

A Study on Job Satisfaction of Employees in Cooperative Societies of Digras Taluka

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ABSTRACT: Job satisfaction is an important factor that influences employee performance, commitment, and organizational effectiveness. Cooperative societies, which play a vital role in rural and semi-urban economic development, depend heavily on the efficiency and dedication of their employees. The present study aims to assess the level of job satisfaction among employees working in cooperative societies of Digras Taluka and to examine the relationship between job satisfaction and employee performance. The study also analyses the influence of salary, job security, promotion opportunities, work environment, and management support on employee satisfaction.

Primary data were collected from 50 employees using a structured questionnaire. Simple percentage analysis and the Chi-square test were applied for data analysis and hypothesis testing. The findings reveal that a majority of employees (64%) are satisfied with their jobs, while 52% are satisfied with their salary. Job security was perceived as high by 64% of respondents. However, promotion opportunities were found to be limited, with 60% of employees reporting rare or no promotions. The Chi-square test results confirmed a significant relationship between job satisfaction and employee performance, leading to the rejection of the null hypothesis.

The study concludes that improving job satisfaction through fair compensation, transparent promotion policies, supportive management, and regular training programs can enhance employee performance and organizational efficiency in cooperative societies.

Keywords: Job Satisfaction, Employee Performance, Cooperative Societies, Salary, Job Security, Chi-square Test

I. INTRODUCTION

For an organization to achieve long-term success, continuous attention to employee satisfaction is essential. Employee attitudes toward their jobs are influenced by several factors such as pay, promotion opportunities, relationships with co-workers and superiors, communication, work environment, and

organizational culture. While salary was traditionally viewed as the most significant motivator, modern employees place greater importance on work culture, job security, and a supportive environment. Employees may develop either positive or negative attitudes toward their jobs, which directly affect their performance and behavior at work.

Motivated and satisfied employees contribute positively to productivity and organizational growth, whereas dissatisfied employees often engage in conflicts, absenteeism, and turnover. Every organization comprises employees with varying levels of job satisfaction—some highly satisfied, some moderately satisfied, and others dissatisfied. These variations differ across organizations and significantly influence employee retention and performance, making job satisfaction a critical issue for management attention.

Meaning and Concept of Job Satisfaction

Job satisfaction refers to the collection of positive or negative feelings an employee holds toward their job. It is an emotional response resulting from the evaluation of job experiences and is closely linked to overall life satisfaction. Locke (1976) defined job satisfaction as a pleasurable emotional state arising from the appraisal of one's job. According to Vroom (1964), job satisfaction reflects an individual's orientation toward the work situation and work role.

Researchers such as Hoppock (1935) and Blum (1968) emphasized that job satisfaction arises from a combination of psychological, physiological, and environmental factors. It involves complex interactions between individual expectations and workplace realities. Job satisfaction has gained prominence due to increased globalization and competition, as satisfied employees tend to show higher commitment, improved performance, and reduced turnover.

Factors Influencing Job Satisfaction

Several factors contribute to job satisfaction. Wages play a vital role as they help fulfill basic needs and symbolize management's concern for employees. Fair, equitable, and transparent pay systems enhance satisfaction. The nature of work is equally important; employees prefer jobs that provide intellectual challenge, autonomy, variety, and feedback. Promotional opportunities significantly influence satisfaction by offering growth, status, and increased responsibility.

Supervision quality directly affects satisfaction, especially when supervisors maintain supportive relationships with subordinates. Work groups provide social interaction and emotional support, while favorable working conditions—such as proper lighting, ventilation, cleanliness, and safety—enhance comfort and efficiency. Organizational policies, including promotion criteria, appraisal systems, and job security measures, also shape employee attitudes.

Consequences of Job Satisfaction

Job satisfaction has far-reaching consequences for organizations. Although the direct relationship between satisfaction and productivity is weak, satisfied employees tend to perform better over time. High satisfaction reduces absenteeism, turnover, workplace stress, accidents, and unionization. Dissatisfied employees are more prone to job stress, health problems, unsafe practices, and withdrawal behaviors such as tardiness and absenteeism.

