

A STUDY ON JOB ROLES AND THEIR IMPACT ON EMPLOYEES AT COROMANDE INTERNATIONAL

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Abstract : Organizations heavily rely on performance reviews as a means to evaluate the monetary and non-monetary value of employees' contributions. In the increasingly employee-centric corporate landscape, the Human Resources (HR) department plays a pivotal role in aiding and managing employee performance. Recognizing the significance of emotional and social well-being in enhancing productivity, managers at all levels now consider these aspects when evaluating their teams. Job satisfaction, a crucial psychological factor, significantly contributes to the overall concept of employee success. The study takes an exploratory approach, aiming to identify the factors of work satisfaction that exert the most influence on an employee's job productivity. Data for this study were gathered from employees with over 10 years of experience in the Automobile sector in Hyderabad, ensuring insights from seasoned professionals, while those with less than 10 years of experience provided additional data to ensure diverse perspectives on performance appraisal across various employee groups in the Automobile industry. The study's findings indicate a positive correlation between job satisfaction and productivity in the automobile sector, encompassing both managerial and entry-level positions. This suggests that fostering job happiness is integral for cultivating a sense of belonging and enjoyment among employees, crucial for maintaining high morale and the overall stability of the business.

I. INTRODUCTION

Research in the field of organizational psychology has established a connection between employee job satisfaction and various organizational characteristics, including managerial style and individual job structures. This article aims to provide a concise overview of key concepts related to employee work satisfaction, encompassing definitions, theories, and measurement considerations. However, the causes and effects of job satisfaction among workers will be explored in a separate article.

II. NEED FOR THE STUDY:

Job Satisfaction Study at COROMANDEL INTERNATIONAL

Job satisfaction is a crucial determinant of success for any business, influencing employee morale, productivity, and overall organizational effectiveness. The current survey conducted at COROMANDEL INTERNATIONAL aims to assess the level of happiness among employees in their current roles, providing valuable insights for informed decision-making within the company.

Objectives of the Study:

1. **Manager Appreciation:** Evaluate the extent to which managers at COROMANDEL INTERNATIONAL are appreciated by their subordinates.
2. **Managerial Happiness:** Gauge the overall happiness of managers at COROMANDEL INTERNATIONAL.
3. **Interpersonal Connections:** Assess the quality of interpersonal connections and the sense of fulfillment experienced by employees in their current positions.
4. **Identify Demotivating Factors:** Identify and analyze the most demotivating aspects of the work environment affecting employee productivity.
5. **Provide Constructive Advice:** Offer managers at COROMANDEL INTERNATIONAL actionable advice to enhance employee happiness.
6. **Explore Training and Development Opportunities:** Investigate the potential for expansion in the Training and Development sector at COROMANDEL INTERNATIONAL.

Scope of the Study:

Employee job happiness, representing the degree to which individuals find satisfaction in their work, is a subjective and unique experience. This study specifically focuses on assessing the level of job satisfaction at COROMANDEL INTERNATIONAL, examining the impact of various variables on employees' happiness in the workplace.

The research explores the effects of 10 variables on workers' happiness, adopting a broad perspective without singling out any particular aspect for in-depth analysis. Instead of scrutinizing actual conditions, the study centers on employees' perceptions of these conditions. The parameters include working conditions, compensation, additional benefits, communication with superiors and colleagues, schedule regularity, complaint resolution procedures, and opportunities for career advancement.

Understanding the perceptions of employees regarding these variables will enable the Human Resources department to address concerns and enhance workplace satisfaction, ultimately preventing potential issues and improving overall service quality.

III. RESEARCH METHODOLOGY:

Data Sources:

- **Primary Source:** A survey of COROMANDEL INTERNATIONAL staff was conducted to collect firsthand information on job satisfaction.
- **Secondary Sources:** Additional information was gathered from books and websites to complement the primary data.

Population and Sampling:

- **Population:** The research focused on MetLife workers as the population, encompassing all levels of employees.
- **Sampling Technique:** Random sampling was employed to ensure a diverse representation of employees from various organizational levels. The sample size comprised 50 individuals, including scientists, technicians, administrators, and support staff.

This comprehensive approach aims to provide COROMANDEL INTERNATIONAL with a nuanced understanding of employee job satisfaction, facilitating strategic decision-making and fostering a positive work environment.

