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INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY EDUCATIONAL RESEARCH
ISSN:2277-7881(Print); IMPACT FACTOR :10.16(2026); IC VALUE:5.16; ISI VALUE:2.286
Peer-Peer Reviewed, Refereed & Open Access International Journal - As per UGC Norms
(Fulfilled Suggests Parameters of UGC by IJMER)
Volume:15, Issue:9(3), September 2026
Scopus Review ID: A2B96D3ACF3FEA2A
Article Received: Reviewed: Accepted
Publisher: Sucharitha Publication, India
Online Copy of Article Publication Available: www.ijmer.in

A STUDY ON JOB SATISFACTION OF EMPLOYEES IN ANDHRA PRADESH

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Abstract

Employees are the most valuable resource of every organization, and their level of job satisfaction significantly influences organizational performance, productivity, and long-term sustainability. Job satisfaction reflects employees' attitudes toward their work and is affected by several intrinsic and extrinsic factors such as salary, working conditions, promotion opportunities, job security, welfare facilities, recognition, supervision, and interpersonal relationships. The present study aims to analyze the level of job satisfaction among employees of Sri Venkateswara Rice Industries, Peddapuram, Andhra Pradesh.

The study adopted a descriptive research design using both primary and secondary data. Primary data were collected through a structured questionnaire administered to 120 employees selected through convenience sampling from a workforce of more than 800 employees. Percentage analysis was used to interpret the collected data.

The findings reveal that the majority of employees are satisfied with management support, company policies, safety measures, leave facilities, allowances, working relationships, and working hours. However, employees expressed only moderate satisfaction regarding salary, promotion opportunities, career growth, and training programs. The study concludes that improving compensation, career development, welfare measures, communication, and employee recognition would further enhance job satisfaction, employee commitment, and organizational productivity.

Keywords: Job Satisfaction, Employee Satisfaction, Human Resource Management, Rice Industry, Organizational Performance, Employee Motivation.

Introduction

Human resources constitute one of the most valuable assets of any organization. The success of an organization depends not only on technology, machinery, and financial resources but also on the commitment and satisfaction of its employees. Employees who experience satisfaction with their work tend to demonstrate higher motivation, improved productivity, stronger organizational commitment, and lower absenteeism and turnover.

Job satisfaction refers to the positive emotional state that employees experience as a result of evaluating their jobs and work environment. It is a multidimensional concept influenced by intrinsic factors such as achievement, recognition, responsibility, and opportunities for growth, as well as extrinsic factors including salary, working conditions, organizational policies, supervision, and job security.

In today's competitive business environment, organizations recognize that employee satisfaction is essential for achieving organizational effectiveness. High levels of job satisfaction contribute to improved performance, innovation, teamwork, customer satisfaction, and long-term organizational sustainability.

The rice milling industry plays a vital role in India's agricultural economy by processing paddy into consumable rice and supplying quality products to domestic and international markets. Employees working in rice industries perform physically

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demanding and technically important tasks that require skill, commitment, and coordination. Therefore, maintaining employee satisfaction is essential for ensuring smooth production operations and organizational growth.

Sri Venkateswara Rice Industries, Peddapuram, is one of the established rice-processing units in Andhra Pradesh. The organization has developed a reputation for producing quality rice through efficient processing technologies and committed employees. Understanding the level of employee satisfaction enables management to formulate better human resource policies and improve organizational effectiveness.

Review of Literature

Job satisfaction has been extensively studied by researchers in organizational behavior and human resource management.

Herzberg's Two-Factor Theory (1959) explains that employee satisfaction is influenced by motivational factors such as achievement, recognition, responsibility, and growth, while dissatisfaction results from hygiene factors including salary, company policies, supervision, and working conditions.

Locke (1976) defined job satisfaction as a pleasurable emotional state resulting from the appraisal of one's job or job experiences.

Spector (1997) emphasized that job satisfaction directly affects organizational commitment, productivity, absenteeism, and employee turnover.

Robbins and Judge (2022) explained that satisfied employees generally perform better, demonstrate stronger organizational citizenship behavior, and contribute positively toward organizational success.

Previous studies also indicate that employee satisfaction is influenced by compensation, workplace safety, leadership style, communication, career opportunities, employee participation, recognition, welfare measures, and organizational culture.

Statement of the Problem

Employee satisfaction directly influences organizational performance and employee retention. Although Sri Venkateswara Rice Industries provides employment opportunities and welfare facilities, employees may experience varying levels of satisfaction regarding salary, career growth, training, recognition, working conditions, and management support.

Therefore, it becomes necessary to identify the factors influencing employee job satisfaction and provide recommendations for improving employee welfare and organizational effectiveness.

Objectives of the Study

The study was undertaken with the following objectives:

- To assess the overall level of job satisfaction among employees.
- To identify the major factors influencing employee satisfaction.
- To examine employees' opinions regarding salary, working conditions, safety, promotion, training, and management support.
- To evaluate employee perceptions regarding organizational policies and career opportunities.
- To provide suitable suggestions for improving employee satisfaction and organizational productivity.

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Research Methodology

The present study adopted a descriptive research design.

Sources of Data

Primary data were collected through a structured questionnaire administered to employees.

Secondary data were collected from books, journals, company records, annual reports, websites, and research articles.

Sampling Technique

Convenience sampling was adopted.

Population

Approximately 800 employees.

Sample Size

120 employees.

Research Period

45 days.

Statistical Tool

Percentage analysis.

