

Evaluation of Relationship Between Extrinsic and Intrinsic factors on Jobsatisfaction with special referance of Dairy Co-operatives in Kerala

Kavitha.A, Research Scholar, Department of Management studies, Kannur University, Kerala, India

Dr. T Asokan, Professor, Department of Management studies, Kannur University, Kerala, India

Abstract

A satisfied employee derives his level of satisfaction from various sources. It is a feeling of affiliation that he drives out of his job context and the context in which he operates the job. If the job satisfaction is high employee are satisfied about their jobs, working conditions, pay and other aspects of employment. Consequently they produce effectively and efficiently. If employees are dissatisfied the quality and quantity are greatly affected. The factors influencing job satisfaction are categorized into extrinsic and intrinsic factors. Extrinsic factors refer to the components of the work environment provided by the employer such as salary, job security, promotion, interpersonal relations, working condition and supervision. Intrinsic factors refer to personal factors such as professional achievement, the current job, recognition by the employer, willingness to assume responsibility and impact of home environment of the individual. The objective of this study was to examine and ascertain the levels of job satisfaction among the employees of dairy co-operatives in Kerala and to identify the contribution of intrinsic and extrinsic factors in deciding the job satisfaction. The results of the study clearly show that the overall job satisfaction of the employees in Dairy Co – operatives industry in Kerala is at high level. The level of extrinsic and intrinsic factors among the employees of dairy Co-operative sector is of medium level. The intrinsic factors Current job, Impact of environment of the individual, Recognition by the employer and Professional achievement has significant impact on job satisfaction. But Willingness to assume responsibility does not influence Intrinsic factor. The extrinsic factors working conditions, Interpersonal relations, Promotion and Supervision has significant impact on Extrinsic factor. But Job security and Salary does not influence job satisfaction. “The relation between the Job satisfaction with Intrinsic factors and Extrinsic factors is $\text{Job satisfaction} = 0.777\text{Intrinsic factors} + 0.749\text{Extrinsic factors}$. member satisfaction needs to be investigated empirically to confirm why, under similar conditions, both external and internal to the cooperative, some cooperatives go ahead and succeed while some others fail.

Key words

Job satisfaction

Introduction

Job satisfaction is a pleasurable emotional state resulting from the perception of one's job as fulfilling one's important job values, provided these values are compatible with one's needs. Job satisfaction is intrinsic as well as extrinsic in nature. A satisfied employee derives his level of satisfaction from various sources. It is a feeling of affiliation that he derives out of his job context and the context in which he operates the job. The resultant psyche leads to higher level of involvement, greater degree of participation, greater cost consciousness and timely maintenance of job schedules.

Productivity is the efficiency of a production system which lies in Optimisation of the use of all available human and non human resources that does work or adds value since non – human resource such as materials, machinery, money etc are all products of human labour. The non availability of trained human resources for production.

If the job satisfaction is high employee are satisfied about their jobs, working conditions, pay and other aspects of employment. Consequently they produce effectively and efficiently. If employees are dissatisfied the quality and quantity are greatly affected.

Before it is possible to investigate how employees feel about their work, a questionnaire screening for job satisfaction should be composed of work related factors that determine job satisfaction. Many factors such as extrinsic (salary, job security, promotion, interpersonal relations, working conditions and supervisions) and intrinsic (Professional achievement , the current job, recognition by the employer, willingness to assume responsibility and impact of home environment of the individual.

The conceptual foundation of job satisfaction has received little attention in literature. This study examined which work aspects contributed most importantly to job satisfaction of employee in dairy co-operative of Kerala. We defined Job satisfaction is the favorableness with which workers view their jobs. It expresses the extent of match between the workers expectations and the rewards the job provides and the values it creates and gets cherished.

LITERATURE REVIEW

The job satisfaction scale by Singh and Sharma(1999), meaning the level of job satisfaction in two types of areas 'job intrinsic'(Factors lying within the job itself) and areas 'job extrinsic' consists of the factors like nature of job, working condition, communication network, relation with controlling officers and colleagues, democratic functioning and attitudes and morale of the personnel, etc. 'job extrinsic ' consists of economic factors, occupational and social status, promotion prospects, contribution to the national economy and attitude towards the job in general.

Stephen L. Eliason (2006), in his research was to identify and describe factors associated with job satisfaction. The study took a qualitative approach to data collection that included a survey and 24 in-depth interviews. Data were examined with the intention of identifying common themes. Four categories associated with job satisfaction were identified: enjoyment of the outdoors, independence, job diversity/variety, and meeting people. The majority of conservation officers found their work very satisfying.

