AN ANALYTICAL STUDY ON EMPLOYEE JOB SATISFACTION IN TIRUMULA MILK PRODUCT PVT LTD, GUDUR.

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ABSTRACT

Employee job satisfaction is a critical factor that influences organizational performance, employee retention, and overall workplace harmony. It refers to the level of contentment employees feel regarding their job roles, work environment, compensation, and growth opportunities. High job satisfaction often leads to increased motivation, productivity, and commitment, while dissatisfaction may result in absenteeism, turnover, and reduced performance. Various factors such as leadership style, organizational culture, communication, and recognition contribute significantly to job satisfaction. In recent years, organizations have increasingly prioritized employee well-being and engagement to enhance satisfaction levels. This abstract explores the concept, determinants, and outcomes of job satisfaction, emphasizing its strategic importance in human resource management. Understanding what drives satisfaction can help employers design effective interventions to create a more motivated and loyal workforce.

Keywords: Working conditions, compensation, Job security, employee job satisfaction.

INTRODUCTION

Tirumala Milk Products Pvt. Ltd. is one of South India's leading dairy companies, established in 1996 and headquartered in Hyderabad, Telangana. The company operates as a subsidiary of Lactalis Group, the world's largest dairy products group based in France, since its acquisition in 2014. Tirumala is known for a broad range of dairy offerings, including milk, curd, buttermilk, ghee, flavored milk, and other value-added dairy products. With an extensive procurement network of over 100,000 farmers and a strong presence in Andhra Pradesh, Telangana, Tamil Nadu, Karnataka, and parts of Maharashtra, Tirumala plays a key role in the regional dairy economy.

Tirumala provides direct and indirect employment to thousands of people in rural and semi-urban areas, especially in its procurement and distribution networks. The company has significantly contributed to increasing rural income by offering fair prices and consistent demand for milk from small and marginal farmers. It has contributed to modernizing the dairy industry by implementing advanced quality control, cold chain logistics, and hygienic processing systems.

As one of the top private dairy players in South India, Tirumala has helped shape consumer preferences with reliable and affordable dairy products.

The Indian dairy industry contributes nearly 5% to the national GDP and more than 25% to the agricultural GDP (NDDB, 2023). Largest Milk Producer: India is the world's largest milk producer, with production reaching over 220 million tonnes annually, and companies like Tirumala are critical in this supply chain. Export Potential: Dairy exports are increasing, with opportunities for companies to access markets in the Middle East, Southeast Asia, and Africa. Rural Development: Dairy farming offers daily cash flow for farmers, unlike other agricultural activities, and thus contributes to rural economic resilience.

More than 70 million rural households in India depend on dairy for their livelihood, with a large portion of these being small and marginal farmers and women entrepreneurs. Women Dairy cooperatives and private dairies have improved women's participation in income-generating activities, fostering gender equity. Nutrition and Health: Dairy products are a critical source of protein, calcium, and other nutrients, especially for children and low-income families. Companies like Tirumala ensure the availability of safe and affordable milk to large populations.

REVIEW OF LITERATURE

Armstrong, M. (2006)This handbook provides a comprehensive overview of human resource management practices. Armstrong emphasizes the strategic integration of HR policies to improve employee performance and organizational effectiveness. He highlights job satisfaction as a core component of employee motivation and productivity. The book also explores performance management, learning and development, and reward systems as vital HR functions. Armstrong suggests that a positive work environment, fair treatment, and opportunities for growth directly influence satisfaction levels. Practical case studies and tools enrich the theoretical content, making it applicable for HR professionals. His approach bridges academic theory with HR practice in real organizations.

Aziri, B. (2008)Aziri discusses job satisfaction and employee motivation from a practical and contextual perspective, particularly relevant to the Albanian-speaking business environment. The book defines job satisfaction and distinguishes it from motivation, noting both internal and external drivers. It emphasizes the role of organizational culture and leadership in shaping employee attitudes. Aziri highlights the need for tailored motivational strategies based on employee needs and job roles. He also touches on Herzberg's and Maslow's theories to explain satisfaction dynamics. The work is useful for understanding regional HR practices and employee engagement. It encourages managers to align individual and organizational goals.

