it but by observing others on similar jobs and making inferences about others's satisfaction. In a sense they are saying that individuals may come into a new job not knowing how satisfied they will be with it. They look around, see others like themselves who are satisfied with it, and these observations influence how satisfied or dissatisfied they are with job".1

Social influence theory of job satisfaction is interesting because it recognizes the social nature of work suggests a way of determining job satisfaction that has been ignored for a long time. It seems obvious that social factors do influence satisfaction and that they deserve more attention than they deserve more attention than they have received in the past.

EQUITY THEORY

Equity theory also contains a social element in which the individual compares his or her inputs and outcomes to those of authors. It predicts that too much of a good thing is dissatisfying. That is, receiving more than is equitable will produce less satisfaction.

TWO-FACTOR THEORY

"Hargreaves (1966) proposed that job satisfaction stemmed from an actively different set of causes than job dissatisfaction. He argued that "Satisfiers," which were such work-related dimensions as recognition, autonomy, and responsibility, and the work itself could affect only satisfaction and not dissatisfaction, whereas the opposite effect

1. ERNEST. J. MCCROMICK AND DANIEL ILGEN. "Industrial psychology" 1987 edition phi
private ltd. New Delhi P. 303309
occurred for dissatisfies such as pay, work conditions, and human relations behaviours of superiors or co-wokers. Both factors contribute to both satisfaction and dissatisfaction, although satisfiers seem, in general, to contribute more to both than dissatisfiers do. The two factor theory no longer deserves consideration.

CONCLUSION ABOUT THEORIES

Of the five theories presented comparison process views seem to be the most important. That is they appear to explain more variance in job satisfaction then other points of view do.

JOB SATISFACTION AND BEHAVIORS

"Is there any relationship between how successfully an employee performs and the degree to which he is satisfied with the various aspects of his job? The answer to that question is not yet clearly established. Vroom (1964) has done an excellent job of examining the relationship between job satisfaction and various aspects of job behaviour. Vroom categorized studies in terms of which job behaviours are correlated with job satisfaction. He groups them in to studies of turnover, absenteeism, accident and job performance. In summarizing the research related job satisfaction to job behaviour variables, vroom (1964) draws a number of conclusions."

1. There is a consistent negative relationship between job satisfaction and the probability of resignation. This relationship appears when scores on job satisfaction are obtained from
individuals and used to predict subsequent voluntary drop outs and when mean scores on job satisfaction for organizational units are correlated with turnover fates for these units.

Povter and steers (1973) also have the same view regarding job satisfaction and resignation.

2. **ABSENTEEISM:**

There is some indication of a negative relationship between job satisfaction and accidents. The number of existing studies of this relationship is too small to permit any firm conclusion.

3. **PERFORMANCE**

There is no simple relationship between job satisfaction and job performance correlation between these variables very within an extremely large range.

**FACTORS RELATING TO JOB SATISFACTION**

There are many factors which interact in a complex to contribute to satisfaction.

**PERSONAL FACTORS**

1. **SEX:** In most of the studies, on job satisfaction it is constantly shown that women workers are more satisfied with their job than man. The reason for greater satisfaction of women may be they have less ambition and financial needs. In study job motivation
has shown that a group of female prefer friendly people to work with, good social position and a service job.

2. **NUMBER OF DEPENDENTS:** The result of studies suggest that more the dependents one has the less satisfaction he has with his job. Because much portion of his earning spent on basic needs.

3. **AGE:** Studies have revealed that in some groups job satisfaction is higher with increasing age, in other groups job satisfaction is lower, and in still others there is no difference.

4. **EDUCATION:** The studies have generally shown that there is a tendency for the more educated workers to be more satisfied.

5. **INTELLIGENCE:** The more intelligent were highly discontented about the work conditions although physically it was the most ideal place to work in. On an overall analysis it appears that the relation of intelligence to job satisfaction depends on the level and range of intelligence and the challenge of the job.

6. **TIME ON JOB:** The study of “Sinha and Nair” showed that workers with service of three years and less and those with service of over six years were more satisfied than workers with service of four to six years. Thus it is evident that job satisfaction is higher in first few and then falls slowly.
FACTORS INHERENT IN THE JOB

1. **TYPE OF WORK**: Type of work is the most important factor inherent in a job studies have shown that “variety of the job” causes greater job satisfaction than “routine work”.

2. **SKILL REQUIRED**: The studies has shown that skilled workers have significantly higher job satisfaction than unskilled workers. Skill operates together with the kind of work, occupational status, responsibility, length of service, personality characteristics, opportunity, to use skill.

3. **OCCUPATION STATUS**: Occupational status and job satisfaction are related but not identical with each other. This occupational status is determined not only on the way the individual employee regards the status of his job, but also on the way it is regarded by others in the society whose opinion he values.

4. **GEOGRAPHY**: Geography has been found to have some bearing on satisfaction and dissatisfaction of workers. Studies have shown that workers in large cities are less than those in smaller cities and town. Worker’s satisfaction and dissatisfaction cannot, however be attributed to geography alone as it is inseparable from the working condition, the political, social and economic environment.
FACTORS CONTROLLABLE BY MANAGEMENT

1. SALARY: Is the most important factor of job satisfaction. Higher the wages more is the job satisfaction. But studies shows that in some cases salary was rated well below security and opportunities for advancement by highly educated class people.

2. WORKING CONDITION: Good working condition are ranked an important factor in job. Better the working condition less will be fatigue and more will be job satisfaction.

3. SECURITY: The higher will be job satisfaction when there is a job security. But studies have also shows security is less important to better educated person.

4. OPPORTUNITY FOR ADVANCEMENT: Job satisfaction is more ebullient where there are ample opportunities for advancement.

5. BENEFITS: In studies housing, canteen etc. as one of the personal benefits has been ranked next to pay. But highly educated having a good pay give more importance to benefit and facilities.

"You can’t eat for eight hours a day, nor drink for eight hours a day nor make love for eight hours a day. All you can do for eight hours is work."

-WILLIAM FAULKNER
Since adam and eve were directed in the garden of eden to earn their livelihood by “the sweat of the brow.” Man has found labour essential to the maintenance of his own welfare. Human life is surrounded by wants. A person satisfies one of his needs and immediately the next need arises. The man works only for satisfaction of his need, If all the need of a person are satisfied he will not work any more. For this the person want to get satisfied with the job he is doing , For this many questions arises as why do the people work? How can they be inspired to do better? To get answer of these questions it is necessary to know the values and attitudes of the individual, When an employee joins an enterprises and performs his duties, he wants to satisfy his economic social and psychological need. When an employee does not feel satisfied with his job negative attitudes towards the work develops in his mind. In this case he tries to change the job. This way, he finds himself unable in concentrating to his work. On the contrary, if an employee is satisfied with his job, he will perform his duties with his whole hearted efforts. He will contribute his best efforts to the best of his efficiency and capability towards the achievement of predetermined objective of the enterprises. A satisfied employee proves to be an asset for the organisation. For his livelihood labours some expectation are like:

Certain personal goals and objectives will be fulfilled as a result of his affiliation with that organisation. Wages for securing food, clothing and shelter normally are his expectations, besides many other additional expectations. This expectation is universally true, for people
work to attain their own personal economic, social, and psychological objectives the pursuit of these goals through work is both practical and traditional.

-He has the right to choose to accept a specific job with a particular organisation because such a company will provide him a higher level of fulfillment of his need and expectations. He in practice has chosen the job that brings him either the immediate or long range achievement.