Satisfied employees demonstrate higher organizational commitment, engage in organizational citizenship behaviors, and contribute to improved customer satisfaction. They are less likely to engage in deviant workplace behaviors and more willing to exceed job expectations.

Socio-Economic Variables and Job Satisfaction

Job satisfaction varies according to socio-economic factors such as age, gender, marital status, social class, religion, and family responsibilities. Younger employees often report higher satisfaction due to lower expectations, while satisfaction tends to decline with age. Married employees usually experience lower

satisfaction due to increased family responsibilities. Family dependents also affect satisfaction, as financial pressure increases with larger dependent groups.

Improving Employee Satisfaction

Organizations can enhance employee satisfaction through clear communication, employee involvement, training and development programs, empowerment, fair compensation, career advancement opportunities, performance-based rewards, regular feedback, and safe working conditions. A supportive organizational culture that values employee well-being fosters motivation, loyalty, and sustained performance..

II. LITERATURE REVIEW

Sharma (2020) examined job satisfaction among employees of primary agricultural cooperative societies in Maharashtra and found that fair wages and income adequacy were key determinants of satisfaction. Participative decision-making enhanced morale, while limited training opportunities reduced career growth and job contentment. The study concluded that strengthening HR practices through transparent appraisals, regular skill development, and incentive schemes would improve job satisfaction.

Kaur and Singh (2020) studied job satisfaction in urban cooperative credit societies in Punjab and observed that workplace environment and supportive supervisor behaviour strongly influenced employee attitudes. Lack of modern technology and excessive paperwork reduced satisfaction. The authors concluded that digital training, process simplification, regular feedback, and supervisor coaching could enhance employee well-being.

Patel (2021) analysed HR practices in cooperative dairy societies in Gujarat and found that benefits such as medical cover and provident fund significantly improved job satisfaction. However, unclear promotion policies weakened long-term commitment. The study recommended standardised appraisal systems and linking training with career advancement to improve retention.

Rao and Menon (2021) focused on women employees in cooperative thrift societies in Kerala and found that flexible work arrangements, childcare support, and maternity benefits increased job satisfaction. The authors concluded that gender-sensitive HR policies and

formal work-life balance measures positively influenced satisfaction and productivity.

Problem Definition

Although cooperative societies play a significant role in rural development, their employees often encounter challenges that affect their morale and job satisfaction. If employees are dissatisfied, the quality of services offered to members may decline, leading to inefficiency and negative performance outcomes.

Thus, the study aims to investigate:

“What is the current level of job satisfaction among employees of cooperative societies in Digras Taluka, and what factors influence their satisfaction or dissatisfaction?”

Research Objective

- To assess the overall job satisfaction level of employees working in cooperative societies in Digras Taluka.
- To examine the effect of salary, job security, and promotion opportunities on employee satisfaction.
- To study the impact of work environment, management behavior, and communication on employee motivation.
- To identify major problems and challenges faced by employees in cooperative societies.
- To evaluate the relationship between job satisfaction and employee performance in cooperative societies.

Hypothesis Statement

Null Hypothesis (H_0):

There is no significant relationship between job satisfaction and employee performance in cooperative societies of Digras Taluka.

Alternative Hypothesis (H_1):

There is a significant relationship between job satisfaction and employee performance in cooperative societies of Digras Taluka.

Sample Design

The sample design defines the selection of respondents for the survey.

Sample Universe

Employees of cooperative societies in Digras Taluka.

Sampling Technique

A Simple Random Sampling Technique is used, providing an equal chance for each employees to participate, reducing selection bias.

Sample Size

For the research of study sample size will be 50 employees working in cooperative societies in Digras Taluka.

Data Sources

Primary Data

Primary data has been collected directly from sales executives through a structured questionnaire distributed in person and via Google Forms.