Christen, M., Iyer, G., & Soberman, D. (2006). This study reexamines the relationship between job satisfaction, performance, and effort using agency theory. The authors argue that traditional views may overlook how compensation structures and managerial controls influence satisfaction. They present a model suggesting that perceived fairness and rewards affect both satisfaction and performance outcomes. Their empirical analysis supports a more nuanced understanding of how motivation is linked to job roles and expectations. The paper integrates economic and psychological theories. It is particularly relevant for marketing and sales settings. The findings emphasize that both intrinsic and extrinsic motivators are important.

Davis, K. & Nestrom, J.W. (1985)This book explores human behavior in organizational settings with a focus on group dynamics, communication, and motivation. The authors highlight the importance of understanding psychological needs and social influences in the workplace. Their analysis includes classic theories like Maslow's hierarchy and McGregor's Theory X and Y. They argue that employee satisfaction is a determinant of organizational success. Case examples and empirical data support their arguments. The book is foundational in organizational behavior education. It provides practical insights for managers seeking to enhance employee engagement.

Herzberg, H. F. (1976)Herzberg introduces the two-factor theory, distinguishing between hygiene factors and motivators. Hygiene factors (e.g., salary, work conditions) prevent dissatisfaction but

don't lead to higher satisfaction. Motivators (e.g., achievement, recognition) are key to job satisfaction and motivation. The theory suggests that simply removing dissatisfaction is not enough; organizations must actively create motivating conditions. Herzberg's work has influenced job design, enrichment, and organizational development strategies. His theory is widely used in HR and management studies. It provides a clear framework for diagnosing job-related issues.

George, J.M. & Jones, G.R. (2008)This book examines how individual behavior affects organizational outcomes. The authors discuss perception, personality, and learning as critical factors in employee performance. They emphasize that motivation and job satisfaction are deeply connected to psychological and environmental factors. The text presents a blend of classic and contemporary theories. Real-life examples make the concepts accessible and practical. The authors argue that managers must adapt their leadership styles to foster satisfaction. They also address organizational culture and ethics as influencers of behavior.

Hoppock, R. (1935) Hoppock's early work is one of the foundational studies on job satisfaction. He defines it as a combination of psychological, physiological, and environmental circumstances that make a person content with their job. Through surveys and interviews, Hoppock identifies factors such as pay, job security, and supervisor relationships as influential. His research set the stage for future studies in industrial-organizational psychology. It was among the first to empirically link satisfaction with performance. Despite its age, the study remains relevant. It underscores the multidimensional nature of job satisfaction.

Kaliski, B.S. (2007)This encyclopedia entry offers definitions and discussions of various business and finance concepts, including job satisfaction and motivation. Kaliski outlines the key components and theories associated with satisfaction, including Herzberg's and Vroom's models. The entry is concise but informative, providing a solid reference point for students and professionals. It discusses how satisfaction impacts productivity, turnover, and organizational success. The encyclopedia format ensures clarity and accessibility. It serves as a quick guide for foundational understanding. It's especially helpful for interdisciplinary applications in business and finance.

Lawler, E.E. III & Porter, L.W. (1967)Lawler and Porter examine the causal relationship between performance and job satisfaction. Their study challenges the traditional view that satisfaction leads to performance, suggesting instead that performance can enhance satisfaction when followed by rewards. They emphasize the role of equitable compensation and feedback. The model integrates expectancy theory and reinforces the need for performance-based incentives. Their findings have shaped modern compensation and performance appraisal systems. The study is a key contribution to organizational behavior literature. It encourages a performance-to-satisfaction management strategy.

Locke, E.A. & Latham, G.P. (1990)Locke and Latham present goal-setting theory, arguing that specific and challenging goals improve task performance. The book outlines the psychological mechanisms by which goals affect behavior—direction, effort, persistence, and strategy. They link goal achievement with job satisfaction, suggesting that clear goals enhance motivation and workplace morale. The theory has vast implications for performance management. It provides actionable insights for setting individual and team objectives. The work is foundational in motivation research. It supports the importance of aligning goals with rewards.

This study aims to assess the level of contentment and fulfillment employees experience in their current roles within the organization, evaluating factors like work environment, compensation, career development opportunities, workload management, and leadership support, to identify areas for improvement and enhance overall employee satisfaction.

RESEARCH METHODOLOGY

Employee Job satisfaction is a psychological feeling person. It is a personal feeling of an employee towards his employee. It is difficult to evaluate the satisfaction level of an employee. Because it is an intangible and complex assembly of cognitions and emotions and also differs from one person to another person. From the available tools, an attempt is made to evaluate the satisfaction level among the employees of Tirumala Dairy to the possible extent.