The organisation employing the skills and service of a worker has a responsibility to fulfill his reasonable goals and needs, The worker sells his efforts and knowledge in exchange for certain monetary and non-monetary compensation.

Some scholars are of the opinion that the industrial productivity depends upon the productivity of workers because labour is an active force of productivity. This the reason why great importance is given to solution of labour problems in the industrial enterprises. It is most important to develop the inspiration to work among employees the feeling among the workers than the satisfaction of their individual interest is associated with the achievement of organisational objectives of the enterprises. There are three schools of thought, and probably all are correct to some extent which give little evidence in the available literature that employee attitudes bear any relationship to performance on the job:-
-First, there are some who assert that high satisfaction leads to high performance. The 'hawthorn' studies of 1930's seem to support this view, as the findings of other studies.

-Second, others take an opposite view for example, ' Layman Poter and Lowler' say that satisfaction results from high performance, because most people experience satisfaction by accomplishing some task, like building a radio, or clinching a sale.

-Third, still others claim that there is no consistent relationship between morale and performance 'Vroom' found significant relationship between morale and performance in only 5 out of 22 studies undertaken by him.

So some employees do indeed work harder when they are more satisfied with their pay, with the job itself, with working conditions etc. Contrary to this there are some persons whose performance starts because the incentive is gone i.e. they are satisfied with enough security or enough pay or a good job.

To understand values for the purpose of this study. Values represent basic convictions that "a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence "They contain a judgemental element in that they carry an individuals ideas as to what is right, good or desirable. Values have both content and intensity attributes. The content attribute says that a mode of conduct or end-state
of existence is important. The intensity attribute specifies how important it is values are important to the study of organizational behaviour because they lay the foundation for the understanding of attitudes and motivation and because they influence our perceptions. Values are relatively stable and enduring, This has been explained as a result of both their genetic component and the way in which they are learned ‘Milton Rokeach’ created the Rokeach Value Survey (RVS). The RVS consists of two sets of values, with each set containing 18 individual value items. One set, called terminal values, refers to desirable end-states of existence. These are the goals that a person would like to achieve during his or her lifetime. The other set called instrument values, refers to preferable mode of behaviour of means of achieving the terminal values.

Attitudes are evaluative statement either favourable or unfavourable concerning objects people or events. They reflects how one feels about something. When I say “I like my job” I am expressing my attitude about work. Attitudes can be broken down into three basic components:- Emotional, informational and behavioural, The three basic component involves the person’s feelings or affect-positive, neutral or negative about an object. Thus, emotion is given the greatest attention in the organizational behavior literature in relation to job satisfaction. The informational component consists of the beliefs and information the individual has about the object. It makes no difference whether or not this information. Thus, emotion is given the greatest attention in the organizational behaviour literature in relation to job
satisfaction. The informational component consists of the beliefs and information the individual has about the object. It makes no difference whether or not this information is expirically real or correct. The behavioural component consists of a person’s tendencies to behave in particular way toward on object. Attitudes help in predicting work behavior and help people adopt to their work environment. Besides helping employees adjust, attitude also help the defend their self image. Attitudes provide or negative evaluation that employees hold about aspects of their work environment. The terms job satisfaction refers to an individuals general attitude toward his or her job. A person with high level of job satisfaction holds positive attitudes towards the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. It’s Conversely, the stronger the belief harder it is to change it. It’s easier to change attitudes when that change is not very significant by using persuasion techniques that is a positive, tactful tone, present strong evidence to support your position, use logic and support evidence by appealing to the employee’s fears, frustration and other emotions.

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job experience. According to ‘Dale Yoder’ “job satisfaction is regarded as the composite of attitudes of individual employees towards their jobs and relationship they create”. There are three important dimensions to job satisfaction.

-First, job satisfaction is an emotional response to a job situation. As such, it can not be seen, it can only be inferred.
Second, job satisfaction is often determined by how will outcomes meet or exceed expectations.

Third, job satisfaction represents several related attitudes.

The satisfaction which an individual attains in his job is largely the result of the extent to which different aspects of his work situations are relevant to his job related value systems: such as opportunity for advancement, job security, opportunity to use ideas, opportunity to learn a job, steadiness of employment, supervisor, pay, cooperativeness or otherwise of the co-workers, working conditions, cleanliness, working hours, communication, recognition, individual adjustment and group relationship outside the job. If the job factors and the satisfaction they bring is perceived to be favourable to the worker, morale will tend to be higher than if the factors seem unfavourable. Factors affecting job satisfaction may be divided into two pars (1) individual factors which include level of education, intelligence, health, age, interests and family conditions (2) job factors that are nature of job, working conditions and working environment, stability of job, training arrangements, freedom to work, promotion, opportunities, effective supervision, proper remuneration, social aspects and human relation in the enterprise. The question has been often raised whether job satisfaction leads to performance or performance leads to job satisfaction, Performance results from the interaction of physical, financial and human resources. The first two are inanimate; they are translated in to productivity only when the human element is introduced. However the human element interjects a variable owner
which a management has limited control. In fact, the level of the performance of an employee, is a function of his abilities and motivation, the first determines what 'he can do', the second determines what 'he will do', Where there id strong positive motivation, the employee’s output increases, but where it is negative or a weak positive motivation, his performance level is low. The goals of the individuals and the organisation can be achieved through stimulating workers towards productive performance called motivational process, It is a process of arousing action, sustaining the activity in progress, and regulation the pattern of activity or as a "willingness to expend energy to achieve a goal or reward. It is a force that activates dormant energies and sets in motion the action of the people. It is function that kindles a burning passion for action among the human beings of an organisation." Lawyer and Porter have developed a model that suggests that Productivity leads to satisfaction as shown below:-

<table>
<thead>
<tr>
<th>Performance</th>
<th>Rewards</th>
<th>Perception</th>
<th>Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intrinsic</td>
<td></td>
<td>Of equality</td>
<td></td>
</tr>
<tr>
<td>Extrinsic</td>
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<td>in the rewards</td>
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Performance lead to rewards and if these are perceived to be equitable satisfaction is the result, If the organisation wants to get work done by its employees, it may utilise a positive or a negative motivation involves the possibility of decreased motive satisfaction.
Positive or incentive is generally based on reward. People work for incentives in the form of the four P’s of motivation; Prestige, promotion and pay cheque.

Negative or fear motivation is based on force and fear or in a push mechanism. If workers do not work, they are threatened with lay off or demotion.

Extrinsic motivation comprises par promotion, status, fringe benefits, retirement plans, health insurance schemes, holidays and vacations etc. by an large, large these motivators are associated with financial rewards.

Intrinsic motivation is concerned with the feeling of having accomplished something worthwhile. i.e. the satisfaction one gets after doing ones work well, praise, responsibility, recognition, esteem, power status, competition and participation are example of such motivation.

Self motivation or attitude motivation involves motivate oneself by setting certain objectives and goals before oneself.

Group motivation improving human relations and dealing with people in a human way by developing the will to do, by encouraging people to feel involvement in their work and by giving them an opportunity to improve their performance and by complementing or praising them.
MOTIVATION TECHNIQUES TO MOTIVATE EMPLOYEES ARE

- Financial motivators connected directly or indirectly with money, wage and salary, bonus, profit-sharing, leave with pay, medical reimbursement etc.

