

Managerial Perspective- A Study on Job Satisfaction

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INTRODUCTION

Job satisfaction is a set of favorable or unfavorable feeling with which the employee's view their work: Job satisfaction is a feeling of relative pleasure or pain. It typically refers to the attitudes of a single employee. Job satisfaction describes how content an individual is with his /her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation or aptitude, although it is clearly linked. Job design aims to enhance job satisfaction and performance, methods include job rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers. Some questioners ask yes or no questions while others ask to rate satisfaction on 1-5 scale (where 1 represents "not at all satisfied" and 5 represents "extremely satisfied).

Definition

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job an affective reaction to one's job and an attitude towards One's job. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviours. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors.

OBJECTIVES OF THE STUDY

1. To measure the employees job satisfaction level.
2. To measure the employees perception towards organization
3. To study the attitude of the employees towards their work.
4. To give suitable suggestions for the growth & perspective of the company.
5. To identify the factors that motivates the employees.
6. To find out the any internship training program given by the company.

SCOPE OF THE STUDY

1. Job satisfaction is an important output that employees work for organization.
2. It comprises of extrinsic and intrinsic factors which are help to our able ness and willingness to work.
3. It is an interesting and significant area for conducting research.
4. The study made on the topic of job satisfaction will reveal the factor of overall feelings of employees.
5. This reports useful to the management of the company to know the satisfaction levels of employees and they can take measures to increase productivity.
6. This report may be useful to the management students for reading, and may be useful in preparing their report on the job satisfaction “In business concerns public organizations” etc.

METHODOLOGY

RESEARCH DESIGN

“The research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure”. In this study descriptive type of research design had been used.

SAMPLE SIZE

The sample size used by the researcher was 60 it covers almost all the departments.

TOOLS

A questionnaire designed by the researcher was used as the main tool. Observations oral question answers also helped the researcher to collect some data.

TYPE OF DATA COLLECTION

1. Primary Data

These data were collected with the help of questionnaire, interviews, observations etc, by the researcher.

2. Secondary Data

The secondary data was collected from books, magazines and websites.

LITERATURE REVIEW

Job satisfaction is simple defined as the affective orientation that an employees has towards his or her work (Price,2001). In other words, it is an affective reaction to a job that results from the comparison of perceived outcomes with those that are desired (Kam, 1998). Shortly, job satisfaction describes the feelings, attitudes or preferences of individuals regarding work(Chen, 2008). Furthermore, it is the degree to which employees enjoy their jobs (MsCloskey and McChain, 1987). And also, it is possible to see a number of theories developed to understand its nature in literature. Vroom (1964), need/value fulfillment theory, states that job satisfaction is negatively related to the discrepancy between individual needs and the extent to which the job supplies these needs. On the other hand, Porter and Lawler (1968) collect the influences on job satisfaction in two groups o internal and external satisfactory factors. According to them, internal satisfactory factors are related the work itself(such as feeling of independence, feeling of achievement, feeling of victor, self-esteem, feeling of control and other similar feeling obtained from work), whereas external satisfactory factors are not directly related to work itself (such as good relationships with colleagues, high salary, good welfare and utilities). So, the influences on job satisfaction can be also divided into work-related and employee-related factors (Glisson and Durick, 1988). On the other hand, Avery and Dewiest (1976). Took 271 scientists as a study sample, and found that the degree of job-satisfaction of the workers with high achievement motivation exceeded that of workers with low achievement motivation.

Also autonomy is an important concern for employee's job satisfaction. For example, Abdel-Halim(1983) investigated 229 supervisory and non-supervisory employees in a large retail-drug company and concluded that individuals who have high need-for-independence performed better and were more satisfied with high participation for non-repetitive tasks (Kam,1998). Additionally, administrative styles, professional status and pay are known as important factors influencing job satisfaction. For example, Carr and Kazanowsky (1994) successfully showed that inadequate salary was very related to employee's dissatisfaction. And recent studies showed that a participative (democratic) management style was mostly preferred by today's managers to increase their employee's job satisfaction (Dogan and ibicioglu, 2004; Knoop, 1991).

A review of the literature on Job Satisfaction is the industrial and business sectors of various countries specially developing countries including Pakistan (where per capital income is very low) are facing the problem of the job dissatisfaction among the employee and high rate of turnover.

Job satisfaction is regard to one's feeling or state of mind regarding the nature of their work. Job satisfaction can be influenced by variety of factors such as kind of supervision, organization policies and administration, salary & quality of life etc.