The scope of employee job satisfaction encompasses various factors that influence how employees feel about their work, workplace, and overall job experience. It includes aspects such as work environment, compensation, career growth opportunities, management support, and work-life balance. Employee satisfaction plays a crucial role in productivity, motivation, and retention, directly impacting an organization's success.

OBJECTIVES OF THE STUDY

➢ To study about the employee's job satisfaction whether they are satisfied with the present job in the organization or not
➢ To analyze management and employees problems.
➢ To determine the progress of employees in the organization.
➢ To know about the policies, functioning and overall performance of employees in the organization

RESEARCH DESIGN

To assess job satisfaction at Tirumala Milk Products Pvt Ltd, define objectives, develop a questionnaire covering factors like work environment and compensation, survey a representative employee sample, analyse data to identify satisfaction levels and improvement areas, and present findings to management for action.

Primary data is collected from the employees of Tirumala Milk Products Pvt. Ltd personal interviews through the structured Questionnaire were employed and information collected from low level two middle level employees. The secondary sources of data are collected from magazines, journals, bulletins, websites annual reports, etc., published by the organization. In this research the statistical tool that are used for the analysis of the samples is "Simple percentage method"

The simple average method can be calculated as follows,

Simple average method   =   No of respondents / Total no of respondents *100

Descriptive research is done with a well-structured questionnaire. Out of total number of executives working Tirumala Milk Products (p) LTD i.e. 600 a sample of 120 respondents were considered using Stratified random sampling. Simple average method techniques is employed for the analysis.

DATA ANALYSIS AND INTERPRETATION

To determine the age group of employees at you would typically need access to demographic data collected by the company. This information might be available through HR records, employee surveys, or other internal sources.

Table 1 Age group of the respondents

Sno	Age	Respondents	Percentage
1	<25years	20	17
2	26-40years	50	42
3	41-50years	30	25
4	51andabove	20	17
	Total	120	100

Source : Primary Data

Table 1 reveals that the data presents the age distribution of 120 respondents. The largest age group is 26-40 years, comprising 42% of the total respondents, indicating that this age bracket forms the majority of the population surveyed. The 41-50 years group follows with 25%, showing a significant representation as well. Both the <25 years and 51 and above age groups each account for 17% of the respondents, indicating relatively lower participation or representation among the youngest and oldest age brackets. Overall, the majority of respondents fall within the working-age population, particularly between 26 and 50 years.
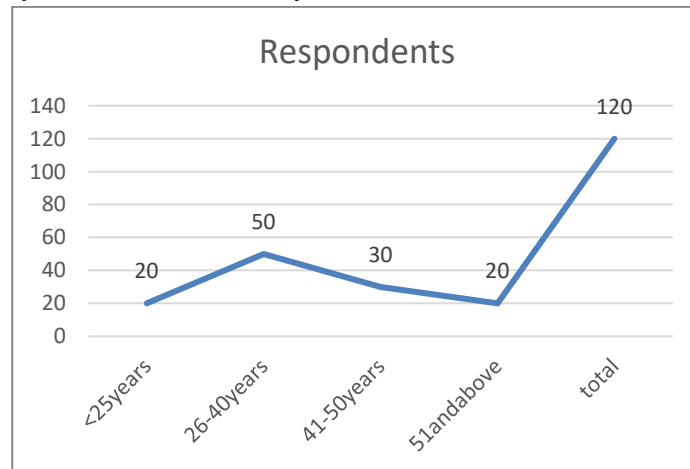

Figure 1 Age group of the respondent

Figure 1 reveals that out of 120 sample respondents the majority 26-40 years of peoples are worked in the organization (42%) of respondents are age group regarding in the practices followed in the organization followed by 42-50years of peoples are worked in the organization(25%) are age group regarding in the practices followed in the organization followed by 51 and above years of peoples are worked in the organization (17%) are age group regarding in the practices in the organization followed by < 25years of peoples are worked in the organization (17%)are age group regarding in the practices in the organization followed by regarding respondents are age group of peoples practices followed by the organization.

What is the gender of respondents?

To gather information about the gender demographics of employees at you would typically need access to demographic data maintained by the company. Here are a few potential ways to generate this information HR Records Employee Surveys.