Hetty van Emmerik (2004) asserted in his research study that the direct and buffering effects of mentoring on the relationship between adverse working conditions and positive (i.e. intrinsic

job satisfaction and career satisfaction) and negative (i.e. the burnout dimensions: emotional exhaustion, ^{depersonalization}, and reduced personal accomplishment) employee outcomes. Moderated regression analyses on the data of 1,320 faculty members showed direct effects of mentoring on both positive and negative employee outcomes. Moreover, from the results of testing the buffering hypotheses, it appears that mentoring is possibly not only an important career development and psychosocial resource in prosperity, but also maybe an important tool to improve positive employee outcomes and to reduce burnout when employees are confronted with adverse working conditions.

Annabel Droussiotis, Jill Austin (2007) in their study set out job satisfaction issues for managers from large organizations. Results indicate that there are three areas that influence the job satisfaction levels: self-fulfillment, independence, and job environment. It appears that managers in the private sector experience higher levels of job satisfaction in issues regarding their self-fulfillment. In addition, managers supervising large numbers of employees have higher job satisfaction levels for elements in their job environment than managers with smaller numbers of subordinates.

The motivators and hygiene factors of Herzberg *et al.* are similar to the intrinsic and extrinsic job satisfaction factors of other scholars. Intrinsic job satisfaction has been defined as a person's value in terms of her/his creativity, opportunities for resource mobilization, future development and stability derived from the job; overall, it includes items related to job content (Kuo *et al.*, 2006).

Jonathan H. Westover, Jeannette Taylor (2008) in their study noted the cross-national differences in job satisfactions and its determinants over time (1989-2005), which, in turn, impact long-term worker productivity and performance. For all countries, findings clearly show that intrinsic rewards explain the most variance in the respondents' job satisfaction, followed by work relations with management. In contrast, public service motivation-fit and work relations with co-workers are found to play a less prominent role in shaping job satisfaction. Additionally, findings show that the above-mentioned determinants of job satisfaction vary by country. Additionally, apart from age, which is found to be a significant antecedent of job satisfaction for 1989, 1997 and 2005 waves, the significance of the personal antecedents tends to vary with each wave.

Ning-Kuang Chuang, Dean Yin, Mary Dellmann-Jenkins (2009) ,in their study exposed to explore intrinsic and extrinsic factors impacting the job satisfaction of casino hotel chefs, and whether chefs' background characteristics are associated with their overall and specific facets of job satisfaction. Overall, the casino hotel chefs were satisfied with their jobs . Among intrinsic factors, the chefs were most satisfied with the "work itself" and least satisfied with "growth and recognition" they received. Among extrinsic factors, they were most satisfied with "supervision" and least satisfied with "company policy" pertaining to sick leave and paid vacation. Highest job satisfaction levels were found among chefs who worked in the fine dining kitchens and supervised between 21 and 30 employees.

According to Hicks-Clarke and Iles (2000), job satisfaction of managers is higher when there is support for diversity in the workplace. Specifically, these researchers found that both career satisfaction and organization commitment are positively impacted when diversity is recognized in the company. In addition, the company grievance system's support of procedural and distributive justice is a strong predictor of satisfaction with management.

Grace Davis(2004) in his study , work, supervision, promotion, and co-worker – were found to be similar to norms but the medians of pay were much lower than the norm. Nevertheless, pay did not represent the lowest correlation with job satisfaction. Satisfaction at supervision did. Also employees reported work to have the highest correlation with job satisfaction. Demographic factors, such as age, work status, gender, and seniority did not show significant impact over job satisfaction.

Petri Bo ckerman, Pekka Ilmakunnas (2006) in their study found that the adverse working conditions have a very minor role in the determination of individual wages. In contrast, adverse working conditions substantially decrease the level of job satisfaction and the perception of fairness of pay at the workplace. This evidence speaks against the existence of compensating wage differentials, but is consistent with the view that the Finnish labour market functions in a non-competitive fashion.

Reza Nassab (2008), aim to identify facets of the job influencing overall satisfaction. A validated Job Satisfaction Survey was used to identify facets of their jobs resulting in satisfaction. Trainees in this unit expressed high satisfaction from the nature of their work and level of supervision. The trainees reported least satisfaction with the working conditions of their job. This study highlights the important factors influencing job satisfaction in a group of plastic surgical trainees. Identification of these factors allows trainers to ensure satisfaction of their trainees and subsequent higher performance, productivity and lower turnover and absenteeism. Analysis of mean scores and gender revealed only a significant difference in communication; males being more satisfied. When comparing those who wish to pursue a career in plastic surgery and those who do not, there was no significant difference in mean scores with respect to any of the job facets. The independent variables used were the demographic variables, such as age, gender, grade, seniority and career intentions. Dependent variables were the facets of job satisfaction and overall job satisfaction. Analysis failed to reveal any predictors for the job satisfaction facets with the exception of communication. Increasing age of the individual was a significant negative predictor of satisfaction with the communication facet.