Company Profile

Sri Venkateswara Rice Industries, established in 2006, is located in Peddapuram, Andhra Pradesh. The organization is engaged in rice milling, grading, polishing, packaging, storage, and distribution. The company operates as an MSME and supplies rice to wholesalers, retailers, institutional buyers, and export markets.

The organization focuses on quality production, customer satisfaction, efficient supply chain management, and sustainable agricultural development.

Vision

To become a leading rice-processing industry by delivering superior-quality rice products through technological excellence and customer satisfaction.

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Mission

- Procure quality paddy from farmers.
- Maintain superior quality standards.
- Promote sustainable agriculture.
- Ensure customer satisfaction.
- Contribute to rural economic development.

Data Analysis and Discussion

Table 1: Demographic Profile of Respondents (N = 120)

Demographic Variable	Category	Frequency	Percentage
Gender	Male	75	62.50
	Female	45	37.50
Age	20–30 years	48	40.00
	31–40 years	36	30.00
	41–50 years	24	20.00
	Above 50 years	12	10.00
Education	Below Graduation	30	25.00
	Graduation	40	33.33
	Post-Graduation	30	25.00
	Others	20	16.67
Monthly Income	Below 8,000	36	30.00
	8001 – 12,000	38	26.67
	12001 - 16000	22	23.33
	Above 16000	24	20.00
Total		**120**	**100.00**

Source: Primary Data

The demographic analysis indicates that 62.5% of respondents were male, while 37.5% were female. Most employees belonged to the 20–30 years age group, indicating a relatively young workforce. Educationally, the highest proportion of respondents were graduates (33.33%). Regarding income, 30% earned below Rs.8,000 per month.

Table 2: Employees' Opinion on Job Satisfaction Factors

Job Satisfaction Factor	Satisfied/Highly Satisfied (%)	Level
Management Support	75	High
Company Policies	72	High
Safety Measures	78	High
Leave Facilities	74	High
Allowances	70	High

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Working Relationships	76	High
Working Hours	73	High
Participation in Decision-Making	68	Moderate to High

Source: Primary Data

Employees generally expressed positive opinions regarding management, safety measures, leave facilities, allowances, and working relationships. More than half supported company policies and appreciated opportunities for participation in decision-making.

Table 3: Employees' Opinion on Career Development and Training

S. No.	Factor	Level of Satisfaction
1.	Salary	Moderate
2.	Promotion Opportunities	Moderate
3.	Career Growth	Moderate
4.	Training Programmes	Moderate
5.	Recognition and Rewards	Needs Improvement
6.	Career Opportunities	Needs Improvement

Source: Primary Data

The above table indicates that moderate levels of satisfaction were observed regarding salary, promotion opportunities, career prospects, and training programs, suggesting areas where management can strengthen employee development initiatives.

Table 4: Overall Level of Job Satisfaction

S. No.	Overall Satisfaction Level	Percentage
1	Highly Satisfied	20%*
2	Satisfied	45%*
3	Neutral	20%*
4	Dissatisfied	10%*
5	Highly Dissatisfied	5%*
	Total	**100%**

Source: Primary Data

The above table indicates that overall, 65% of employees reported being either satisfied or highly satisfied with their jobs, indicating a generally positive organizational climate.

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Findings

The study identified several important findings:

- Most employees were male and belonged to the younger age category.
- Graduates constituted the largest educational group.
- A significant proportion earned relatively low monthly incomes.
- Employees expressed satisfaction with management support and company policies.
- Safety measures and workplace relationships received positive evaluations.
- Working hours and leave facilities were considered satisfactory.
- Employees appreciated opportunities for participation in decision-making.
- Career growth and promotion opportunities required improvement.
- Salary satisfaction remained moderate.
- Overall employee job satisfaction was satisfactory.

Suggestions

Based on the findings, the following recommendations are proposed:

- ❖ The company should provide competitive salary revisions based on employee performance. A fair and attractive salary structure can improve employee satisfaction and motivation.
- ❖ The management should establish transparent promotion and career advancement policies. Employees should clearly understand the requirements and opportunities available for their career growth.
- ❖ Regular training and skill development programmes should be conducted for employees. These programmes can help employees improve their knowledge, skills and work performance.
- ❖ The organization should strengthen its employee recognition and reward system. Appreciating employees for their good performance can increase motivation and job satisfaction.
- ❖ Management should improve communication with employees. Regular meetings, feedback and discussions can help employees understand organizational policies and express their concerns.
- ❖ The company should regularly organize employee welfare and health programmes. Such initiatives can improve employee well-being and create a supportive working environment.
- ❖ The organization should continue to strengthen workplace safety measures. Providing a safe and healthy workplace is important for employee confidence and satisfaction.
- ❖ Employees should be encouraged to participate in organizational decision-making. Their suggestions and opinions can help improve workplace practices and create a sense of involvement.
- ❖ The company should conduct annual employee satisfaction surveys. Regular surveys can help management identify employee concerns and take appropriate corrective measures.
- ❖ Finally, leadership training programmes should be organized for supervisors. Effective leadership can improve communication, teamwork, employee motivation and overall workplace satisfaction.

Conclusion

The study concludes that employees of Sri Venkateswara Rice Industries are generally satisfied with their jobs. Positive perceptions regarding management, workplace relationships, safety measures, company policies, allowances, and working conditions indicate that the organization has established a healthy work environment.

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Nevertheless, management should focus on improving compensation, career development, promotion opportunities, training, and employee welfare. Addressing these factors will strengthen employee commitment, reduce turnover, improve productivity, and support long-term organizational success.

Organizations that invest in employee satisfaction create a motivated workforce capable of achieving strategic objectives while maintaining competitiveness in today's rapidly changing business environment.

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