- Non financial motivators are not connected with monetary rewards. In the words of Dubin, non-financial incentives are the psychic rewards or the rewards of enhanced position, that can be secured in the work organisation they are-

1. Appraisal, praise and prestige
2. Status and pride
3. Competition
4. Delegation of authority
5. Participation
6. Job security
7. Job Enlargement
8. Job Rotation
9. Job loading
10. Job Enrichment
11. Reinforcement
12. Quality of work-life

Some modern theories stress that man should have control over his work environment

- 'Two factor or hygiene maintenance theory of Herzberg’ define certain characteristics tend to be consistently related to job
satisfaction and others to job dissatisfaction felt good about their work. They tended to attribute these characteristics to themselves. On the other hand, when they were dissatisfied, they tended to give extrinsic factors as the main reasons.

- ‘Adam’s equity theory of work motivation’ states a major input into job performance and satisfaction is the degree of equity that people perceive in their work situation.

- ‘Path-Goal hypothesis’ is based on the assumption that an employee’s need is sufficiently great his is sufficiently salient, and that he is free from barriers to follow the desired path.

- ‘Turner and Lawrencis requisite task attributes theory’ for defining task characteristics and understanding their relationship to employee motivation, performance and satisfaction.

- Hackman and Oldham’s job characteristics model (JCM). According to JCM, and job can be described in terms of fine care job dimensions.

1. Skill Variety-The degree to which the job requires a variety of different activities so the worker can use a number of different skill and talent.

2. Task Identity- Completion of a whole and identifiable piece of work,

3. Task significance- the job has a substantial impact on the lines or work of other people.
4. Autonomy- job provides substantial freedom, independence and discretion to the individual in scheduling the work and in determining to procedures to be used in carrying it out.

5. Feedback-Carrying, out the work activities required by the job result in the individual obtaining direct and clear information about the effectiveness of his or her performance.

Human being wants to work, seek responsibility, expect to know what they are responsible for and what is expected of them; and having participated in establishing the results they should achieve, like to be treated as mature, trust worthy people capable of directing and controlling themselves and then agree willingly to be held accountable for their performance, to be measured and assessed objectively. While satisfaction with working condition and remuneration as important, the motivated and creative input of people is brought about largely by providing satisfaction for them in their job, a challenge to their ability and an opportunity for achievement followed by fair recognition as a reward. That job satisfaction is aided by individuals seeing their part is the whole and identifying their own objectives and growth with those of the company and its progress.

The term job satisfaction refers to employees “attitude toward his work environment. A predisposition to respond in a favourable or an unfavourable way to persons or objects in ones environment”.¹ Job Satisfaction is the pleasurable emotional state resulting from the appraisal of ones job as achieving or facilitating one job values.

In the industrial context if somebody likes or dislikes his co-workers, supervisors, or reward system, it shows his job satisfaction. If his attitude to the above factors is positive, we say he is satisfied and if his attitude is negative, we say he is dissatisfied.

Job satisfaction consists of those outward and inward manifestations which give an individual a sense of employment of accomplishment in the performance of his work. It may be taken as a summation of employees feelings in the areas which are directly or indirectly connected with job. It is the extent to which an employee is pleased or satisfied with the content and environment of his work. Job satisfaction and attraction satisfaction apply only to the customs already possessed and experienced by an individual where as attraction is the anticipated satisfaction for the outcome.

Hoppock was the first industrial psychologist to provide the concept of job Satisfaction. He defined job satisfaction as any combination of psychological, and environmental circumstances, that cause a person, to say- I am satisfied with the job.¹

Some psychologists are of the view that “job Satisfaction is an attitude which results from balancing and summation of many likes and dislikes experienced in connection with the job”. While others are of the opinion that “job Satisfaction is a general attitude which is the result of many specific attitudes attitudes which is result of many specific attitudes in three areas viz. Specific job factors such as wages, supervision and steadiness of work”.

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¹ Hoppock; Job Satisfaction, New York, Harper, 1935.
Study of Job Satisfaction can be divided into various schools of thought. The first being the Psychological needs school, exemplified by psychologists such as Maslow, Herzberg, Likert and others. They see motivation as the central factor in job satisfaction and they concentrate their attention on stimuli which are believed to lead to motivation. The needs of individuals for achievement, recognition, responsibility, status and advancement are the stimuli.1

The second school devotes its attention to leadership as a factor of job satisfaction. Psychologists like Blake, Mouton, and fiedler see the behaviour of supervisors as an important influence on employee attitudes and direct their observations at leadership style and the response of subordinates.

The third school, strongly represented at the Manchester Business School by Lupton, Gowler and Legge, approaches to job satisfaction from a quite different angle and examines the effort-reward bargain as an important variable. This leads to a consideration of law under which the wages and salaries of particular groups are constructed and the influence of factors such as overtime pay and the state of labour market and employees’ attitude.

Yet another school of thought approaches job satisfaction from an entirely different angle and sees management ideology and values as the important factors. The king of legislation formulated by management, which is the result of management’s ideology, and the

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employees perception of the legitimacy of this have an influence on job satisfaction.

Sixthly, some contributors, thinking on the subject, including the Herzberg School, seems to suggest that it is only necessary to identify the needs of the employee. The organisation, for which he works, much recognise his needs and ensure that they are satisfied. As such job satisfaction is positively related to the degree to which one's personal needs fulfilled in the job situation.

Therefore, job satisfaction can be taken as a summation of employees feelings in four different areas. Two of these areas encompass factors directly connected with the job (intrinsic factors) and the other two include factors not directly connected with the job, which are presumed to have a bearing on job satisfaction.\(^1\) These four areas are:

\begin{itemize}
\item[(a)] **Job**
Nature of work-dull, dangerous, interesting, hours of work, fellow workers, opportunities on the job for promotion and advancement (prospects), overtime regulations, interesting work, physical environment, machines and tools, etc.

\item[(b)] **Management**
Supervisory treatment, participation, reward and punishment, praise and blames, leave policy, favouritism, etc.

\item[(c)] **Social Relations**
Friends and associates, neighbours, attitude towards people in
\end{itemize}

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community, participation in social activities, social ability, caste barriers, etc.

(d) **Personal Adjustment**

Health, emotionality, home living condition, finance, relation with family members etc.

Job satisfaction is an overall complex of attitudes that is generated by individual attitudes and factors inherent in worker and condition that emanate from the social environment of work.¹

But some psychologists have rejected the concept that job satisfaction depends on individual attitudes. They are of the view that job satisfaction is more a function of job condition than of personal factors.

Feelings of satisfaction or dissatisfaction are complicated and varied. Working people may be satisfied with many of the conditions of their employment and still be markedly dissatisfied with other features of the job or of their working lives. The number considered dissatisfied will depend in large measures upon the arbitrary method of defining what the term dissatisfaction refers in the study.

Men work to earn their livelihood. They devote most of their life to their work, whether as managers, or workers, or technicians, or specialists. They spend a major part of the their lives at work and actually spend more time at work than at home.

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On the other hand have material and non-material needs, as soon their essential material needs are satisfied, they endeavour to satisfy their intellectual, spiritual and other psychological needs. In such circumstances, their attitudes towards their employment and, particularly towards their jobs, become important because their attitudes, as we know, condition the interest with which they approach their work.

Motivation of managers and workers is a dynamic force in the hands of management which, if properly used, helps to develop the human talent existing in the enterprise which, in turn is the foundation of the success and growth of the enterprise itself. For instance, consider the following:

Managers tend to see the weaknesses of subordinates and overlook their strengths. In any organization, they must decided to overlook weaknesses and stimulate strengths, and by so doing they can achieve productivity through motivation.