Employee Details	Respondents			
	Supporting Staff	Technical Staff	Administrators	Scientific Staff
Total No. of Employees	700	100	105	100
Sample No. of Employees	20	10	10	10

Sample selection is random from all the 4 categories.

Limitations of the Study:

- Company-Specific Focus:** The study's scope is limited to the existing procedures and policies of COROMANDEL INTERNATIONAL. Obtaining all relevant information is imperative given the company's secretive nature.
- Time Constraint:** The research was restricted to a maximum duration of nine weeks, imposing a significant time limitation on the study.
- Sampling Errors:** Potential errors related to sampling are not disregarded, acknowledging the inherent limitations of the sampling technique.
- Reliability of Sample Frame Data:** While scientists express confidence in the reliability of the sample frame's data, there may still be uncertainties.
- Results Reliability:** The use of random sampling raises concerns about the reliability of results, as they may not be fully representative of the entire workforce at COROMANDEL INTERNATIONAL.
- Single Organization:** The study solely focuses on COROMANDEL INTERNATIONAL, limiting the generalizability of findings to a broader context.

Addressing these limitations with caution ensures a nuanced interpretation of the study's outcomes and provides valuable insights into enhancing job satisfaction within the specific organizational context.

IV. REVIEW OF LITERATURE

According to Luthans (1985) and Saari and Judge (2004), key contributors to job satisfaction include salary, opportunities for advancement, quality of management, coworker compatibility, and physical and social safety. After the dismissal of the Hawthorne studies, researchers worldwide came to recognize a contented workforce as a productive one, challenging earlier assumptions of a tenuous link between work happiness and performance.

Studies indicate that long-tenured workers tend to exert more effort, both mentally and physically, than their less-experienced counterparts. However, conflicting conclusions exist, with some studies suggesting higher satisfaction among employees with less than six months of experience. Additionally, older workers with extensive professional experience may exhibit lower job satisfaction, as indicated by Morgan et al. (1995).

Demographic Factors and Job Satisfaction:

Job satisfaction comprises overall sentiments and experiences at work, arising when individuals evaluate actual job results against their ideal, expected, or deserved outcomes. It involves various factors (Organ and Hammer, 1991) and is the personal satisfaction employees derive from their work (Stoner and Freeman, 1992). Another definition states that job satisfaction is "the reintegration of emotion caused by an individual's impression of the fulfillment of his requirements in connection to his work and the surrounding environment" (Saiyaden, 1993). Sowmya and Panchanatham (2011) found that highly satisfied bank workers are less likely to quit, more engaged, and deliver better results. Locke (1976) initially proposed the concept of job satisfaction, defining it as "a worker's sentiments about his or her employment or job experiences about prior experiences, present expectations, or accessible alternatives"

The hierarchical position of an employee within an organization constitutes a noteworthy demographic factor influencing job satisfaction. Research indicates that individuals in higher managerial roles tend to experience higher overall job satisfaction. Oshagbemi (1997) found that an individual's rank within the organizational hierarchy positively affects their level of work satisfaction. Similarly, O Pors (2003) observed that lower-level employees reported lower satisfaction compared to their higher-level counterparts, attributing this trend to a lack of autonomy and independence.

The reciprocal model proposed by Skibba (2002) suggests that if satisfaction is extrinsic, it leads to performance, while intrinsic satisfaction results from performance. This model, rooted in social exchange theory, views an employee's output as a reciprocal gift to the organization, emphasizing the connection between work performance and contentment. However, it's crucial to note that industrial psychologists' beliefs about a direct correlation between mood, work satisfaction, and performance may not hold.

V. COMPANY PROFILE

Coromandel International Limited operates across various sectors, including Fertilizers, Specialty Nutrients, Crop Protection, and Retail. The company's extensive range of fertilizers, totaling around 4.5 million tons, positions it as a leading player in the markets it serves.

Committed to being a comprehensive solution for all plant nutrition needs, Coromandel has diversified its product offerings to include organic fertilizers and specialty nutrients. In the Crop Protection segment, the company is involved in the manufacturing and distribution of pesticides, fungicides, and herbicides in India and other global markets. Notably, Coromandel holds the second position worldwide for the production of Malathion and Phenthoate. Expanding into the retail sector, Coromandel has established 800 rural retail outlets in Andhra Pradesh, Telangana, Karnataka, and Maharashtra.

The company's dedication to environmental and social responsibility is evident in its financial performance, with a turnover of Rs. 13,155 Crores for the fiscal year 2019–20. Recognized as one of the top 20 best businesses to work for by Business Today, Coromandel is part of the Murugappa Group, contributing to the group's total market value of INR 381 Billion (38,105 Crores).

mission, vision & philosophy

MISSION

To enhance prosperity of farmers through quality fertilizers and crop protection solutions with sustainable value for all stakeholders.

VISION

To be the leader in farm solutions in geography of choice, consistently delivering superior value to stakeholders through highly engaged employees and a strong commitment towards sustainability and our values.

PHILOSOPHY

The fundamental principle of economic activity is that no man you transact will lose then you should

Coromandel International is engaged in the production and sale of a diverse range of agricultural products from its numerous global factories. The company's product portfolio includes phosphatic fertilizers, crop protection products, specialty nutrients such as sulfur pastes, water-soluble fertilizers, micro-nutrients, and organic fertilizers. These products cater to the varied needs of farmers worldwide.

Coromandel maintains warehouses globally, ensuring the availability of its Crop Protection goods for distribution. The company plays a vital role in supporting agriculture by offering a comprehensive range of agricultural inputs through its rural convenience stores, benefitting farmers in the respective regions.

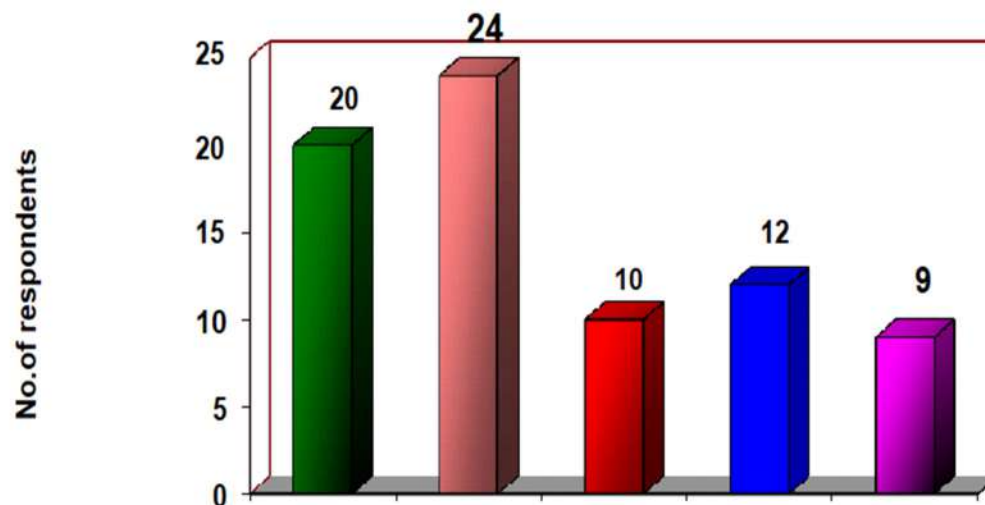
With a highly skilled and dedicated management team, Coromandel International has established a reputation for fostering peak performance and continuous innovation in its operations.

VI. DATA ANALYSIS AND INTERPRETATION

1. Job provides scope to achieve goals

Response	Respondents	% of Respondents
Strongly Agree	20	26.67
Agree	24	32
Neutral	10	13.33
Disagree	12	16
Strongly	9	12
TOTAL	75	100