COMPANY PROFILE

Name : PepsiCo India
Holding Private Limited
Address : 6,
G.S.T.Road,Mamandur,
Kancheepuram
District-603 111
Production : Pepsi-Cola
Frito-lay
Tropicana
Quaker Oats
Gatorade

HISTORY OF THE COMPANY

The Pepsi Cola Company began in 1898 by a NC Pharmacist and Industrialist Caleb Bradham, but it only became known as PepsiCo when it merged with Frito Lay in 1965. Until 1997, it also owned KFM Pizza Hut and Taco Bell, but these fast food restaurants were spun off into Troicon Global Restaurants, now Yum! Brands, Inc. Pepsi Co purchased Tropicana in 1998 and Quaker Oats in 2001.

PepsiCo gained entry to India in 1988 by creating a joint venture with the Punjab government owned Punjab Agro Industrial Corporation (PAIC) and Voltas India Limited. This joint venture marketed and sold Lehar Pepsi until 1991, when the use of foreign brands was allowed. PepsiCo brought out its partners and ended the joint venture in 1994. Pepsi Co nourishes consumers with a range of products from treats to healthy eats that deliver joy as well as nutrition and always, good taste. PepsiCo India's expansive portfolio includes iconic refreshment beverages Pepsi, 7 UP, Miranda and Mountain Dew, in addition to low calorie options such as Diet Pepsi, hydrating and nutritional beverages such as Aquafina drinking Water, isotonic sports drinks – Gatorade, Tropicana Nectars, Tropicana Twister and Slice, non carbonated beverage and a new innovation Nimbooz by 7 UP. Local Brands-Lehar- Evervess Soda, Dukes Lemonade and Managola add to the diverse range of brands.

PepsiCo India has three main divisions namely

1. Southern marketing unit
2. Northern marketing unit
3. Western marketing unit
- 4.

ABOUT THE PRODUCTS

The company is producing 5 types of product

1. Pepsi-Cola
2. Frito-lay

3. Tropicana
4. Quaker
Oats
5. Gatorade

Limited was the only product produced by it.

PepsiCo has grown to become the country a largest selling food and Beverage Company. One of the largest multinational investors in the country, PepsiCo has long term dynamic needs of consumers in India.

1).PEPSI COLA

Pepsi, Diet Pepsi, Pepsi Max, Jazz Diet, Pepsi, Pepsi ONE, Mountain Dew, Manzanita Sol, Mirinda, Mug Root Beer, Sierra Mist –Slice AMP Energy- Aduafina Ethes Water(under license)-Lipton(Bri8sk Iced Tea) (under license)- No Frar(under license) –Ocean spray(under license) Frappuccino (under license) –starbucks(under license) SoBe- Shani.

1. It is now the 4th largest consumer products company in India.
2. PepsiCo has invested more than USD 1 billion in India since its establishment.
3. PepsiCo has a diverse range of products from Tasty Treats to Healthy Eats.
4. It provides direct and indirect employment to 1,50,000 people in India
5. It has more than 36 bottling plants including 13 Company & 23 Franchise owned ones.
6. It has 3 state-of-the-art food plants in Punjab, Maharashtra and West Bengal.

2) FRITO-LAY

Lay's Ruffles-Doritos-Tostitos-Fritos Cheetos Rpld Gold Funyuns-Sun Chipe Cracker Jack-Munchos-Smartfood-Oberto(distributed) Hostess-Lay's Stax-Miss Vickie's Munchies-Walkers(Salt'n' Shake Frazzles Quavers Monster Munch Wotsits)-Sabritas-Smith's (Twisties-Burger Rings-Parker's_Nobby's) Blue bird Gamesa Kurkure.

3) TROPICANA

Tropicana Dole (under license)-Naked Copella.

4) QUAKER OATS

Quaker Instant Oatmeal-Cap'n Crunch Life- Quisp-King Vitaman-Oh's-Aunt Jemina-Chewy Granola Bars-Rice-A-Roni-Toddy

5) GATORADE

Gatorade Propel Fitness water

GROWTH OF THE COMPANY

When the company was established at first Pepsi Co India Holdings Private

RESULTS AND DISCUSSIONS

The working conditions are to be suitable for the 43% of respondents is good condition.

The 40% of the respondents' opinion about the physical working condition such as space & cleanliness is to be very good.

The restroom facilities are excellent for the employees by management at 33%.

The 58% of the respondent are strongly agreed for our policies & procedures for helping to getting the job.

The policy & procedures for making the sense to be agreed by 38% of respondent.