Motivation is the action that impels or urges an individual to assume an attitude generally favourable towards his work, leading him to perform satisfactorily. The action is generated by factors within and without the individual, which correspond to the satisfaction of certain material and psychological needs of the individual himself.

Motivational research is the study of the factors or incentives that stimulate people to assume positive and favourable attitudes towards their work and their work environment. It concerns the study of urges,
drives, impulses, preferences, aspirations, etc., of people at work who, if satisfied, tend to promote and maintain high morale.

People believe that performance depends on competence, whereas experience shows that competence along is not sufficient to stimulate individuals to perform. Performance depends upon competence and motivation. Therefore, when considering performance, there is also need to take into account causes of motivation that lead people to perform at their best.

Morale is an attitude of individuals, or a group of individuals which leads them to co-operate in the accomplishment of a task.

Morale may have different meanings according to the context in which it is used. In the case of an organisation, it is the result of motivation. We speak of the “high morale” or a group the mean that is members are satisfied, interested, co-operative, etc., which contributes to their efficiency. We speak instead of the “low morale” of a group when the members are unfriendly, disgruntled, unsatisfied and uncooperative which generally affects negatively in their performance. Thus, morale is used to describe an atmosphere or climate prevailing in a working place. Therefore, morale is the result of motivational factors or conditions created by management for the establishment of an atmosphere conducive to good work.

In research on worker motivation, productivity and job satisfaction, it is help that there are five elements which are important to individual and group productivity and job satisfaction.
They are :-

(i) The technical organisation of the group which specifies the specialised activities that members should perform in order to get the job done;

(ii) The social structure of the group specifies the values or norms members should share, of feelings they should have towards each other, if members A and B like each other and are willing to help each other. These feelings could help in getting the task of the group done more smoothly;

(iii) The individual task motivation which indicates the willingness of the group to contribute their services towards achieving the purpose essential to the group as a whole;

(iv) The external rewards a member receives from doing the job in terms in monetary return, job satisfaction, job interest, job rank and status, etc., are usually considered to be most important to favorable performances;

(v) The internal rewards as expressed in terms of job satisfaction obtained from being an accepted member of the group requires sacrifices, for it is necessary to comply with values and norms established. In return they bring to each member, association, friendship, approval and support.
The Care of Managements: Rensis Likert, Director of Institute for Social Research, University of Michigan, writing on motivation brought out the following major conclusions:

(i) We are consistently finding that there is a marked relationship between the kind of supervision an employee receives and both the productivity and the satisfaction which he derives from his work. We have found that close supervision leads to lower productivity and more general supervision, to higher productivity.

(ii) We have also found that employee-centred supervision not only generates high productivity, but more high levels of job satisfaction;

(iii) Books on management and administration tend to deal with the relationship between superiors and subordinates, between supervisions and employees as individuals. We are encountering increasing evidence that that the superior’s skill in supervision, the greater is the productivity and the job satisfaction of the work group;

(vi) The workers belonging to higher production work group not only have greater satisfaction as members of group, but also greater loyalty, and help one another more and offer this help on their own initiative.

Most of the research work has so far been devoted to motivation of workers. Little research has been done on motivation of managers. It
is probably assumed by a definition that managers have, or should have, good morale. This assumption is probably based on a popular belief that since managers are well paid (which is quite often not the case), they should have high morale. Experience shows that even when managers are highly paid they do not necessarily have high morale. On the other hand, high salaries or increases in salaries or the use of other financial incentives are not always practical. Besides salary, the following factors motivate the managers:

(a) **Organizational**

(i) **Authority**: It is the major attribute of an executive within an organization. Without authority his position is devoid of significance and his personality and activity prejudiced. The basic needs of an individual is to have a clear-cut job and well defined responsibility and, as an executive, the necessary authority to meet his responsibility. There cannot be responsibility without authority. A clear allocation and definition of tasks is the basis of any form of motivation.

(ii) **Leadership**: Executives at all levels are also leaders and as such, should be encouraged to express their leadership through meetings, conferences, talks, etc., with their own subordinates. Group leadership is essence of management.

(iii) **Organization**: Within the general framework of the organization, executives should be allowed and encouraged to make changes
within their own units as long as such changes do not affect other units.

(iv) **Promotion to Higher Executive Posts**: Promotion to high executive posts is an essential factor in executive motivation. Vacancies in higher executive posts should always be filled by candidates selected from among lower executives and only in extreme cases should preference be given to outsiders.

(v) **Executive Planning and Development**: Executive development is another important motivational force. Selection and participation in management development programmes represents evident signs of management interest.

(b) Psychological

(i) **Encouragement**: This is a form of stimulation which is given periodically to executives for expressing approval and satisfaction towards results reached in executive performance.

(ii) **Status**: It is a factor of great importance in motivating executives, especially in larger enterprises. It has developed an extensive symbolism which is expressed through different types of privileges, such as special office, private secretary, etc., longer vacations, or some kind of allowance, or any status symbol designate.

(iii) **Prestige**: It is closely associated with status. Prestige chiefly results from the esteem and respect given to an executive by
management, colleagues and subordinates. The status may physically express the prestige an executive enjoys within his organization. An executive may also have status but prestige does not necessarily follow.

(iv) **Recognition**: One of the strongest basic drives in man is the desire for recognition which may assume several forms: such as a compliment, a special assignment, participating in policy and decision-making, or asking his opinion on an important question. etc.

(v) **Healthy Competition**: This form is used to maintain a healthy spirit of emulation among executives.

Most of the above-mentioned examples of psychological factors tend generally to stimulate a basic human urge commonly found among executives.

(c) **Mixed**

(i) **Participation in the Decision-making Process**: Practices and proceedings in policy and decision-making differ from one organization to another. Nevertheless, they have one thing in common: they always involve several executives. Prior to drawing or changing a policy or reaching a decision it is possible to call upon lower level executives to express their opinions or suggestion. The executive who is invited to give his advice on policy-making or on an important decision will certainly feel
encouraged. There is an added advantage in consulting lower level executives. Their advice and opinions are generally more realistic since they know and are closely associated with associated with operational problems.

(ii) **Top Management Conferences and Committees**: They are often held for reviewing operations and discussing operational problems. By inviting an executive who in not normally a member, to express his views on matters discussed, will constitute recognition by top management of his value to the company.

(iii) **Special Committees**: Inclusion in Committees for examining difficult technical problem is considered as an indication of the confidence and interest management shows towards its executives.

(iv) **Special Projects**: A manager, especially if he has been in his present position for some time, is quite familiar with his task and has fully mastered his responsibilities. He may be a busy executive but his mind and energy could be easily challenged by new problems. The assignment of additional responsibilities is a recognition of his capability.

Only positive motivation factors have been so far listed. There are negative factors caused by the misunderstanding and wrong application of management principles which should be avoided. For example, withholding authority from lower level executives is a negative
motivational factor. Even if the executives concerned are well paid they will still be negatively affected and suffer from low moral.

Rensis Likert, points out that is quite difficult to tell a manager that he is not as good as another or that he does not measure up to a desirable level of performance, without hurting his feelings. Likert seems rather in favour of obtaining correction from group performance, behaviour and individual self-correction. Among other things he stresses the following two points.

(i) People seek to learn new and more effective suggesting only when they recognise the inadequacies in their present behaviour.

(ii) People tend to respond positively to information suggesting potential improvements in their behaviour positively to information suggesting potential improvements in their behaviour when this information is conveyed in a friendly, supportive atmosphere of a small, well-established group in which they feel secure.