Secondary Data

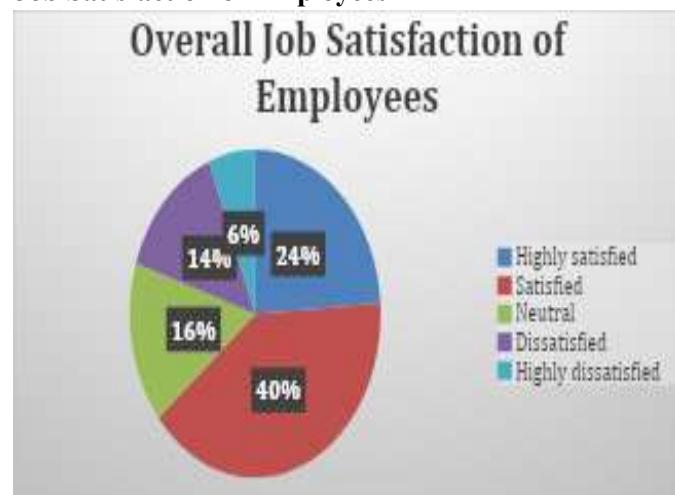
For this study, secondary data will be collected from existing sources to help understand the topic better. This includes company records and reports of employees working in cooperative societies in Digras Taluka.

Data Analysis and Interpretation

TABLE 1 Analysis of Overall Job Satisfaction of Employees

Response	No. of Respondents	Percentage (%)
Highly satisfied	12	24
Satisfied	20	40
Neutral	8	16
Dissatisfied	7	14
Highly dissatisfied	3	6
Total	50	100

Graph No 1 Graphical Representation of Overall Job Satisfaction of Employees



Interpretation :- From the above table, it is interpreted that 24% respondents are highly satisfied with their job, while 40% respondents are satisfied. Further, 16% respondents are neutral, 14% respondents are dissatisfied, and 6% respondents are highly dissatisfied with their job in cooperative societies.

Table No 2. Analysis of Satisfaction with Monthly Salary

Response	No. of Respondent s	Percentage (%)
Very satisfied	8	16
Satisfied	18	36
Neutral	10	20
Dissatisfied	9	18
Highly dissatisfied	5	10
Total	50	100

Graph No. 2. Graphical Representation of Satisfaction with Monthly Salary

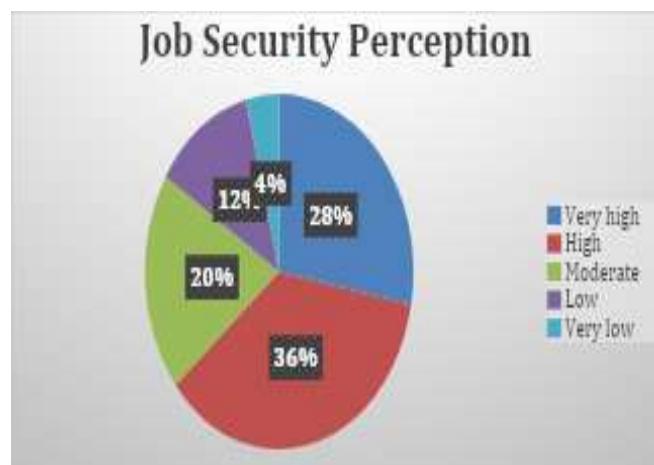


Interpretation :- From the above table, it is interpreted that 16% respondents are very satisfied with their salary, while 36% respondents are satisfied. Further, 20% respondents feel neutral, 18% respondents are dissatisfied, and 10% respondents are highly dissatisfied with their monthly salary.

Table No 3. Analysis of Job Security Perception

Response	No. of Respondent s	Percentage (%)
Very high	14	28
High	18	36
Moderate	10	20
Low	6	12
Very low	2	4
Total	50	100

Graph No. 3. Graphical Representation of Job Security Perception



Interpretation :- From the above table, it is interpreted that 28% respondents feel job security is very high, while 36% respondents feel it is high. Further, 20% respondents feel job security is moderate, 12% respondents feel it is low, and 4% respondents feel job security is very low.

Table No 4. Analysis of Promotion and Career Growth Opportunities

Response	No. of Respondent s	Percentage (%)
Very frequently	6	12
Sometimes	14	28
Rarely	18	36
Never	12	24
Total	50	100

Graph No. 4. Graphical Representation of Promotion and Career Growth Opportunities



Interpretation :- From the above table, it is interpreted that 12% respondents receive promotions very frequently, while 28% respondents receive them sometimes. Further, 36% respondents rarely receive promotions, and 24% respondents have never received promotion or career growth opportunities.

Table No 5. Analysis of Relationship between Job Satisfaction and Employee Performance

Response	No. of Respondents	Percentage (%)
Strongly agree	16	32
Agree	20	40
Neutral	7	14
Disagree	5	10
Strongly disagree	2	4
Total	50	100

Graph No. 5. Graphical Representation of Relationship between Job Satisfaction and Employee Performance



Interpretation :- From the above table, it is interpreted that 32% respondents strongly agree that job satisfaction improves work performance, while 40% respondents agree. Further, 14% respondents are neutral, 10% respondents disagree, and 4% respondents strongly disagree that job satisfaction improves employee performance.

Hypothesis

Observed Frequencies (O)

Response Category	No. of Respondents
Agree	36
Disagree	7
Total	43

Expected Frequencies (E)

Since no preference is assumed under the null hypothesis, responses are expected to be equally distributed.

$$E = \frac{\text{Total}}{\text{Number of categories}} = \frac{43}{2} = 21.5$$

Chi-Square Calculation Table

Response	O	E	$(O-E)^2$	$(O-E)$	$(O-E)^2 / E$
Agree	36	21.5	14.5	210.25	9.78
Disagree	7	21.5	-14.5	210.25	9.78
Total χ^2					19.56

Calculation of Chi-Square Value

$$\chi^2 = \sum \frac{(E)^2}{E} \chi^2 = 9.78 + 9.78 = 19.56$$

Degrees of Freedom (df)

$$df = (n - 1)df = (2 - 1) = 1$$

Table Value of Chi-Square

- Level of Significance: 5% (0.05)
- Degrees of Freedom: 1
- Table Value of χ^2 at df = 1: 3.84

Decision Rule

- If Calculated $\chi^2 >$ Table χ^2 , reject H_0
- If Calculated $\chi^2 \leq$ Table χ^2 , accept H_0

Result

- Calculated $\chi^2 = 19.56$
- Table $\chi^2 = 3.84$

Since $19.56 > 3.84$, the Null Hypothesis (H_0) is rejected.

Conclusion

The Chi-Square test clearly indicates a significant relationship between job satisfaction and employee performance in cooperative societies of Digras Taluka. Therefore, the Alternative Hypothesis (H_1) is accepted. This proves that higher job satisfaction positively influences employee performance.

Findings

The study shows that job satisfaction among employees of cooperative societies in Digras Taluka is generally positive. About 64% employees (24% highly satisfied and 40% satisfied) reported being satisfied with their jobs, while 20% employees (14% dissatisfied and 6% highly dissatisfied) were unhappy with their work. Regarding salary, 52% employees (16% very satisfied and 36% satisfied) were satisfied with their monthly income, whereas 28% employees (18% dissatisfied and 10% highly dissatisfied) expressed dissatisfaction. Job security was perceived positively, as 64% employees (28% very high and 36% high) felt secure in their jobs. Promotion opportunities were limited, with 60% employees (36% rarely and 24% never) reporting very few or no chances for promotion. Importantly, 72%

employees (32% strongly agree and 40% agree) believed that job satisfaction improves their work performance, which clearly supports the research hypothesis.

Conclusions

The study concludes that job satisfaction plays a significant role in improving employee performance in cooperative societies of Digras Taluka. Most employees are satisfied with their jobs and feel secure in their positions, which helps them perform better. However, limited promotion opportunities and moderate dissatisfaction with salary reduce long-term motivation for some employees. The Chi-square test confirmed a significant relationship between job satisfaction and employee performance, proving that satisfied employees are more productive and committed. Therefore, improving job satisfaction is essential for better organizational effectiveness and employee retention.

Suggestions

The management of cooperative societies should take steps to further improve employee satisfaction. Salary structures should be reviewed regularly to ensure fairness and adequacy. Clear and transparent promotion policies must be introduced so that employees feel motivated to grow in their careers. More training and skill development programs should be provided to improve performance and career prospects. Management should maintain open communication and provide regular appreciation for good work. Creating a supportive work environment will help increase employee satisfaction and improve overall performance.

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