The 65% of the respondent are strongly agreed the job security provide on his performance.

The 37% of the respondent are satisfied their promotional policies followed by the management.

The 63% of the respondent are satisfied leave facility provided by the management.

The 55% of the respondent opinion is to be satisfied for their roles & responsibilities.

The working hours followed by the concern is to be satisfied for the 30% of the respondent. The 67% of the respondent are strongly agreed for providing a adequate rest facilities including tea & lunch breaks.

The 67% of the respondent are satisfied with their training & development programs provided by the management or concern.

The 92% of the respondent are satisfied with their training program is to be very helpful for improving our working condition.

The 83% of respondent opinion is to be increase of our working performance through the training program.

The 70% of the respondent are receiving new skills from the training & development programs by the management.

The 58% of the respondent opinion is to be adequate for his job through the level of training.

The 45% of the respondent opinion is a very good salary provided by the management on his level of work.

The 58% of respondent are satisfied with our medical facility provided by the management for taking a medical treatment.

The promotion for our job is highly satisfied by the 48% of respondent in the management.

The 67% of the respondent opinion is the management to be rewarded a good performance from our working area.

The 33% of the respondent are highly satisfied and satisfied for their working is to be treated as professionalism by the management.

The 40% of the respondent opinion is highly satisfied for performing our work on the basis of team spirit.

The 32% of the respondent are indifferently treated for the morale about the employees given by the management about his work.

The 58% of the respondent are highly involving and caring of our work by the supervisor in the event of working times for our issues.

The overall job satisfaction of the employees about his employment is to be excellent by 48% of the respondent.

SUGGESTIONS

1. The management should focus on employees working condition is the management has to analyze And take some measure regarding it because salary/pay is a want helps to satisfying physiological, security, about our job.
2. The management should have a constructive policies and procedures to appreciate the employees so that the possibility of significant work and need of the organization for productive, coordinated activity.
3. Job security to the employees has to be improved to motivate them and increase their job satisfaction.
4. If the management encourage participative decision making, employees feel motivated so this will increase their job satisfaction on the basis of working hours.
5. Superiors should know the skills and needs of his subordinates and shows equalities this will help to build a good interpersonal relationship among their training and development programmes.
6. Skill of employees should be properly utilized by management so that job satisfaction level will increase.
7. Management can delegate authorities, this will motivate employees an also they will feel a sense of responsibility and obviously this will result in their reward to good work.
8. Good working environment will increase level of job satisfaction.
9. The management can concentrated about the morale of their working areas.
10. The overall performances about their job are my positive manner.

CONCLUSION

Conducted and these points are to be looked into and steps are to be taken in this regard for higher growth. From the analysis I conclude that the job provide the opportunity to the employees to exercise his skill at workplace. Most of the employees are satisfied with their promotion policies. The role and responsibility at the organization has to be followed by every person for suitable manner.

The training programmes of the organization to be increase our position attitude. Every one employee's in the organization are highly satisfied with their job. Finally I would like to conclude that the employees of PepsiCo limited are satisfied with their work & organization

**TABLE-1
WORKING CONDITION**

OPINION	NO OF PERSON	PERCENTAGE
Excellent	12	20
Very good	18	30
Good	26	43
Average	4	7
Poor	-	-

**TABLE-2
PHYSICAL WORKING CONDITON**

OPINION	NO OF PERSON	PERCENTAGE
Excellent	16	27
Very good	24	40
Good	18	30
Average	-	-
Poor	2	3

**TABLE-3
REST ROOMS**

OPINION	NO OF PERSON	PERCENTAGE
Excellent	20	33
Very good	19	32
Good	16	26
Average	4	7

Poor	1	2
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**TABLE-4
POLICY & PROCEDURE HELP TO
GETTING THE JOBS**

OPINION	NO OF PERSON	PERCENTAGE
Strongly Agree	35	58
Agree	9	15
Neutral	12	20
Disagree	3	5
Strongly Agree	1	2

**TABLE-5
POLICIES AND PROCEDURE
MAKING SENSE TO ME**

OPINION	NO OF PERSON	PERCENTAGE
Strongly Agree	17	28
Agree	23	38
Neutral	10	17
Disagree	7	12
Strongly Agree	3	5

**TABLE-6
JOB SECURITY BASED ON YOUR
PERFORMANCE**

OPINION	NO OF PERSON	PERCENTAGE
Strongly Agree	39	65
Agree	9	15
Neutral	12	20
Disagree	-	-
Strongly Agree	-	-