Motivation of Men: The following are some examples of motivational factors which concern more directly, the employees:

(a) **The Job**: The adjustment of the to his job is an essential factor in motivation and in promoting high morale. Although job security is a primary and essential need of an employee, especially where unemployment of under-employment exists, still the job should be sufficiently attractive to maintain the interest of the worker.
The job should be somewhat of challenge to him training constitute a prerequisite. Prior to placing a man on a job it should be made sure that he will be able to carry out the work in a satisfactory manner. Equipment, machines tools and materials must be taken into account to place the man in suitable condition to perform to his best capacity.

(b) *Congenial Associates*: A man adjust to job but not adjust to his team-mates. In such a condition it will be difficult for him to achieve high morale. Men are social beings and need to fit into a social group. Each man Leeds to feel that he is an accepted and useful member. Members of the team will develop high morale, if they know that their role is important to the rest of them. One of the expressions of high morale in a team is the assistance they give to each other.

(c) *Leadership and Supervision*: The man who is more directly in contact with workers is the supervisor. He is the leader and they look to him for leadership. Promotion of high morale among the members of a team depends mainly upon the supervisor. Workers demand from him sound decisions, fairness and protection. they look equally to him to be treated with respect and dignity as human beings. He gives them recognition and security and keeps them informed.

(d) *Leadership of Management*: High morale and high output cannot depend only upon the employee and the supervisor. A
supervisor who is constantly under pressure from management for increased output is not in a position to establish conditions favourable to high morale. He will in turn exert the same pressure upon his men. Therefore, management must exercise the same kind of leadership upon supervisors which they expect supervisors to exercise upon their men. The leadership of management reflects itself throughout the organization.

Many others may be added fair wages and incentives, safe and healthy condition, opportunities of advancement, freedom from arbitrary action, consultation on methods affects employees, etc.

(e) **Economic Incentive**: Positive economic incentives motivates for hard and efficient work eg. the use of piece rates, team bonus, promotion, etc. This economic motivation is more intensive pointed and within effective control when it is related to human capabilities and contributions. The underlying principle of economic motivation should, therefore, be to reward and compensate individuals or group of individuals according to and in proportion to their contribution. A man's contribution to an activity is manifold the principal contributions are: (1) Time, (2) Skill (3) Effort, (4) Ideas, (5) Responsibility (6) Working condition, (7) Co-operation and (8) Continued services.

(f) **Impact of Group Pressures**: Even if the financial incentive is stimulating enough, at times the worker hesitates to earn that extra money if it is against the group "norm". In piece-work
system it is observed that it is not the management, but the workers, who set production standards. When a new employee learns the job and works in a group that had set an informal production standard and if he surpasses the standard and earns more than his fellow workers, the group exerts pressure until he slows down to the accepted standard. The reason is that when a worker is member of a group, the motivational force of social approval exerts more pressure than the financial incentives offered by the management.

(g) **You Cannot Hire a Hand:** You cannot hire a man’s labour without hiring him—the whole of him. you cannot just hire a hand. You cannot split the amount of money and man comes inside the factory walls he brings the whole of him along. you cannot blame him for his this. He cannot help it. if all you needed was a pair hands, you would set your engineer to design it. But you need intelligence, skills and judgement which form a part of his personality.

(h) **Non-Financial Incentives:** There are several non-financial incentives which you may experiment with to see their effectiveness. Some such incentives are listed below:

(i) **Competition:** Competition is a kind of incentive. If there is a healthy competition among the individual workers of group of workers or groups of workers, it accelerates their activities to achieve either personal or group goal.
(ii) Knowledge of the Results: Knowledge of the results leads to employee satisfaction. A worker likes to know the result of his job. A cobbler gets satisfaction when his customer appreciates the shoes he has customers. Generally the workers do not know the results remains unsatisfied. You generally inform the worker about his job only when you receive a complaint from the customer.

(iii) Worker’s Participation: The importance of workers’ participation is well known. This very programme produces many by-products, one of which is the enthusiasm it evokes among employees. These by-products remove. Communication is like water; it flows very easily from top downwards but it needs an extra energy to flow upwards. Workers participation and representation in management need that extra energy.

(iv) Suggestion System: Suggestion system is a motivator which satisfies many needs of the workers. Most of he organizations which use the suggestion system make cash awards for useful suggestions. They sometimes publish the worker’s name with his photograph in the company’s magazines and in their advertisements.

(v) Opportunity for Growth: Opportunity for growth is another kind of motivator. In this regard you will find individual differences.” Advancement and growth ate to some degree in conflict with the desire for dependable routine. To many people the security and
things known and familiar are so important that the opportunity for change and growth has almost no appeal, while there are other who are so eager for something new and better that security means very little to them.

(vi) Fitting the Right Job to the Right Man: Production depends upon the interaction of the individual and the work situation. Fitting the right situation to a man is therefore an important incentive.

**WORKER PROFILE AND MANAGEMENT STYLES IN INDIA**

Man is the core of industry or enterprise. (Man here mans woman also.) The success of any industry depends in how well-satisfied, contented and motivated are the man behind it. Just as quality raw materials produce quality end-products, "quality men" can be depended upon to yield quality results.

India embarked on a herculean task of planned industrial development with the implementation of the First Five-Year Plan in the fifties. With it there happened a sudden transplantation of the worker form the rural to the industrial soil. The inevitable result was a duality of root, and associated problems of absenteeism, psychological impact, need for extensive induction and training to meet the requirements of industry.

The present generation of workers consists of young men and women – born free, non-conformist in their outlook, rebellious in nature, and angry and discontented- yet endowed with an alert and
receptive mind and bubbling over with energy to try out original ideas and new concepts. The task is how to imbue these young recruits with the essentials of industrial democracy, so that when they enter the industrial world they can develop into useful agents of freedom peace and progress.

Today, the worker is more educated than his counterpart of yester-years. His aspirations too are higher. He is more conscious of his rights, too. He expects to participate actively in the industrial life. He expects the organisation to provide him with meaningful jobs and opportunities to develop and contribute to the best of his capacity.

The workers of today (and of the future) are more prone to get organised.

Changing Environment: Industrial Labour in India is a shuttle-cock the rapidly changing environmental factors, summed up S.K. Bhatia as:

**From**

* Closed economy
* Seller Market
* Medium technology
* Tolerant society with modest expectations
* Stable environment

**To**

* Open economy
* Competitive market
* High technology
* An assertive society with rising expectations
* Fast changing environment

These factors have had great influence in the task of managing personnel. Major developments that have affected industrial labour
since 1980 are as below. (It is not exhaustive, and can be supplemented.) The trends illustrated by these changes are continuing; and will continue into the future.

1. Apprentice Act, 1961
2. Contract Labor (Regulations and Abolition) Act., 1970
3. Employees’ Family Pension Scheme.
8. Inter-state Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979.
10. Restraints in recruitment, such as through Employment exchanges.
11. Recruitment from socially backward communities – SC/ST.
12. Social responsibilities towards handicapped and ex-service personnel-prefrence for persons displaced from land and sons of the soil slogan.
13. Changes in social values regarding nucleus family.
14. Increase in employment of women and the number of dual career families.
15. Improvement in the educational level of the work force.
16. Increasing economic and geographic mobility in work-force.

