

## **Job Satisfaction of Workers of Rajshahi Sugar Mills Ltd.: Study of Pay, Benefits and Working Conditions**

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### **Abstract**

*Job satisfaction is defined as the employee's reaction to what he or she receives from the job, that is, the work environment. By looking at the differences between what employees want and what they get, public sector employers can make organizational improvements or changes to the work environment that may motivate employees. Wright, B. (2001, October )<sup>2</sup>.The present study revealed that significantly higher percentage of the workers was satisfied with their present job at Rajshahi sugar mills. The study further suggested that pay, benefits and working conditions for their overall job satisfaction. The present study was designed to investigate the satisfaction level regarding that pay, benefits and working environment at Rajshahi Sugar Mills Limited (RSML). A structured questionnaire was used to collect the required data. In analyzing data descriptive statistics were applied. A total 100 respondents were selected on random sampling basis. Primary and secondary sources of data are used for this present study.*

**Key Words:** *Satisfaction, RSML, Pay, Benefits, Working conditions etc.*

### **1. Introduction**

Sugar industry plays a vital role for the economic development of the country the quality and performance of sugar industry largely depends on the satisfaction and dissatisfaction the workers in sugar industry. Bangladesh a third world country Bangladesh is trying to expand its industrialization programs. As a result of this effort, the concern authority of the sugar industry has taken up gradation programs. In spite of different gear up activities we cannot deny some problems. The main problems of the sugar industry are a raw material, which is sugarcane. It is the serious problem of the sugar production cane related problems is as follows:

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2 Wright, B. (2001, October). Public-sector work motivation: A review of the current literature and a revised conceptual model. *Journal of Public Administration Research and Theory*, 11(4), 586.

- i) The quality of the cane is low.
  - ii) The recovery rate of sugarcane is not satisfactory.
  - iii) Farmers always seek benefits and they supply cane from where they get benefit.
  - iv) When the treacle price is high, they do not supply cane to the mills; farmers produce treacle by the cane.
  - v) If the farmers sell the cane outside of the mills; they get money at a time, but the industry does not pay money at a time.
- b. Transportation problem: Cane procurement vehicles are not available and most of all properly unusable. We see often cane loaded vehicle standing on the road. For the reason cane cannot be carried timely and farmers does not supply the cane timely.
- c. Credit Problem Lack of Capital: Bangladesh sugar and food Industries Corporation can't supply enough money for loan to the farmers as much as need, as well as they got. Other organization does not supply enough money for loan. Farmers want enough money because they are poor or marginal farmers, to need seeds, fertilizer, irrigation, poison and labor cost.
- d. Machinery Problem: Most of the sugar industry uses old machineries. But other countries use put of sugar. But here it is most used. Due to machine the factory sometime falls in the breakdown. Developed countries use computerizes control system. But we can not use this. We use manual control for this reason we need labors for controlling machineries. So machinery problem is one kind of problems to obtain low rate of sugar.
- e. Production problem: The problems relating to the production of sugar of Bangladesh sugar industries are as follows:
- i) Sugar obtaining rate is lower.
  - ii) Production policy is traditional.
  - iii) Lack of computerize control system.
- f. The production cost of the sugar is high but market price of that is low.
- g. The mill authorities cannot collect accrual credit, credit returns percentage of the mill in lower.
- h. Sugar mills cannot sale the sugar without permission of BSFIC.
- i. The Price of produced sugar is by BSFIC. It is observed that from some sugar is at fewer prices than its production cost.
- j. There is no facility to create other thing from molasses of the sugar mills, wine is made from the molasses and it uses the distillery as raw materials of wine.

Job satisfactions are reflections of the outlook that employees have about their employment. This outlook is influenced by the degree to which employees' salient needs are satisfied by their work. Employees display higher levels of job satisfaction, and subsequently lower turnover intentions, when the characteristics of their working conditions satisfy their needs. Workers of sugar industry especially in Rajshahi sugar mills have experienced their less or more job satisfaction regarding pay, benefits and working environment.

## 2. Objectives of the Study

The main objectives of the study are as follows:

1. To identify the overall job satisfaction of sugar industrial workers;
2. To examine the level of job satisfaction regarding pay, benefits and working conditions of workers of Rajshahi Sugar Mills Limited; and
3. To recommend some suggestions for developing job satisfaction of the workers of sugar industry.

## 3. Literature Review

Job satisfaction is simply defined as the affective orientation that an employee has towards his or her work (Price, 2001)<sup>3</sup>.

Arvey and Dewhirst (1976)<sup>4</sup>, 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 employees' job satisfaction.

Abdel-Halim (1998)<sup>5</sup> 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 management tasks.

Additionally, administrative styles, professional status and pay are known as important factors influencing job satisfaction. For example, Carr and Kazanowsky (1994)<sup>6</sup> successfully showed that inadequate salary was much related to employees' dissatisfaction.

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3 Price, J. L. (2001). *Reflections on the Determinants of Voluntary Turnover*, International Journal of Manpower, 22 (7): 600-624

4 Arvey, R. and Dewhirst, H. D. (1976). *Relationships between goal clarity, participation in goal-setting, and personality characteristics on job-satisfaction in a scientific organization*, Journal of Applied Psychology, 61 (1): 103-105

5 Abdel-Halim, A. A. (1983), *Effects of task and personality characteristics on subordinate responses to participative decision making*, Academy of Management Journal, 26 (3): 477-484.

And recent studies showed that a participative (democratic) management style was mostly preferred by today's managers to increase their employees' job satisfaction (Dogan and İbicioglu, 2004; Knoop, 1991)<sup>7</sup>.

They acknowledged that job satisfaction is one part of the motivational process. While motivation is primarily concerned with goal-directed behavior, job satisfaction refers to the fulfillment acquired by experiencing various job activities and rewards. It is possible that an employee may display low motivation from the organization's perspective yet enjoy every aspect of the job. This state represents high job satisfaction (Peretomode, 1991)<sup>8</sup>.

McNamara, [n.d]<sup>9</sup>; War, (1998)<sup>10</sup> have suggested that the higher the prestige of the job, the greater the job satisfaction. Many workers, however, are satisfied in even the least prestigious jobs. That is, they simply like what they do. In any case, job satisfaction is as individual as one's feelings or state of mind. Job satisfaction can be influenced by a variety of factors, for example, the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, the degree of fulfillment in their work, etc. However, there is no strong acceptance among researchers, consultants, etc., that increased job satisfaction produces improved job performance. In fact, improved job satisfaction can sometimes decrease job performance.

According to Cranny, Smith and Stone (1992)<sup>11</sup> job satisfaction is a combination of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared to what he or she actually receives. Job satisfaction is a factor that would induce the employee to work in the long term position. Regardless of job satisfaction the organization or firm would confront with the cost of recruitment caused by turnover. For this reason, the organization should pay attention to employees' job satisfaction as well.

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6 Carr, K. K. and Kazanowski, M.K. (1994). *Factors affecting job satisfaction of nurses who work in long-term care*, Journal of Advanced Nursing, 19: 878-883.

7 Knoop, R. (1991), "Achievement of work values and participative decision-making", Psychological Reports, 68: 775-781.

8 Peretomode, V. F. (1991). *Educational Administration: Applied Concepts and Theoretical Perspective*. Lagos: Joja Educational Research and Publishers.

9 McNamara, C. (n.d). Job satisfaction. Retrieved 14/09/05 from <[http://www.managementhelp.org/prsn\\_wll/job\\_stfy.htm#anchor306642](http://www.managementhelp.org/prsn_wll/job_stfy.htm#anchor306642)>

10 Warr, M. (1998). Life Course Transitions and Desistance from Crime. *Criminology* 36, pp. 183-218.

11 Cranny, C. J., Smith, P. C. & Stone, E. F. (1992). *Job satisfaction: How people feel about their jobs and how it affects their performance*. Lexington Books: New York.

#### 4. Methodology of the Study

The present study is concerned with job satisfaction and job stress of workers in sugar industries of Bangladesh. The approach adopted is basically analytical and interpretation in nature. It way decided to imply descriptive statistical method of analysis of data. Data are collected from primary and secondary source for the purpose of present study. Primary data have been collect through a structured questionnaire. Some information has also been collect through general discussion with top executives. Secondary data have been collected from preserved information in the organization mainly the annual reports and records of BSFIC, internal reports RSML, journal, various official reports and papers, magazine, bulleting etc.

#### 5. Analysis and Discussion

The respondents' views were taken on a number of common aspects relating to worker job satisfaction of their respective mills. In the following pages, an attempt has been made to evaluate their views on these issues:

##### 5.1 Respondents' Opinion towards the Pay

Wages and salaries conclude the degree of job-satisfaction among the employees. The Following table exhibits the opinion of respondents regarding their remunerations.

**Table-1: Respondents' Opinion towards the Pay (N=100)**

<b>Factors</b>	<b>Rajshahi Sugar Mills Ltd. (%)</b>
Satisfied	43
Dissatisfied	56
No Opinion	01
<b>Total</b>	<b>100</b>

*Source: Questionnaire and personal interviews.*

On the basis of actual wages and salaries significant differences were observed in satisfaction level. A minority of the respondents in RSML i.e. 43 percent were satisfied with the existing wages.

##### 5.2 Respondents' Opinion towards Benefits

Labor welfare facilities in sugar mills have significance from the point of job satisfaction. The provision of various financial and non-financial facilities has direct bearing on the productivity of respondents. Table (2 and 3) reflects the attitude and opinion of respondents towards welfare facilities.

**Table-2: Respondents' Opinion towards benefits (Financial) (N=100)**

Factors	Rajshahi Sugar Mills Ltd.			
	Satisfied (%)	Dissatisfied (%)	No Opinion (%)	Total
Bonus	63	34	3	100
Provident Fund.	60	36	4	100
Gratuity	62	35	3	100
Loans and Advances	66	31	3	100

*Source: Questionnaire and personal interviews*

During the survey it was observed that a majority of respondents of RSML were satisfied with the financial facilities provided to them. The highest satisfaction area is loans and advances that is 66 percent and highest dissatisfaction area is provident fund that is 36 percent.

**Table-3: Respondents' Opinion towards Benefits (Non-Financial) (N=100)**

Factors	Rajshahi Sugar Mills Ltd.			
	Satisfied (%)	Dissatisfied (%)	No Opinion (%)	Total
Housing	54	40	6	100
Medical	41	58	1	100
Education	62	32	6	100
Recreational	60	36	4	100
Canteen	29	70	1	100

*Source: Questionnaire and personal interviews*

The table reveals that the respondents were not pleased with the provision of medical and canteen. The percentage of respondents who are not satisfied was 58 percent, was 41% in medical facilities and 70 percent satisfied, 29% dissatisfied in canteen facilities in RSML. There was no opinion only 1 percent. Some variations were also noted in the degree of satisfaction for facilities like.

### 5.3 Respondents' Opinion towards Working Conditions

In the light of existing working conditions an analysis of job satisfaction of respondents has been done. Respondents' feelings towards the working conditions in RSML are as follows table:

**Table-4: Respondents' Opinion towards Existing Working Conditions (N=100)**

Factors	Rajshahi Sugar Mills Ltd.			
	Satisfied (%)	Dissatisfied (%)	No Opinion (%)	Total
Lighting	87	12	1	100
Ventilation	92	6	2	100
Temperature	56	43	1	100
Humidity	62	37	1	100
Dust ,Smoke&Fumes	47	52	1	100
Noise	40	59	1	100
Sanitation	59	40	1	100
Machinery	47	53	0	100

*Source: Questionnaire and personal interviews*

The study show up that on the entire the working conditions in RSML were fairly satisfactory since more than 70 percent workers have shown a privileged level of satisfaction, 29 percent workers have shown dissatisfaction and only 1 percent no opinion towards all facet of working conditions.

### 6. Findings of the Study

Job satisfaction plays an important role to the workers of any organization in terms of its productivity, efficiency, employee relationship, absenteeism and turnover. From the analysis of the present study we find the following findings:

- i. Wages and salaries significant differences are found in satisfactory level.
- ii. It is observed that a majority of respondents of RSML are satisfied with the financial facilities provided to them.

- iii. The higher percentages of respondents are not satisfied with the provision of medical and canteen.
- iv. The entire working conditions in Rajshahi Sugar Mills Limited were fairly satisfactory.

## **7. Concluding Remarks**

A job is a part of one's life and such work not only physical needs are fulfilled through monetary gain but also giving psychological satisfaction. It is the work and through it the individual finds opportunities for the satisfaction of many of his social personal needs. As the workers are more satisfied they will be more productive. The present study was an endeavor to get hold of a better understanding about the causes of job satisfaction of Rajshahi sugar mills limited. The following recommendations may be made in light of findings:

- As it is found that the respondents of present study were satisfied with their pay but mentionable workers (43%) were not satisfied. So the concern authority should take proper step to develop job satisfaction by increasing wages.
- Concern authority should take proper step to provide maximum financial benefits to the sugar industrial workers.
- As it is found that the non-financial benefits are not satisfied with the provision of medical (58%) and canteen (70%) facilities. Mills authority and patron organization (BSFIC) should take immediate action to solve the problem.
- The present study found that the working conditions of Rajshahi sugar mills limited are not well enough. In some aspects of working conditions workers were not satisfied fully like as malfunctioned machineries, dust, smoke and fumes, noise and temperature of mill premises is the threat for the workers' lives and health. So, the policy makers should take proper footstep to ensure healthy and hygienic working conditions and environment.

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