Table 2 Gender of respondents

Sno	Gender	Respondents	Percentage
1	Male	62	52
2	Female	58	48
	Total	120	100

Source: Primary Data

Table 2 shows that **t**he gender distribution of the 120 respondents shows a fairly balanced representation. Males constitute a slight majority with 52%, while females make up 48% of the total. This near-equal participation suggests that both genders are almost equally represented in the survey. The minimal difference also indicates a well-distributed sampling in terms of gender.
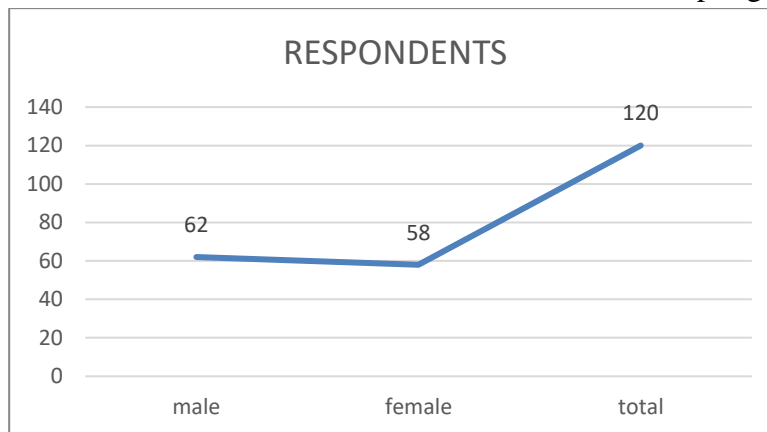

Figure 2 Gender of respondents

Figure 2 reveals that out of 120 sample respondents the majority 62 (52%) male peoples are worked in the organization of respondents are male people group regarding in the practices followed in the organization followed by 58(48%) female peoples are worked in the organization of respondents are female people group regarding in the practices followed in the organization

What are the educational qualifications of the respondents?

To gather information about the educational qualifications of employees at you would typically need access to data maintained by the company. Here are some ways to generate this information HR Records Employee Surveys.

Table 3 The educational qualifications of the respondents

Sno	Education	Respondents	Percentage
1	SSC	15	13
2	INTER	18	15
3	UG	25	21

4	PG	52	43
5	OTHERS	10	8
	Total	120	100

Source: Primary Data

Table 3 shows that the educational qualification of the 120 respondents reveals that the majority, 43%, have completed postgraduate (PG) studies, indicating a highly educated group. Undergraduate (UG) degree holders form the second largest category at 21%, followed by those with intermediate (INTER) education at 15%. Respondents with only SSC qualification make up 13%, while 8% fall under the 'Others' category. Overall, the data shows that a significant portion of the respondents have higher education, suggesting an educated sample population.
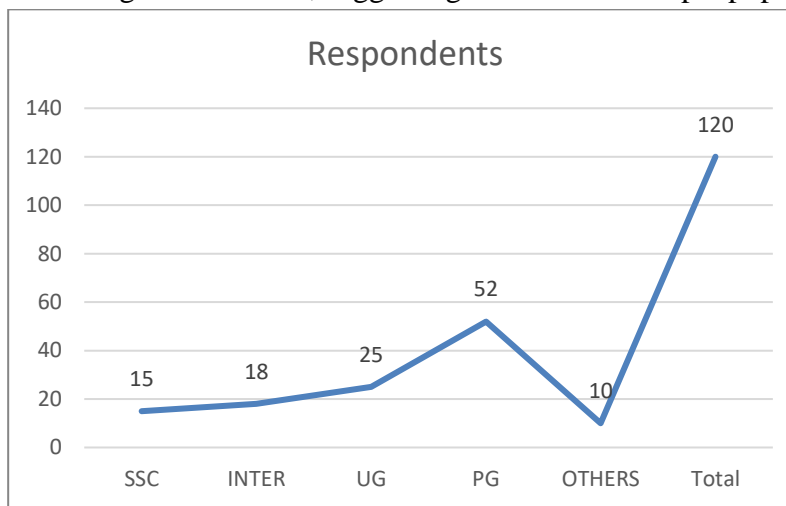

Figure 3 The educational qualifications of the respondents

Figure 3 reveals that out of 120 sample respondents the majority 52(43%)of PG peoples are in the organization of respondents are educational qualification regarding in the practices followed in the organization followed by25(21%)of UG peoples are in the organization educational qualification regarding in the practices followed in the organization followed by 18(15%) of INTER peoples are in the organization educational qualification regarding in the practices in the organization followed by15(13%) of SSC peoples are in the organization educational qualification regarding in the practices in the organization followed by10(8%)of peoples are in the organization educational qualification regarding in the practices in the educational qualification of peoples practices followed by the organization.