17. Rapid technical developments.

18. Growth of professionalism in personnel functionaries.

19. Improved educational, training and development opportunities, particularly technical and managerial.

20. Implementation of “small family” norms.


Industrial labour in India has made significant strides in the recent decades, because of the increasing social consciousness among the entire community, assisted by a series of progressive pieces of legislation on labour matters by the Government. It is said that more labour matters are now covered by legislation in India than in any other country. The great speeding up in labour legislation since Independence is reflection of the urgency of industrial development and the determination of Government to achieve in a few years want it had taken other countries decades to build up by normal growth. Just as the pace of industrialisation had to be speeded up by expansion of the public sector industry, so the pace had to be forced in order to change the outlook of management on labour matters in accordance with the government’s policy of achieving a ‘socialistic pattern of society’. In fact, India has been able to ratify a large number of the ILO conventions, although she entered comparatively late into the industrial field. Matters pertaining to labour other than regulation of labour and safety in mines and oil fields are included in the Concurrent List of the
Constitution of India and therefore, both the Central Government and the governments of States have powers to frame laws concerning them. However, in order to ensure uniformity in essential matters, almost all important Labour Acts have been enacted by the Central Laws. The administration of these labour laws, however, is generally the responsibility of the State Government, who have been given wide rule-making powers to enable them to supplement laws and determine the details.

**Industrial Management in India:** The management of industrial companies in India has, in most cases, been in the hands of the managing agents since the beginning of industrialisation. The managing agency developed on the ruins of the agency house system founded by the ex-servants of the East India Company. The managing agents provided financial help professional expertise, and acted as agents for sales and purchases. In 1954-55, there were, 3,944 managing agents, of which 2,522 were unincorporated firms, 1,238 private companies and 184 public companies. These managing agents managed in all 5,055 companies. It was expensive, irrational and part-time system of management.

The system of management of companies by Managing Agents and Secretaries and Treasurers was abolished with effect from April 2, 1970. Alternate form of management with a board of Directors, Managing Director, whole-time Directors and Managers took root, the reform was meant to separate the power to appoint and control management from the actual exercise of managerial functions and to
foster building up of professional, technical-cum-managerial cadres, judged by their performance.

Many business families manage giant private enterprises. But, they do not have, in many cases, personal and family stakes of more than 10 per cent. A large part of the finances, both long-term and short-term, comes either from the public large of public financial institutions. The tradition of privacy accords the technocratic structure (managers who guide the enterprise) autonomy for operation, compensation, etc. The management here is free to optimise its behaviour in pursuit of the Company objective, within the framework of conditions imposed by law, practice and opinion.

On the eve of the First World War, the cotton mill industry was largely, but not wholly, under Indian Ownership and Management. The needs created by the War and the special object of reducing demands on shipping led to expansion of ordinance factories, some associated industries and preservation of shipping led to expansion of ordnance factories, some associated industries and preservation of developmental and managerial features to peace conditions. Scientific and Technical service cadres were proposed for management of industries; but due to opposition, abandoned in 1922.

The Second World War found India somewhat better prepared and equipped than during the First World War. The India entrepreneurial class exhausted its energies during the inter-war years in the expansion of cotton, sugar and cement. The leading progressive
princely states planned and carried out a number of enterprises during and immediately after the war. However, the arrangements for their management, finance and marketing were not always satisfactory. There was tariff protection for many items; some of them enjoyed guaranteed markets, and various other concessions like free and cheap land, power, etc. British manufacturers continued to enjoy monopoly of supply of major engineering items to Railways; others largely controlled by the British, built up for repair and job functions, assembled imported components. Thus, although on the eve of Independence, India was one of the top dozen industrial countries of the world measured by the size of its industrial output, management remained in the hands of a few captains of industry, whole were paternalistic, authoritative and autocratic.

Industrial policy since Independence has aimed at rapid growth of industry as spearhead of all-round economic development through a vigorous and strategic expansion of public sector enterprises, inducements for private investment, and simultaneous efforts to bring about institutional changes and social reforms facilitating industrial growth. Consequent efforts to establish a balanced pattern of industrialisation, to utilise labour-intensive modes of production effectively and to much social advantage, to compensate the ill effects thereof through technical and organisational improvements, to educate, train and develop the employees and accord them partnership in the running of industries, made drastic demands from the management.
The national economic effort is increasing Government investments in industry at an exponential rate over the past four decades and are likely to continue to increase in the same way in the future. The sheer size, extent and variety of public sector enterprises have demanded the deployment of managerial skill at all levels, quantitatively as well as qualitatively, far beyond that in pre-Independence era, and even in the first few years of Independence.

The public sector undertakings are contained within one ministry or other of the Government. The government creates the management of each particular undertaking within the prescriptions of the statutes which govern the undertaking. this may be specific Acts of Parliament, or the Companies act. The public sector management is thus subject to executive, administrative, legislative control of the Government, besides technical and professional norms and standards. They have a problem to reconcile and resolve the expressions of involvement and concern of all these interests. As the complexity of managerial job outruns the practical experience and genius of individual managers, a management cadre imbued with the philosophy of the public sector naturally has to be specially trained and developed.

Management Styles: Style is something which all managers have, and which markedly affects the effectiveness of their management.

The Oxford Dictionary defines style as the manner, rather than the matter, and defines manner as the way in which something is done.
Management style involves two things: First, it is concerned, with the science of management, which is practiced. When any thing is applied in a certain recognisable way, it is said to be a style. Second, it is a matter of choice—the choice between the several ways of doing things. When the choice is consistent, then a style becomes apparent.

Like many a profession or pastime, management has a scientific component in its procedures and techniques, and also an artistic component in the creative skill with which these techniques are applied. Without mastery of the techniques, it is not possible to practice the art. This knowledge and skill are basic. Also, it is assumed that the Managers have learned their jobs well. In their quest for effectiveness, the Managers use one style or another: good style gets good results measured both in tangible and intangible terms—that is, in terms of output, costs, staff turnover, and absenteeism; and in terms of cooperation, initiative, commitment and philosophy.

The study of group behaviour has established that leaders are picked to suit the situation. Management style is essentially a function of the situation and the situation here is defined by three things—the position of the company in its environments, the position of the unit being managed within the company, and the caliber and mood of the people being managed.

A great deal of research has been done on the subject. The most popular tool of analysis is the ‘Management grid’ which was thrown a great deal of light on styles. Blake’s original concept was simply a
graph whose ordinates measured degree of concern for results and concern for people. The original was called a 1,1 or “impoverished type”, an extreme result-oriented manager was classified as 9,1 or “task management type”, an extreme person-oriented manager as 1,9 or ‘country club type’, an extreme in both as 9,9 or “team-manager” type; and a model of a balance as 5,5 or ‘middle road”, in the center of the chart.

**Blake and Mouton have described the five styles as follows:**

1,1 Extortion of minimum effort is required to get work done and sustain organisation morale;

1,9 Thoroughful attention to needs of people leads to a friendly and comfortable organisation atmosphere and work tempo;

9,1 Efficiency results from arranging work in such a way that human elements have little effect;

5,5 Adequate performance through balance of work requirements and maintaining satisfactory morale;

9,9 Work accomplished is from committed people with interdependence through a common stake in organisation purpose and with trust and respect.

Each style points out the relative contents of concern for production or people. Blake and Mouton have developed training programmes that attempt to change managers to wards the 9,9 style, Managerial grid is a useful device for a manager to identify and classify
managerial styles, to help him understand why he gets the reaction that he does from the subordinates and suggests alternative styles that may be available to him.

Prof. Reddin conceptualised a three-dimensional grid, also known as 3-D management borrowing from the managerial grid; and introduced a measurement of effectiveness to the same basic Blake grid. By adding an effectiveness dimension to the task-oriented and relationship-oriented behaviour dimensions, Reddin has integrated the concepts of leadership styles with the situational demand of a specific environment. There are four basic styles

The four basic styles result in eight types of managers—missionary, compromiser, autocrat, deserter, developer, executive, bureaucrat and benevolent autocrat. Any of the styles can be effective in some situation, but not in others.