Jose´ R. Goris (2007) ,in his study try to examine the moderating influence of communication satisfaction on the association between individual-job congruence and both job performance and job satisfaction. Satisfaction with communication received weak support as a moderator of the individual-job congruence model; nevertheless, it received strong support as a main predictor of both performance and satisfaction. this investigation revealed that satisfaction with communication may have a significant, predicting influence on both job performance and job satisfaction. However, as it has been documented, to provide for employees to experience satisfaction with communication is an elusive venture.

Benjamin Artz (2008) in his study examined the empirically identified the theoretically ambiguous relationship between employer fringe benefit provision and worker job satisfaction. Fringe benefits are significant and positive determinants of job satisfaction. The potential endogeneity between fringe benefits and job satisfaction is not shown in this dataset while controlling for fixed effects does not remove the significant impact of fringe benefits.

Alina Ileana Petrescu, Rob Simmons (2008) in their study highlighted the relationship between human resource management (HRM) practices and workers' overall job satisfaction and their satisfaction with pay. After controlling for personal, job and firm characteristics, it is found that several HRM practices raise workers' overall job satisfaction and their satisfaction with pay.

However, these effects are only significant for non-union members. Satisfaction with pay is higher where performance-related pay and seniority-based reward systems are in place. A pay structure that is perceived to be unequal is associated with a substantial reduction in both non-union members' overall job satisfaction and their satisfaction with pay. Although HRM practices can raise workers' job satisfaction, if workplace pay inequality widens as a consequence then non-union members may experience reduced job satisfaction.

PURPOSE AND OBJECTIVE

The purpose of study was to describe the amount of variance in employees of dairy co-operatives. Additionally, the study sought to investigate the measure of overall job satisfactions. The following objectives were formulated to guide the study

The objective of this study was to examine and ascertain the levels of job satisfaction among the employees of dairy co-operatives in Kerala and to identify the contribution of intrinsic and extrinsic factors in deciding the job satisfaction.

Method

Sample Profile

The dairy Co-operative in Kerala is based on Anand Pattern Co-operative societies. There are 3206 number of primary Co-operative societies in the state. These are the part of a three tier system with the primary co-operative society at the village level. There are three regional unions at the middle level which is federated to the apex body in the state level KCMMF Ltd. In the primary society the secretary is the chief executive officer of the organization. The other employees lab assistant, procurement assistant etc. The primary society employees pay scale is fixed on the basis of their milk procurement, trade profit and turn over. So they not in a common pattern. The study is conducted among the employees of three regional unions (Thiruvananthapuram Regional Co-operative Milk Producers Union Ltd, Ernakulam Regional Co-operative Milk Producers Union Ltd And Malabar Regional Co-operative Milk Producers Union Ltd) and the state federation who have the same pay scale and service conditions.

The population for the study consists of employees of different departments of Kerala Co-operative Milk Marketing Federation Ltd and its three regional unions. In Dairy Co-operative industry there are five departments (Production, Marketing, Finance, P&I and HR).

The respondent for the study consists of the employees of the sample dairy co-operatives. There were 2552 employees as on 31-3-2012. From them 20 per cent were selected at stratified random sampling. Thus the total sample employees selected for the intensive study come to 510.

The collection of data was based on two stage simple random sampling and stratified proportional sampling among the five categories of employees. In the first phase, the researcher has chosen one unit from each of the district by simple random sampling. The respondents were

selected using stratified proportionate sampling from among the five departments namely production, HR, P&I, Finance and marketing. The sample size is presented in the following Table 5.2

Table 1
Sample profile

DAIRY CO-OPERATIVES	TOTAL NO OF EMPLOYEES						NO OF EMPLOYEES SELECTED AS SAMPLE					
	PRODUCTION	MARKE TING	FINA NCE	P& I	HR	Total	PRODUCTION	MARKE TING	FINA NCE	P &I	H R	Total
KCMMF	371	50	45	21	41	528	74	10	9	4	8	106
TRCMP U	494	66	61	27	55	704	99	13	12	5	1	141
ERCMP U	352	47	43	20	39	502	70	9	9	4	8	100
MRCMP U	574	77	70	34	64	818	115	15	14	7	1	164
TOTAL	1792	240	219	102	199	2552	358	48	44	20	4	510

Source: Survey

The survey was conducted by interaction and personal discussions with the employees in a period of four consecutive months. This has helped the researcher to monitor the work life of employees and also to obtain data free from errors while collecting and recording the information.