**TABLE -7
SATISFIED WITH PROMOTIONAL
POLICIES**

OPINION	NO OF PERSON	PERCENTAGE
Highly Satisfied	21	35
Satisfied	22	37
Indifferent	7	12
Dissatisfied	6	10

Dissatisfied		
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**TABLE-8
LEAVE FACILITIES**

OPINION	NO OF PERSON	PERCENTAGE
Yes	38	63
No	22	37

**TABLE-9
NATURE OF JOB:
CLARITY OF YOUR ROLES AND
RESPONSIBILITIES**

OPINION	NO OF PERSON	PERCENTAGE
Clearly Understood	12	20
Understood	18	30
Indifferent	8	14
Not Clear	11	18
Confusing	11	18

**TABLE-10
SATISFIED WITH ROLES AND
RESPONSIBILITIES**

OPINION	NO OF PERSON	PERCENTAGE
Yes	33	55
No	27	45

**TABLE-11
WORKING HOURS FOLLOWED:**

OPINION	NO OF PERSON	PERCENTAGE
Highly Satisfied	15	25
Satisfied	18	30
Indifferent	12	20
Dissatisfied	10	17
Highly Dissatisfied	5	8

**TABLE-12
ADEQUATE REST (TEA & LUNCH
BREAKS):**

OPINION	NO OF PERSON	PERCENTAGE
Strongly Agree	40	67

Neutral	5	8
Disagree	-	-
Strongly Agree	-	-

**TABLE-13
ADEQUATE TRAINING &
DEVELOPMENT:**

OPINION	NO OF PERSON	PERCENTAGE
Yes	40	67
No	20	33

**TABLE-14
TRAINING GIVEN TO YOU AT WORK
IS HELPFUL:**

OPINION	NO OF PERSON	PERCENTAGE
Yes	55	92
No	5	8

**TABLE-15
TRAINING HELPS YOU TO
INCREASE YOUR PERFORMANCE:**

OPINION	NO OF PERSON	PERCENTAGE
Yes	50	83
No	10	17

**TABLE-16
OPPORTUNITY TO DEVELOP NEW
SKILLS:**

OPINION	NO OF PERSON	PERCENTAGE
Yes	45	75
No	15	25

**TABLE-17
TRAINING PROVIDED TO YOU IN
YOUR JOB ADEQUATE:**

OPINION	NO OF PERSON	PERCENTAGE
Yes	35	58
No	25	42

**TABLE-18
SATISFIED WITH YOUR SALARY
STRUCTURE:**

OPINION	NO OF PERSON	PERCENTAGE
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Excellent	13	22
Very good	27	45
Good	15	25
Average	3	5
Poor	2	3

**TABLE-19
MEDICAL FACILITIES:**

OPINION	NO OF PERSON	PERCENTAGE
Yes	35	58
No	25	42

**TABLE-20
PROMOTIONS GIVEN IN YOUR
CONCERN:**

OPINION	NO OF PERSON	PERCENTAGE
Highly Satisfied	28	48
Satisfied	11	18
Indifferent	11	18
Dissatisfied	5	8
Highly Dissatisfied	5	8

**TABLE-21
REWARDED FOR THE GOOD WORK:**

OPINION	NO OF PERSON	PERCENTAGE
Yes	40	67
No	20	33

**TABLE-22
RELATIONSHIP WITH OTHERS:**

OPINION	NO OF PERSON	PERCENTAGE
Highly Satisfied	20	33
Satisfied	20	33
Indifferent	7	12
Dissatisfied	6	10
Highly Dissatisfied	7	12

**TABLE-23
TEAM SPIRIT**

OPINION	NO OF PERSON	PERCENTAGE
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Highly Satisfied	24	40
Satisfied	16	27
Indifferent	10	17
Dissatisfied	5	8
Highly Dissatisfied	5	8

**TABLE-24
MORALE OF THE PEOPLE:**

OPINION	NO OF PERSON	PERCENTAGE
Highly Satisfied	13	22
Satisfied	18	30
Indifferent	19	32
Dissatisfied	6	10
Highly Dissatisfied	4	6

**TABLE-25
SUPERVISORS CARES**

OPINION	NO OF PERSON	PERCENTAGE
Highly involved and caring	35	58
Involved and caring	12	20
Indifferent	7	12
Not Concerned	3	5
Highly Not Concerned	3	5

**TABLE-26
OVERALL JOB SATISFACTION:**

OPINION	NO OF PERSON	PERCENTAGE
Excellent	29	48
Very good	17	29
Good	11	18
Average	3	5
Poor	-	-

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