All styles have an equal chance of occurring, a manager may use more than the style and no single style is suggested to be appropriate in all situations.

Three elements of style are personal impact, the medium for management and equilibration—meaning a dynamic state of balance, like that of a tightrope-walker. Each of these components gives the Manager scope for deliberate choice. He has also the options of the types themselves, as well as a balance between leadership and bureaucracy, autocracy and democracy, innovation and stability.
Personal impact means the choice of the sort of person the manager wants to be. There are only three ways in which he can make the personal impact, i.e., communicate with others in an industry-by what is seen, by what is heard, and by what is felt. (Smell and touch, not relevant for industrial management.) Specifically, the choice on what is seen covers, the dress, personal grooming (long hair, beard, etc) bearing (alert, relaxed, smiling, sane, etc.) and appearance (trendy, athletic, intellectual, etc.). The Manager can be humorous, tight-lipped, casual and so on. What is felt really means response to the other people-how listens, how he reacts, i.e. warmth, regard, patience, sympathy, or the opposites. Many of these will be reflective of the background, family, heredity, education, experience of life, glandular make-up, and the like. But, even with these limitations, some choices are within the Manager’s deliberate control.

The choice of the medium for management is influenced partly by the same factors that influenced the choice of personal impact and partly by the specific channel of career experience through which the person has reached management level. In the latter category are specialisations, systems, sales, sociability, connections etc.

The dynamic state of balance is the more complicated element. It refers to the constant balancing act on a tight-rope which the Manager has to perform each day, with the point of balance shifting as the situation changes and with depths of different kinds of disaster on either side, if the balance is lost. Chief amongst these are the degree of different kinds of disaster on either side, if the shifting as the situation
changes and with depths of different kinds of disaster on either side, if
the balance is lost. chief amongst these are the degree of organisation,
the degree of participation and the degree of change. In choosing the
point of balance in each of these, the Manager displays his choice of
management style.

The degree of organisation is a choice between leadership and
bureaucracy or between individual strength and organisational strength-
or between competitiveness and equality. The leadership end by the
strengths of logical imagination, enterprise and adaptability; the
bureaucracy end by the strengths of logical impersonality of decisions,
defined systems, stability and order. A mixture of both and a right
mixture at that should be the choice. For, excess leadership can produce
inconsistency, disorder, anarchy, amateurism, and instability. And,
excess bureaucracy can bring about inflexibility, inertia, indifference,
buck-passing, petty politics and red tape.

Degree of participation means choice between autocracy and
democracy, between authoritarian decisions and participative decisions,
between discipline and permissiveness. At its simplest, the options are-
how much dictatorship; how wise is it to use the latter. The extremes
are Taylor’s Scientific needs of individual Management (authoritarian
bias) and Human Relations Movement led by Mayo (based on internal
needs of individual;) as well as Theory X and Theory Y of McGregor.

The democratic style has been shown by experiment and
observation to be the most successful general-purpose pattern (save
exceptions). It gives individual satisfaction, wiser decisions, commitment to decision, and some development of individuality in management decision-making. The weaknesses are narrow-mindedness, isolation, discontent, resentment, length of time required, uncertainty and unpredictability of behaviour and presumptions of staff. (At the other end, autocracy gives decisive action, speed, drive and because of discipline, predictable behaviour once a decision is made).

The third balance is that of degree of change-between innovation and stability, growth and retrenchment, sophistication and simplicity. The strengths and weaknesses are that innovation makes for a progressive, opportunistic company, which attracts and holds capital and good staff, but which can overstretch its resources to unpredictable products with high pioneering expenses and in the process, go broke; it can get pre-occupied with growth for its own sake and get unwieldy. Other advantages are safety, consistency and predictability. But, disadvantages are apathy, poor staff, retrenchment and even diminution in size.

These three balances dominate a manager’s thinking in one degree or another and conditions his style. The choice is not between good or bad action, but between different kinds of good; in its exercise, any style would show its weaknesses.

The whole point of style analysis is to get better results through the training of the managers. Real improvements have made as a result of training.
Management styles in Indian industries: Early Indian management has been described as 'family management' with traditional values. The distinguishing features are that both ownership and control of the organisation are in the hands of the members of the family and that organisational objective is to maximise profits, even if it necessitates exploitation of the weaker sections of the society. The manager is believed to be autocratic with subordinates closely supervised by their superiors.

In pre-Independence days, changes in the nature and dimensions of Indian business demanded that ownership and control be divorced from each other. Management positions began to be held by persons who have professional skills and experience, Even so, it was not rare for all decision-making to be centralised at the top with the head of the family, who had no professionalism, but perhaps only experience and intuition.

With ushering in of the era of planned economic development in free India, we began slowly and gradually moving towards modernisation and professionalisation of management, though there is still a long way to go. Entry of professional managers with academic training in managerial skills into Indian managerial scene was rather by compulsion than by choice.

Just as private sector managers carry a lot of family and business house traits, the public sector managers, being deputationists from the Government, often heavily borrowed the traits of bureaucracy. This is
also changing. A.D Moddie (Indian Manager and his Environment, ACSI, Journal of Management, Sept, 1971) has portrayed the picture of Indian Manager as “his style in western, bureaucratic, affluent and aloof”. He is a plutocrat in a poor country, a high class man in a class-conscious society seeking to be egalitarian. Socially and educationally, he has hardly any links with his workforce, with the trade. The Indian Manager seems to suffer from the social isolation of a high class and a different culture; he is too involved in the social responsibilities of a citizen and he takes the political environment for granted. This isolation is perhaps his biggest weakness and may well reduce rather than enhance his future influence in a society where he has an island of the ‘haves’ in an ocean of “have-not”.

Job satisfaction is one of the important factors that have drawn attention of managers in the organisation as well as academicians. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organisation. Though there is no conclusive evidence that job satisfaction affects productivity directly because productivity depends on so many variables, it is still a prime concern for managers.

“Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job dissatisfaction”.
DETERMINANTS OF JOB SATISFACTION

While analysing the various determinants of job satisfaction, we have to keep in mind that; all individuals do not derive the same degree of satisfaction though they perform the same job in the same job environment and at the same time. Therefore, it appears that besides the nature of job and job environment, there are individual variables which affect job satisfaction. Thus, all those factors which provide a fit among individual variables, nature of job, and situational variables determine the degree of job satisfaction. These factors are;

*Individual Factors:*

Individuals have certain expectations from their jobs. If these expectations are met from the jobs, they feel satisfied. These expectations are based on an individual’s level of education, age, and other factors.

1. **Level of Education**: Level of education of an individual is a factor which determines the degree of job satisfaction. For example, several studies have found negative correlation between the level of education, particularly higher level of education and job satisfaction. The possible reason for this phenomenon may be that highly educated persons have very high expectations from their jobs which remain unsatisfied. In their case, Peter's
principle which suggests that every individual tries of reach his level of incompetence, applies more quickly.

2. **Age**: Individuals experience different degree of job satisfaction at different stages of their life. Job satisfaction is high at the initial stage, gets gradually reduced, starts rising upto certain stage, and finally dips to a low degree. The possible reasons for this phenomenon are like this. When an individual joins an organisation, he may have some unrealistic assumptions about what they are going to derive from their work. These assumptions make them more satisfied. However, when these assumptions fall short of reality, job satisfaction goes down. It starts rising again as the people start to assess the jobs in right perspective and correct their assumptions. At the last, particularly at the end of the career, job satisfaction goes down because of fear of retirement and future outcome.