Income of the respondents.

The income of employees at Income data is typically considered sensitive and confidential, and companies may not disclose individual employees' salaries or compensation package. Conducting research or analysis related to employee income in the region or industry, you might explore alternative sources of information, such Industry Reports Government Data Employee Surveys.

Table 4The income of the respondents.

Sno	Income	Respondents	Percentage
1	10000	10	8

2	10001-20000	32	27
3	20001-30000	43	36
4	30001-40000	15	12
5	40001-50000	20	17
	Total	120	100

Source: Primary Data

Table 4 shows the income distribution of the 120 respondents shows that the highest proportion, 36%, earn between 20,001 and 30,000, indicating this as the most common income range. This is followed by 27% earning between 10,001 and 20,000, and 17% earning between 40,001 and 50,000. A smaller portion of respondents fall into the lowest income group (8%) and the 30,001–40,000 bracket (12%). Overall, the data suggests that most respondents fall within the middle-income range
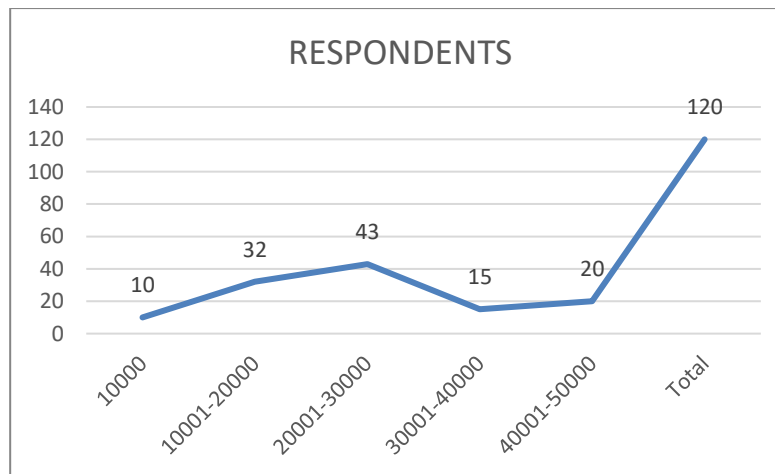

Figure 4 The income of the respondents.

The income of employees at Income data is typically considered sensitive and confidential, and companies may not disclose individual employees' salaries or compensation package. Conducting research or analysis related to employee income in the region or industry, you might explore alternative sources of information, such Industry Reports Government Data Employee Surveys.

Experience of the respondents

To gather information about the experience of employees at you can uses ever all methods Employee Records LinkedIn or Professional Profiles Company Website Employee Surveys.

Table 5 Experience of the respondents

Sno	Experience	Respondents	Percentage
1	1YEAR	35	29
2	2YEAR	40	33
3	3YEAR	10	8
4	4YEAR	15	13

5	5YEAR	20	17
	Total	120	100

Source : Primary Data

Table 5 shows that the experience levels of the 120 respondents indicate that the majority have 2 years of experience, accounting for 33% of the total. This is closely followed by those with 1 year of experience at 29%. Respondents with 5 years, 4 years, and 3 years of experience make up 17%, 13%, and 8% respectively. Overall, the data suggests that most participants are relatively early in their careers, with 1 to 2 years of experience being the most common.
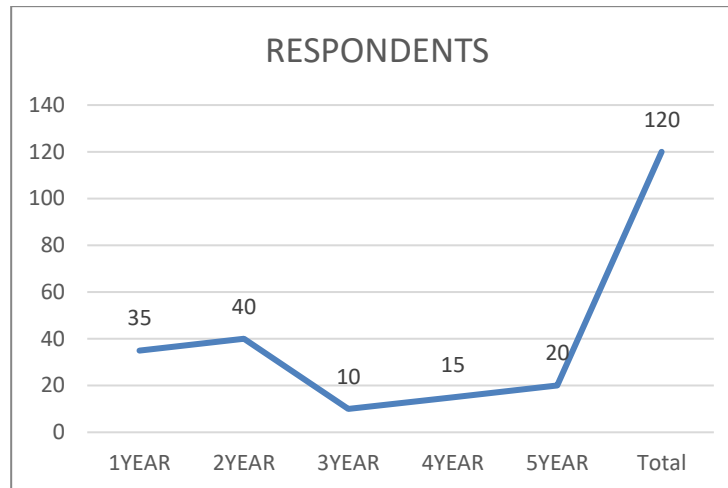

Figure 5 Experience of the respondents.