Variables used in this study

Table 2

Dimension	Statements
Intrinsic factors	Professional achievement
	Current job
	Recognition by the employer
	Willingness to assume responsibility
	Impact of environment of the individual

Dimension	Statements
Extrinsic factors	Salary
	Job security
	Promotion
	Interpersonal relations
	Working conditions
	Supervision

The respondents are asked to answer a set of thirty questions in the five point Likert scale regarding various aspects of intrinsic and extrinsic factors. The response are scored as 1 for ‘Not satisfying,’ 2 for ‘Poorly satisfying’, 3 for ‘Moderately satisfying’, 4 for ‘Very satisfying’ and 5 for ‘Extremely satisfying’. The total score of each of 30 questions for all 510 respondents is found out, based on which we calculate the mean % score

$$\left[MPS = \frac{Mean\ Score \times 100}{Maximum\ possible\ score} \right]$$
 of the level of intrinsic and extrinsic factors dimension for each of the respondent. This score is classified into one of the four groups as low or poor if the mean % score is less than 35%, average if the mean % score is between 35 to 50 per cent, medium or good if the mean % score lies in the interval 50 to 75% and high or excellent if the mean % score is above 75%. A one sample Z test is carried out to test the significance.

The next objective of our study is to find out what factors influence intrinsic and extrinsic. As this being an opinion converted into a score the answer may be subjected to random variation and is influenced by psychological factors. So it is better to use psychometric scale development approaches to evaluate the intrinsic and extrinsic factors. The best model for this is Structural equation Model or confirmatory factor analysis.

Confirmatory factor analysis (CFA) is a type of structural equation modeling (SEM), which deals specifically with measurement models, that is relationship between observed measures or indicators (eg. Test items, test scores etc) and latent variables or factors. A fundamental feature of CFA is its hypothesis –driven nature. In CFA, the researcher specifies the number of factors and the pattern of indicator factor loading in advance, thus the researcher must have a firm prior sense, based on past evidence and theory of the factors that exist in the data. CFA is used for four major purposes 1) psychometric evaluation of measures (questionnaires) 2) construct validation 3) testing method effects and 4) testing measurement in variance (across groups or population).

In social research works, researchers need to have measures with good reliability and validity that are appropriate for use across diverse populations. Development of psychometrically sound measures is an expensive and time consuming process, and CFA be one step in the development of process, because researchers often do not have the time or resources to develop a

new measure, they may need to use existing measures. In addition to savings in time and costs, using existing measures also helps to make research findings comparable across studies when the same measure is used in more than one study. However, when using existing measure, it is important to examine whether the measure is appropriate for the population included in the current study. In these circumstances, CFA can be used to examine whether the original structure of the measure works well in the new population.

Structural equation models with latent variables (SEM) are more and more often used to analyze relationships among variables. Some reasons for the widespread use of these models are their parsimony (they belong to the family of linear models), their ability to model complex systems (where simultaneous and reciprocal relationships may be present, such as the relationship between quality and satisfaction), and their ability to model relationships among non-observable variables while taking measurement errors into account (which are usually sizeable in questionnaire data and can result in biased estimates if ignored).

According to the usual procedures, the goodness of fit is assessed by checking the statistical and substantive validity of estimates (i.e. that no estimates lie out of the admissible range, as the case is for negative variances or correlations larger than one, and that no estimates lack a theoretical interpretation, as the case is for estimates of unexpected sign), the convergence of the estimation procedure, the empirical identification of the model, the statistical significance of the parameters, and the goodness of fit to the covariance matrix. Since complex models are inevitably misspecified to a certain extent, the standard covariance matrix is given less importance than measures of the degree of approximation between the model and the population covariance matrix. The *root mean squared error of approximation* (RMSEA) is selected as such a measure. □2 test of the

For the analysis initially an input model was developed by using AMOS-18 graphics. The rectangle represents observed factors, Ovals in drawn in the diagram represents unobserved variable, here it is preference. The curved double headed arrows represent correlations or covariances among the unobserved variables and the straight headed arrow represents the factor loadings of the observed variables. The small circles with arrows pointing from the circles to the observed variables represent errors /unique factors, which are also known as squared multiple correlation of the standard error. This initial model is refined to reach the final model.

RESULTS

The mean percentage score of Intrinsic factors is 71.01% which indicate that the level of intrinsic factors among the employees of the co operative sector is of medium level. The
$$CV = \frac{\text{Standard deviation} * 100}{\text{Mean}}$$
 indicate that this score is stable as the value is less than 20%.

To test whether the sample information that we observe exists in the population or to verify that the level the level of intrinsic factors among the employees of the co operative sector is of medium level or not we formulate the hypothesis

H₀: The level of Intrinsic factors is high

H₁: The level of Intrinsic factors is medium

To test the above hypothesis we use one sample Z test and the result is exhibited in Table 1. From the table the calculated value of Z is -8.257 which is less than the tabled value of -1.645, indicates that the test is significant. So we conclude that level of intrinsic factors among the employees of the co operative sector is of medium level.

Table 1: Mean, SD, Mean % Score and Z value of Intrinsic factors

	N	Mean	Std. Deviation	Mean % score	CV	z	p value
Intrinsic factors	510	39.06	6.00	71.01	15.36	-8.257	<0.001

The mean percentage score of Extrinsic factors is 65.84% which indicate that the level of extrinsic factors among the employees of the co operative sector is of medium level. The $CV = \frac{\text{Standard deviation} * 100}{\text{Mean}}$ indicate that this score is stable as the value is less than 20%.

To test whether the sample information that we observe exists in the population or to verify that the level the level of extrinsic factors among the employees of the co operative sector is of medium level or not we formulate the hypothesis

H₀: The level of Extrinsic factors is high

H₁: The level of Extrinsic factors is medium

the result is exhibited in Table 2. From the table the calculated value of Z is -22.137 which is less than the tabled value of -1.645, indicates that the test is significant. So we conclude that level of extrinsic factors among the employees of the co operative sector is of medium level.

Table 2: Mean, SD, Mean % Score and Z value of extrinsic factors

	N	Mean	Std. Deviation	Mean % score	CV	z	p value
Extrinsic factors	510	32.92	4.67	65.84	14.19	-22.137	<0.001

The mean percentage score of Extrinsic factors is 65.84% which indicate that the level of extrinsic factors among the employees of the co operative sector is of medium level. The $CV = \frac{\text{Standard deviation} * 100}{\text{Mean}}$ indicate that this score is stable as the value is less than 20%.

To test whether the sample information that we observe exists in the population or to verify that the level the level of extrinsic factors among the employees of the co operative sector is of medium level or not we formulate the hypothesis

H₀: The level of Extrinsic factors is high

H₁: The level of Extrinsic factors is medium

To test the above hypothesis we use one sample Z test and the result is exhibited in Table 5.16. From the table the calculated value of Z is -22.137 which is less than the tabled value of -1.645, indicates that the test is significant. So we conclude that level of extrinsic factors among the employees of the co operative sector is of medium level.

first we consider the measurement model for intrinsic factor. That is first we test the following hypothesis

H1: Current job will have a significant impact on intrinsic factor.

H2: Impact of environment of the individual will have a significant impact on intrinsic factor.

H3: Recognition by the employer will have a significant impact on intrinsic factor.

H4: Professional achievement will have a significant impact on intrinsic factor.

H5: Willingness to assume responsibility will have a significant impact on intrinsic factor.

In the SEM we start with an initial model and refined to reach the final model the model fit indices are presented in Table 4.

Table-3 Model fit Indices for CFA

	χ^2	DF	P	Normed χ^2	GFI	AGFI	NFI	TLI	CFI	RMR	RMSEA
Recommended			>0.05	<3	>0.90	>0.90	>0.90	>0.90	>0.90	<1	<0.5
Model fit Indices	.377	2	.828	.189	1.000	.998	1.000	1.006	1.000	.009	.000

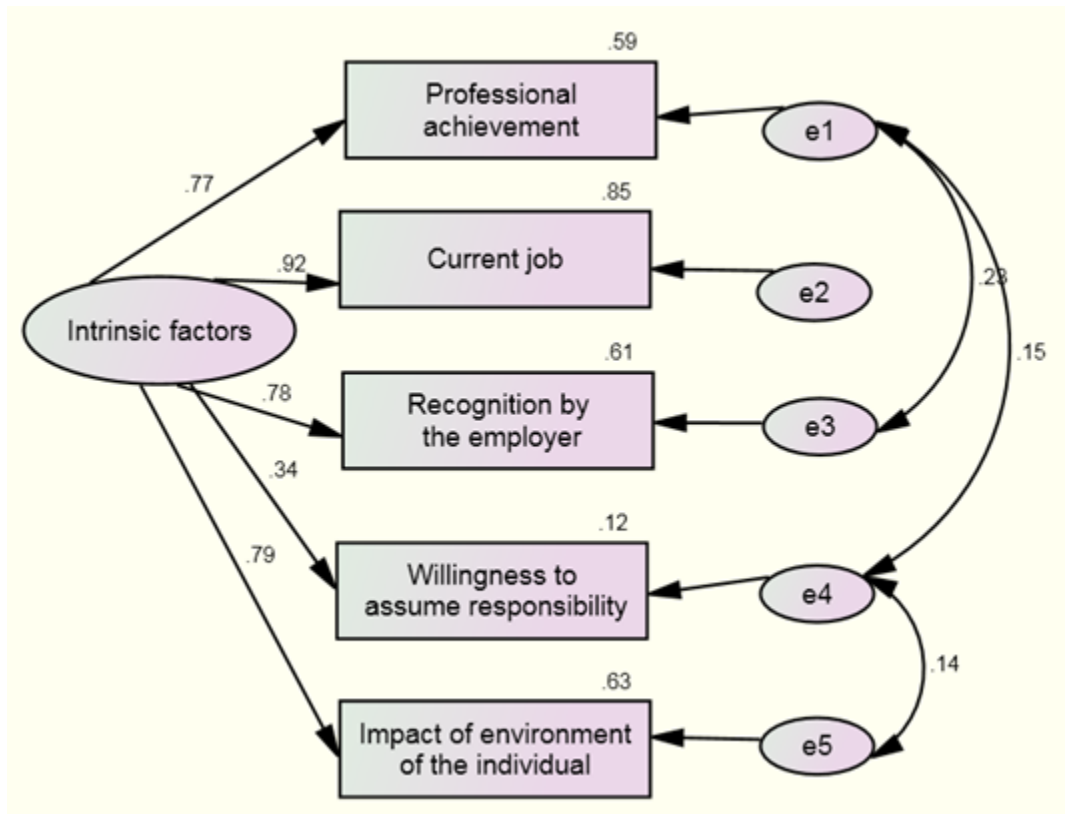
All the attributes loaded significantly on the latent constructs. The value of the fit indices indicates a reasonable fit of the measurement model with data In short the measurement model confirms to the five factor structure of the intrinsic factor.