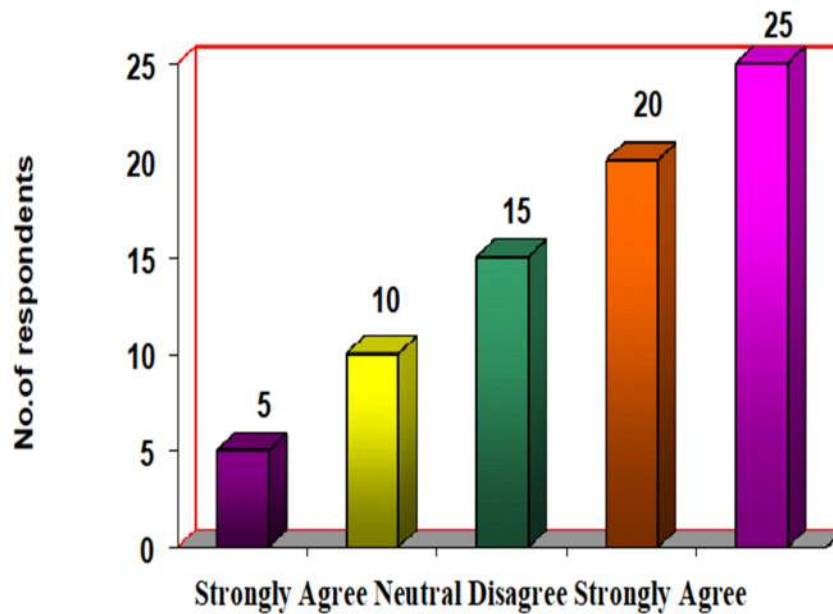
Table-1 Job provides scope



2 Freedom to take decision

Response	Respondents	% of Respondents
Strongly Agree	5	6.67
Agree	10	13.33
Neutral	15	20
Disagree	20	26.67
Strongly	25	33.33
TOTAL	75	100

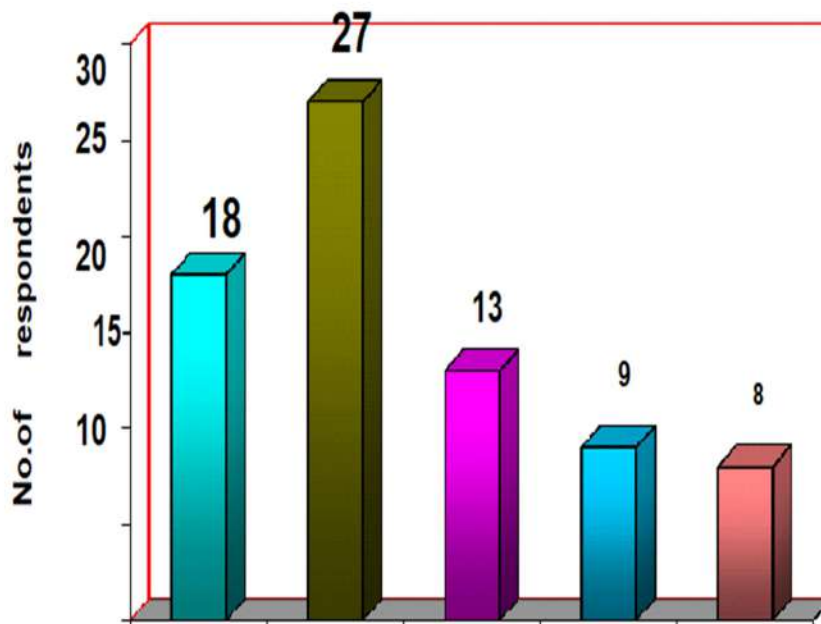
Table-2 Freedom to take decision



3. Placing in a right place

Response	Respondents	% of Respondents
Strongly Agree	18	24
Agree	27	36
Neutral	13	7.33
Disagree	9	12
Strongly	8	10.67
TOTAL	75	100

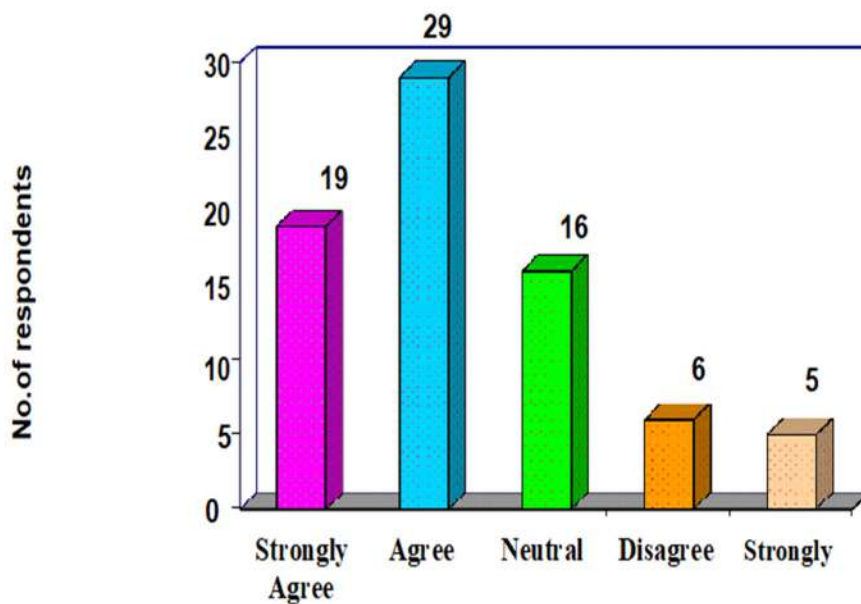
Table: 3 Placing in a right place



4. Relationship with your peers

Response	Respondents	% of Respond ants
Strongly Agree	19	25.33
Agree	29	38.67
Neutral	16	21.33
Disagree	6	8
Strongly	5	6.67
TOTAL	75	100

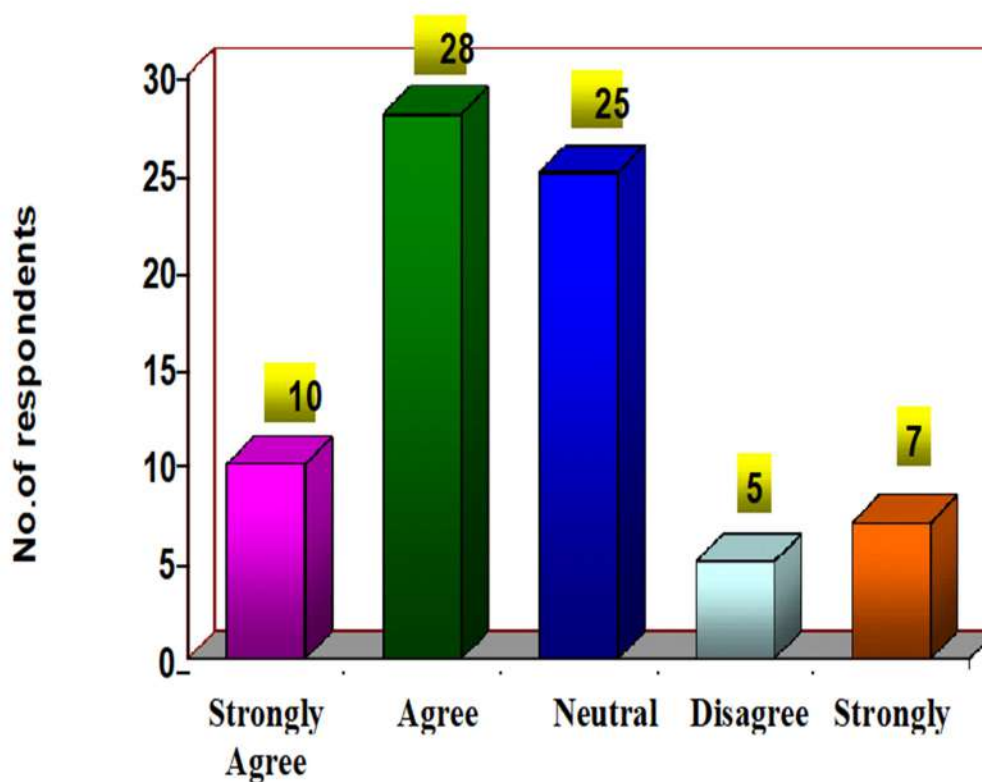
Table-4 Relationship with your peers



5. Your relationship with superior

Response	Respondents	% of Respondents
Strongly Agree	10	13.33
Agree	28	37.33
Neutral	25	33.33
Disagree	5	6.67
Strongly	7	9.33
TOTAL	75	100