Figure 5 reveals that out of 120 sample respondents the majority 40 (33%) of peoples are in the organization of respondents are 2year experience regarding in the practices followed in the organization followed by 39 (29%) of peoples are in the organization of respondents are 1years experience regarding in the practices followed in the organization followed by 20(17%) of peoples are in the organization respondents are 5 years' experience regarding in the practices in the organization followed by 15 (13%) of peoples are in the organization respondents are 4 years' experience regarding in the practices in the organization followed by10(8%)of peoples are in the organization respondents are 3 years' experience regarding in the practices in the years of experience of the respondents of peoples practices followed by the organization.

ANALYSIS OF FINDINGS

The demographic analysis of 120 respondents reveals that the majority fall within the 26–40 age group (42%), indicating a predominantly mid-career workforce. Gender distribution is fairly balanced, with 52% male and 48% female participants. Educationally, a significant portion (43%) hold postgraduate degrees, reflecting a highly qualified respondent pool. Most respondents earn between ₹20,001–₹30,000, marking this as the most common income bracket. In terms of experience, the majority have 1–2 years of professional experience, suggesting a workforce in the early stages of their careers. Overall, the data portrays a relatively young, educated, and balanced workforce with modest income levels and early career experience.

RECOMMENDATIONS

Managers

Managers should focus on creating a positive work environment that promotes open communication, recognition, and career development opportunities. Regular feedback, fair performance evaluations, and support for skill enhancement can significantly boost employee morale and satisfaction. Encouraging employee participation in decision-making and ensuring work-life balance are also critical to retaining a motivated workforce.

Policy Makers

Policy makers should formulate labor policies that safeguard employee rights, ensure fair wages, and promote job security. Incentives for companies that invest in employee welfare programs, such as mental health support, training, and flexible work arrangements, can lead to higher job satisfaction levels across industries. Policies must also address issues of workplace discrimination and harassment to foster inclusive and equitable work environments.

Industry Development

Industries should adopt best practices in human resource management, benchmark employee satisfaction metrics, and invest in technology that enhances productivity while reducing stress. Collaboration among industries to standardize employee welfare measures can contribute to sustainable industry growth and improve the overall quality of work life.

Scholarly Research

Researchers should continue to explore the evolving factors influencing job satisfaction in different sectors and demographics. Comparative studies, longitudinal research, and case studies can provide deeper insights into effective strategies for improving employee engagement. Academic findings can serve as a valuable resource for both practitioners and policy makers to make evidence-based decisions.

Scope for further study

The scope for further study on employee job satisfaction at Tirumala Milk Products Pvt. Ltd. includes exploring the impact of organizational culture, leadership styles, and communication patterns on employee morale. Future research can also examine the role of incentives, career development opportunities, and work-life balance in enhancing satisfaction levels. A comparative study across departments or locations may reveal variations in satisfaction drivers. Additionally, studying employee turnover trends in relation to job satisfaction can offer valuable insights. This research can help develop targeted HR strategies for improved employee retention and productivity.

Limitations

The schedule used to collect employee opinions in this study has several limitations. Firstly, certain terms used in the study were unfamiliar to some respondents, as they are not commonly used in everyday language. Secondly, during data collection, several respondents expressed difficulty in understanding and answering some of the questions. Additionally, the study is limited to a sample of employees at Tirumala Milk Products Pvt. Ltd., which may not fully represent the wider population of employees in similar industries. These limitations may affect the generalizability and clarity of the findings. Nonetheless, the insights gathered still provide valuable information for improving employee job satisfaction within the company.

CONCLUSION

In conclusion, employee job satisfaction at Tirumala Milk Products Pvt. Ltd. is influenced by various factors such as leadership quality, organizational culture, compensation, and career development opportunities. The study highlights that a positive work environment, clear communication, and recognition programs significantly contribute to employee satisfaction. However, areas such as work-life balance and opportunities for personal growth require further attention. Overall, enhancing job satisfaction through targeted strategies can lead to improved employee retention, performance, and organizational success. It is crucial for the company to continue assessing and adapting its HR practices to meet employee expectations effectively.

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