Table 4 The regression Coefficients

Dependent Variable	Independent Variable	Regression Coefficient	Variance explained (%)
Intrinsic factor	Current job	0.924	85
	Impact of environment of the individual	0.792	63
	Willingness to assume responsibility	0.340	12

Recognition by the employer	0.784	61
Professional achievement	0.768	59

The validity of the hypothesis was assessed by examining the regression coefficients extracted constructs. All the indicators except Willingness to assume responsibility had significant regression coefficients with values varying between 0.768 to 0.924 which indicate that the hypothesis H₁ to H₄ is accepted any hypothesis H₅ is rejected. In other words the constructs Current job, Impact of environment of the individual, Recognition by the employer and Professional achievement has significant impact on Intrinsic factor. But Willingness to assume responsibility does not influence Intrinsic factor.



Next we consider extrinsic factor. That is first we test the following hypothesis

- H1:** Working conditions will have a significant impact on Extrinsic factor.
- H2:** Interpersonal relations of the individual will have a significant impact on Extrinsic factor.
- H3:** Promotion by the employer will have a significant impact on Extrinsic factor.
- H4:** Supervision achievement will have a significant impact on Extrinsic factor.
- H5:** Job security to assume responsibility will have a significant impact on Extrinsic factor.

H6: Willingness to assume responsibility will have a significant impact on Extrinsic factor.

Her also we start with an initial model and refined to reach the final model the model fit indices are presented in Table 5

Table-5 Model fit Indices for CFA

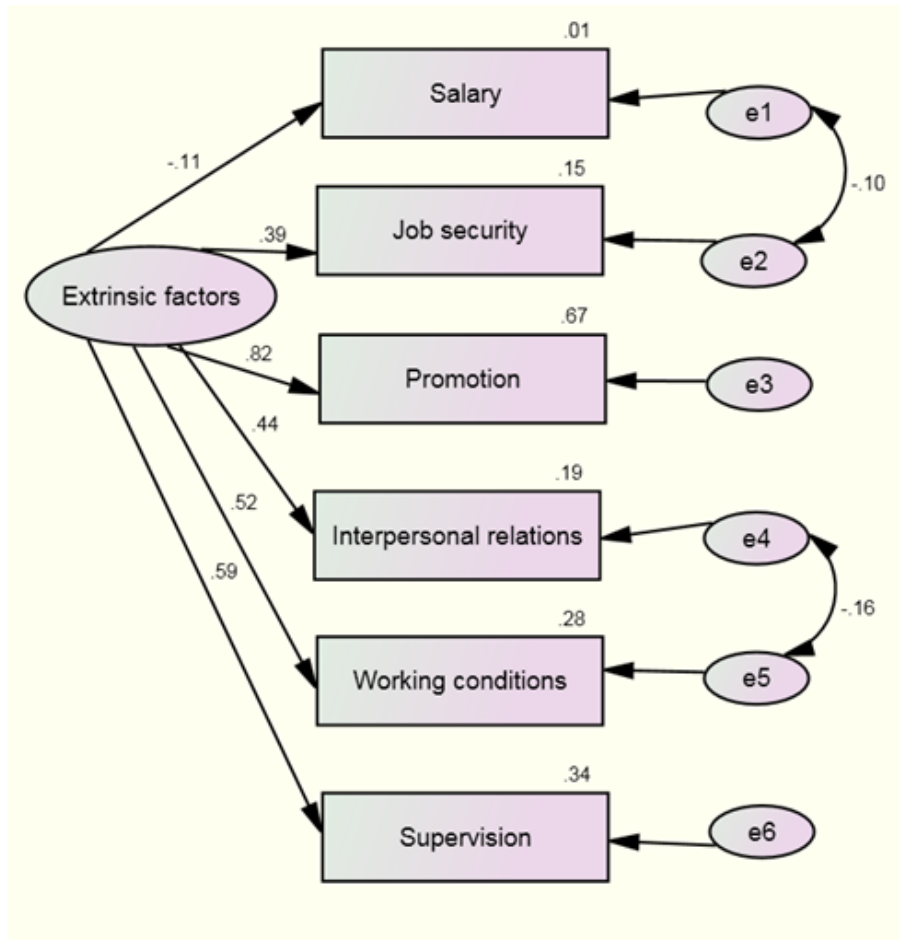
	χ^2	DF	P	Normed χ^2	GFI	AGFI	NFI	TLI	CFI	RMR	RMSEA
Model fit Indices	18.091	7	.012	2.584	.989	.966	.956	.940	.972	.076	.056

All the attributes loaded significantly on the latent constructs. The value of the fit indices indicates a reasonable fit of the measurement model with data. In short the measurement model confirms to the six factor structure of the Extrinsic factor.

Table 6 The regression Coefficients

Factors/ Latent Variables (Dependent Variable)	Construct (Independent Variable)	Regression Coefficient	Variance explained (%)
Extrinsic factor	Job security	0.385	15
	Working conditions	0.525	28
	Interpersonal relations	0.439	19
	Promotion	0.817	67
	Salary	-0.112	1
	Supervision	0.586	34

The validity of the hypothesis was assessed by examining the regression coefficients extracted constructs. All the indicators except Job security and Salary had significant regression coefficients with values varying between 0.435 to 0.817 which indicate that the hypothesis H₁ to H₄ is accepted and hypothesis H₅ and H₆ is rejected. In other words the constructs Working conditions, Interpersonal relations, Promotion and Supervision has significant impact on Extrinsic factor. But Job security and Salary does not influence Extrinsic factor.



From table 3,4,5&6 it is found that the constructs (latent) are having unidimensionality with the measurements variables loading significantly on the underlying latent constructs. The factors loading (standardized regression weights) are close to or above 0.4 except for Willingness to assume responsibility for Intrinsic factor and Job security and Salary for Extrinsic factor.

Now we considered the full structural equation model to evaluate the effect of Intrinsic factor and Extrinsic factor on job satisfaction. The result of the analysis is presented in Table 7 and 8.

Table 7 Model fit Indices for CFA

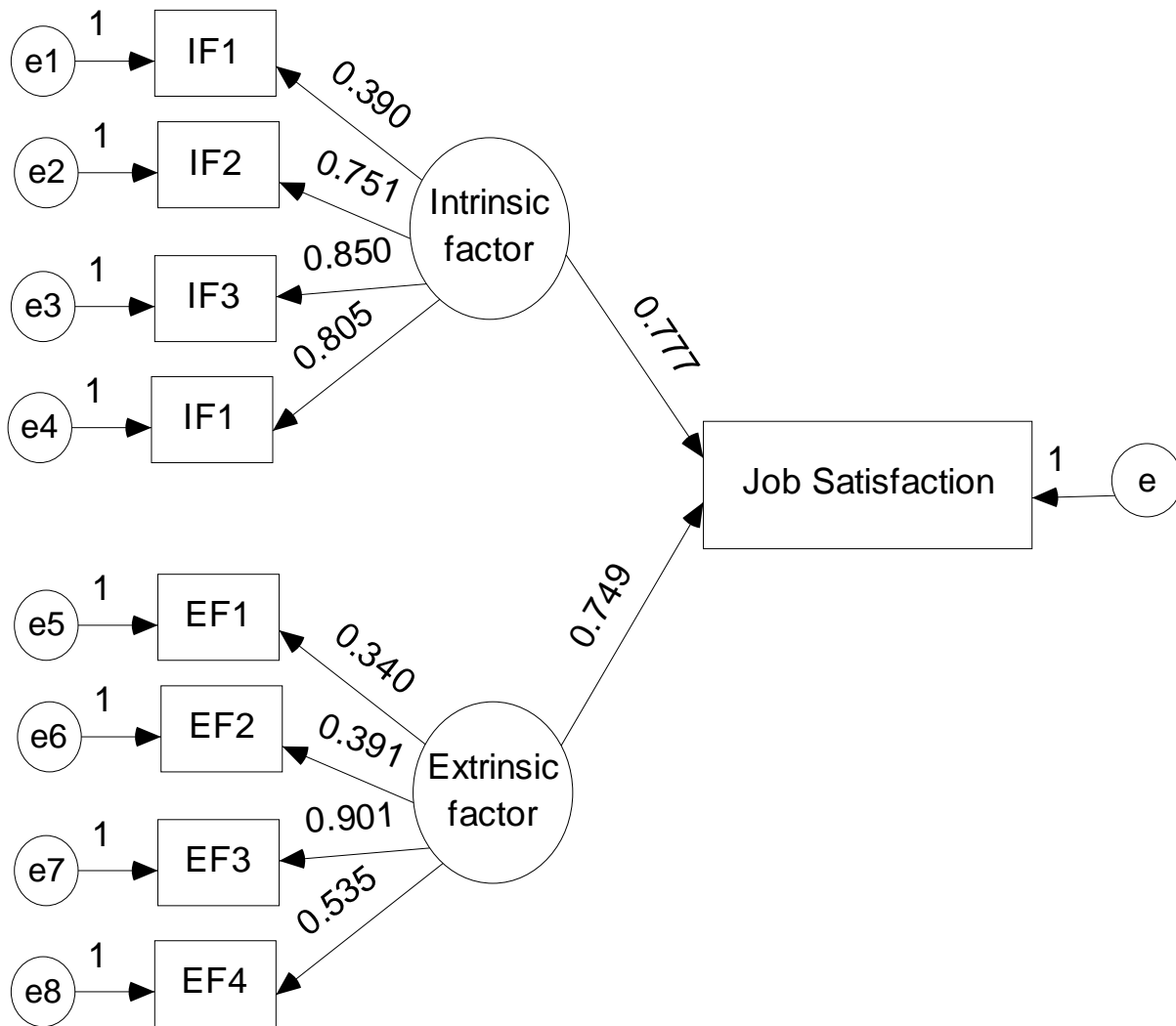
	χ^2	DF	P	Normed χ^2	GFI	AGFI	NFI	TLI	CFI	RMR	RMSEA
	2.126	1	.145	2.126	.999	.958	.999	.983	1.000	.010	.047

Table 8 The regression Coefficients

Factors/ Latent Variables (Dependent Variable)	Construct (Independent Variable)	Regression Coefficient	Variance explained (%)
Intrinsic factor	IF1 Current job	0.390	15.2
	IF2 Impact of environment of the individual	0.751	56.4
	IF3 Recognition by the employer	0.850	72.3
	IF4 Professional achievement	0.805	64.8
Extrinsic factor	EF1 Working conditions	0.340	11.6
	EF2 Interpersonal relations	0.391	15.3
	EF3 Promotion	0.901	81.1
	EF4 Supervision	0.535	28.6
Job Satisfaction	Intrinsic factors	0.777	67.3
	Extrinsic factors	0.749	98.2

The relation between the Job satisfaction with Intrinsic factors and Extrinsic factors is

$$\text{Job satisfaction} = 0.777\text{Intrinsic factors} + 0.749\text{Extrinsic factors}$$



Conclusion

Number of studies has been worked out to identify the job satisfaction level. These factors have been revealed from many past researches but information regarding co-operative dairy industry is still insufficient. For the reason, a conceptual model is developed to verify the influencing factors of Job satisfaction in Kerala co-operative milk marketing federation and its three Regional Unions of Kerala.

Job satisfaction is a widely accepted factor for success of any organization; the study focuses on the Job satisfaction and its influencing factors. The results of study clearly show that the overall job satisfaction of the employees in Dairy Co – operatives industry in Kerala is of high level . The level of extrinsic and intrinsic factors among the employees of dairy Co-operative sector is of medium level. The intrinsic factors Current job, Impact of environment of the individual, Recognition by the employer and Professional achievement has significant impact on job

satisfaction. But Willingness to assume responsibility does not influence Intrinsic factor. The extrinsic factors Working conditions, Interpersonal relations, Promotion and Supervision has significant impact on Extrinsic factor. But Job security and Salary does not influence job satisfaction. "The relation between the Job satisfaction with Intrinsic factors and Extrinsic factors is $\text{Job satisfaction} = 0.777\text{Intrinsic factors} + 0.749\text{Extrinsic factors}$.

There is also a need to systematically measure employee satisfaction in cooperatives so that the management can proactively intervene in employee satisfaction management. However, member satisfaction needs to be investigated empirically to confirm why, under similar conditions, both external and internal to the cooperative, some cooperatives go ahead and succeed while some others fail.

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