3. **Other Factors**: Besides the above two factors, there are other individual factors which affect job satisfaction. If an individual does not have favourable social and family life, he may not feel happy at the workplace. Similarly, other personal problems associated with him may affect his level of job satisfaction.

**Nature of job**:

Nature of job determines job satisfaction which is in the form of occupation level and job content.
1. **Occupation Level**: Higher level jobs provide more satisfaction as compared to lower levels. This happens because high level jobs carry prestige and status in the society which itself becomes source of satisfaction for the job holders. For example, professionals derive more satisfaction as compared to salaried people, factory workers are least satisfied.

2. **Job content**: Job content refers to the intrinsic value of the job which depends on the requirement of skills for performing it, and the degree of responsibility and growth it offers. A higher content of these factors provides higher satisfaction. For example, a routine and repetitive job provides lesser satisfaction; the degree of satisfaction progressively increases in job rotation, job enlargement, and job enrichment.

**Situational Variables**:

Situational variables related to job satisfaction lie in organisational context-formal and informal. Formal organisation is created by the management and informal organisation emerges out of the interaction of individuals in the organisation. Some of the important factors which affect job satisfaction are given below:

1. **Working Conditions**: Working conditions, particularly physical work environment like conditions of workplace and associated facilities for performing the job determine job satisfaction. These work in two ways. First, these provide means for job performance. Second, provision of these conditions affects the individuals’
perception about the organisation. If these factors are favourable, individuals experience higher level of job satisfaction.

2. *Supervision* : The type of supervision affects job satisfaction as in each type of supervision, the degree of importance attached to individuals varies. In employee-oriented supervision, there is more concern for people which is perceived favourably by them and provides them more satisfaction. In job-oriented supervision, there is more emphasis on the performance of the job and people become secondary. This situation decreases job satisfaction.

3. *Equitable Rewards* : The type of linkage that is provided between job performance and rewards determines the degree of job satisfaction. If the reward is perceived to be based on the job performance and equitable, it offers higher satisfaction. If the reward is perceived to be based on considerations other than the job performance, it affects job satisfaction adversely.

4. *Opportunity for Promotion* : It is true that individuals seek satisfaction in their jobs in the context of job nature and work environment but they also attach importance to the opportunities for promotion that these jobs offer. If the present job offers opportunity of promotion in future, it provides more satisfaction. If the opportunity for such promotion is lacking, it reduces satisfaction.

5. *Work Group* : Individuals work in group either created formally or they develop on their own to seek emotional satisfaction at the
workplace. To the extent, such groups are cohesive, the degree of satisfaction is high. If the group is not cohesive, job satisfaction is low. In a cohesive group, people derive satisfaction out of their interpersonal interaction and workplace become satisfying leading to job satisfaction.

**Effect of Job Satisfaction**

Job satisfaction has a variety of effects. These effects may be seen in the context of an individual’s physical and mental health, productivity, and turnover:

Physical and Mental Health. The degree of job satisfaction affects an individual’s physical and mental health. Since job satisfaction is a type of mental feeling, its favourableness or unfavourableness affects the individual psychologically which ultimately affects his physical health. For example, Lawler has point out that drug abuse, alcoholism, and mental and physical health result from psychologically harmful jobs. Further, since a job is an important part of life, job satisfaction influences general life satisfaction. The result is that there is spillover effect which occurs in both directions between job and life satisfaction.

**Productivity:**

There are two views about the relationship between job satisfaction and productivity:

1. A happy worker is a productive worker,
2. A happy worker is not necessarily a productive worker.

The first view establishes a direct cause-effect relationship between job satisfaction and productivity; when satisfaction increases, productivity increase when job satisfaction decreases, productivity decreases. The basic logic behind this is that a happy worker will put more efforts for job performance. However, this may not be true in all cases. For example, a worker having low expectations from his jobs may feel satisfied but he may not put his efforts more vigorously because of his low expectations from the job. Therefore, this view does not explain fully the complex relationship between job satisfaction and productivity.

The other view, that is, a satisfied worker is not necessarily a productive research studies also support this view. This relationship may be explained in terms of the operation of two factors effect of job performance on satisfaction and organisational expectations form individuals for job performance.

Job performance leads to job satisfaction and not the other way round. The basic factor for this phenomenon is the rewards (a source of satisfaction) attached with performance. There are two types of rewards-intrinsic and extrinsic. The intrinsic reward stems from the job itself which may be in the form of growth potential, challenging job, etc. The satisfaction on such a type of reward may help to increase productivity. The extrinsic reward is subject to control by management
such as salary, bonus, etc. Any increase in these factors does not help to increase productivity though factors increase job satisfaction.

A happy worker does not necessarily contribute to higher productivity because he has to operate under certain technological constraints and, therefore, he cannot go beyond certain output. Further, this constraint affects the management’s expectations from the individual in the form of lower output. Thus, the work situation is pegged to minimally acceptable level of performance.

However, it does not mean that the job satisfaction has no impact on productivity. A satisfaction worker may not necessarily lead to increased productivity but a dissatisfied worker leads to lower productivity.

**Absenteeism:**

Absenteeism refers to the frequency of absence of a job holder from the workplace either unexcused absence due to some avoidable reasons or long absence due to some unavoidable reasons. It is the former type of absence which is a matter of concern. This absence is due to lack of satisfaction from the job which produces a ‘lack of will to work’ and alienates a worker from work as far as possible. Thus, job satisfaction is related to absenteeism.

**Employee Turnover:**

Turnover of employees is the rate at which employees leave the organisation within a given period of time. When an individual feels
dissatisfaction in the organisation, he tries to overcome this through various ways of defence mechanism. If he is not able to do so, he opts to leave the organisation. Thus, in general case, employee turnover is related to job satisfaction. However, job satisfaction is not the only cause of employee turnover, the other cause being better opportunity elsewhere. For example, in the present context, the rate of turnover of computer software professionals is very high in India. However, these professionals leave their organisations not simply because they are not satisfied but because of the opportunities offered from other sources particularly from foreign companies located abroad.

Job satisfaction is not the same as motivation. It is more of an attitude, an internal state of the person concerned. It could, for example, be associated with a personal feeling of achievement. Herzberg in his two-factor theory of motivation advocated ‘job enrichment’ to give people the opportunity to use their talents and abilities, to exercise self-control over their job and thus to attain job satisfaction. The other two problems confronted by the executives include alienation and stress among the employees. Both these affect the level of job satisfaction adversely.

The term ‘job satisfaction’ is commonly used by the academicians and the executives. In the words of Feldman and Aronold, “Job satisfaction is the amount of overall positive effect or feelings that individual’s have towards their jobs.”

“Job satisfaction is the amount of pleasure of contentment associated with a job. If you like your job intensely, you will experience high job dissatisfaction. If you dislike your job intensely, you will experience job dissatisfaction.”¹ Job satisfaction is an individual’s emotional reaction to the job itself. It is his attitude toward his job.

Job satisfaction is a complex concept and difficult to measure objectively. The level of job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organisational and environment factors as stated below:

(i) Individual factors: Personality, education, intelligence and abilities, age, marital status, orientation to work.
(ii) Social factors: Personality with co-workers, group working and norms, opportunities for interaction, informal relations, etc.
(iii) Cultural factor: Attitudes, beliefs and values.
(iv) