 percent (14 workers) had more than 5 years of experience and they have the fewest number of poorly satisfied workers.

This clearly indicates that the workers who had more than 5 years of experience are highly satisfied and the workers who had less than 3 years of experience are poorly satisfied with the working conditions of the coir units.

6.7 Marital Status and Level of Satisfaction

For finding the extents of the variation in the satisfaction level, the different levels of satisfaction of the workers between the married and the unmarried, are analyzed and shown in Table 9.

Marital Status	Poor	Medium	High	Total
Married	141 (76.63)	118 (77.12)	39 (69.64)	298 (75.83)
Unmarried	43 (23.37)	35 (22.88)	17 (30.36)	95 (24.17)
Total	184 (100.00)	153 (100.00)	56 (100.00)	393 (100.00)

Table 9: Marital status and level of satisfaction

It is apparent from Table 9 that out of the 393 sample workers, 298 (75.83 percent) belong to the married category and 95 (24.17 percent) to the unmarried category.

Among the highly satisfied group of workers, 69.64 percent (39 workers) belong to the married category and they have the highest number of highly satisfied workers. 30.36 percent (17 workers) belong to the unmarried category and they have the lowest number of highly satisfied workers. Among the poorly satisfied group of workers 76.63 percent (141 workers) belong to the married category and they have the highest number of poorly satisfied workers and 23.37 percent (43 workers) belong to the unmarried category, and they have fewest numbers of poorly satisfied workers.

The table clearly indicates that the workers who belong to married category are highly and poorly satisfied with the working conditions of the coir units of the study area.

VII.   RESULTS OF HYPOTHESIS

S.No	Class	Calculated Value	Degrees of freedom	Table value	Null Hypothesis
1	Gender	75.7961	2	5.99	Rejected
2	Age	11.1893	4	9.49	Rejected
3	Education level	10.3017	4	9.49	Rejected
4	Basic work status	13.0539	2	5.99	Rejected
5	Community	1.83638	2	5.99	Accepted
6	Work Experience	43.0487	4	9.49	Rejected

| 7 | Marital Status | 1.37366 | 2 | 5.99 | Accepted |

Table 10: Chi- square test values (at 5% level of significance)

- Gender

Since the calculated value is more than the table value, the null hypothesis does not hold true. It is clear from the analysis that the association between the gender of the workers and their level of satisfaction is statistically significant.

- Age level

Since the calculated value is more than the table value, the null hypothesis does not hold true. Age and the level of satisfaction are positive that is, when the age increases, the level of satisfaction of the worker also increases. Hence it is clear that the association between the age of the workers and their level of satisfaction is statistically significant.

- Education

Since the calculated value is more than the table value, the null hypothesis does not hold true. It is clear from the analysis that the association between the workers' education level and their level of satisfaction is statistically significant.

- Basic work

Since the calculated value is more than the table value, the null hypothesis does not hold true. It is understood from the analysis that the association between the basic work status of the workers and their level of satisfaction is statistically significant.

- Community

Since the calculated value is less than the table value, the null hypothesis does hold true. It is understood from the analysis that the association between the community of the workers and their level of satisfaction is statistically insignificant.

- Expriecnce

Since the calculated value is more than the table value, the null hypothesis does not hold true. It is clear from the analysis that the association between the years of experience of the workers and their level of satisfaction is statistically significant.

- Marital status

Since the calculated value is less than the table value, the null hypothesis is accepted. It is clear from the analysis that the association between the marital status of the workers and their level of satisfaction is statistically insignificant.

VIII.   CONCLUSIONS

In this paper, an attempt has been made to measure the level of satisfaction of workers of the coir units in the study area. The workers were classified based on their community, gender, years of experience, age, basic work status, education and marital status. Each classification was compared with the satisfaction level and the findings were mentioned in each section. This detailed study and findings will help the industries to

manage their human resource in an effective way.

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