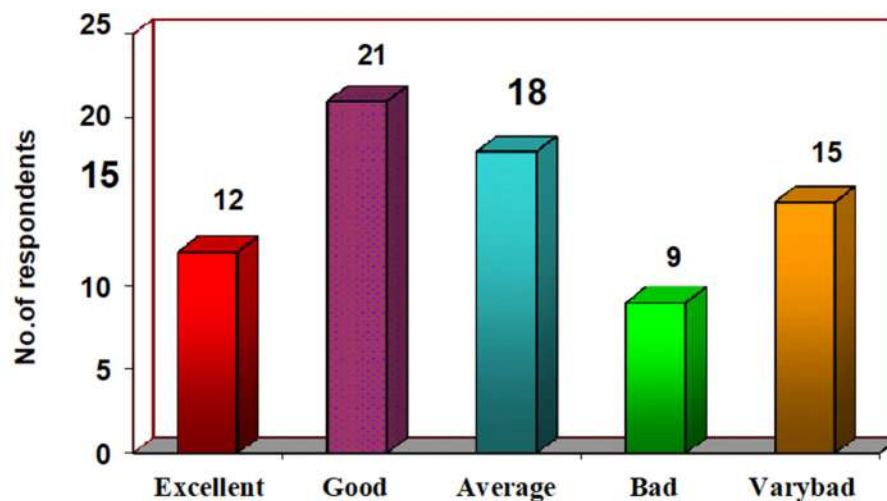
Table-5 Your relationship with superior



6. Benefits provided by the company

Response	Respondents	% of Respondents
Excellent	12	16
Good	21	18
Average	18	24
Bad	9	12
Very Bad	15	20
TOTAL	75	100

Table-6 Benefits provided by the company



RESEARCH FINDINGS & SUGGESTIONS

The data presented shows that 32% of workers agree and 26% strongly agree that there is room for improvement in reaching organizational objectives.

Concerning decision-making empowerment, only 13% of workers feel empowered to make decisions on their own, while 33% feel otherwise.

In terms of job satisfaction, 36% of workers believe they are in an appropriate position, 24% are neutral, and 23% strongly oppose this idea.

Regarding relationships with co-workers, 39% of employees have positive relationships, 25% firmly believe they do, 8% rate their friendships as average, and 67% rate them as terrible.

In terms of relationships with superiors, 14% report having an outstanding connection, 37% report having a good relationship, and 5% report having a poor relationship. Thirty-three percent are happy with their rapport with supervisors, while 7% are unhappy.

Regarding benefits, 16% of workers are satisfied with the offered benefits, 24% are satisfied with the average level, 24% are satisfied with the good level, 12% are dissatisfied with the bad level, and 20% are dissatisfied with the very sad level.

Concerning responsibility, 48% of workers consider themselves very responsible, 37.33% consider themselves responsible, 4% consider themselves not responsible, and 10.67% have no view about responsibility.

Based on the data presented above, we can conclude that 44% of staff members feel very safe in their current roles and that 37.33% of staff members have a positive outlook toward management.

Based on the data shown above, we may conclude that 32% of workers are satisfied with their personal growth, 20% are very satisfied, 40% are dissatisfied, and 8% are very dissatisfied.

Based on the data shown above, we can conclude that 33.33% of workers think that the organization has a good culture and ethics; 18% of employees are "natural" employees; 16.67% of employees disagree, and 9.33% of employees strongly disagree.

VII. CONCLUSIONS

In the study conducted by Schultz D. (2010), it is argued that the significance of job satisfaction is less prominent in sectors other than the construction industry. The primary focus of this research was to evaluate the interrelation between job satisfaction and performance within the automotive sector.

According to the research findings of Markus Christen, Ganesh Iyer, and David Soberman (2006), there exists a direct and positive correlation between work performance and job satisfaction. Other studies, including those by Allison Laura Cook (2008), indicate a link between workplace happiness and productivity. Various personality traits, such as Conscientiousness, Extraversion, Agreeableness, fundamental self-evaluations, intellectual capacity, and work complexity, are considered common contributing factors. Employees in the automotive industry in Hyderabad have reported a strong association between their annual performance evaluations and their levels of job satisfaction.

Anuar Bin Hussin conducted a survey among employees of the Trade Winds group of companies, revealing that factors related to job satisfaction, such as salary, advancement opportunities, the nature of the work, quality of management, and coworker relationships, contribute to a 17.8 percent increase in productivity. Similarly, Syaidatulakma Binti Kahani (2013) established a connection between these aspects of job satisfaction and overall performance.

In a study by Alina Hyz (2010), educated workers expressed lower satisfaction with their pay. Positive associations between job satisfaction and other factors, including recognition, autonomy, group work, prospects, role clarity, coworker relationships, and collaboration with the HR department, were found, although the strength of these correlations varied widely. Woodruffe and Lockwood (2006) discovered that highly committed workers were more likely to find satisfaction in their jobs. Employees in the automobile industry in Hyderabad, across different

demographics, reported a significant correlation between job satisfaction dimensions such as "Job Intrinsic Factor" (0.646), "Job Extrinsic Factor" (0.781), "Psycho Socio Factor" (0.777), "Economic Factor" (0.690), and "Community/National Factor" (0.625).

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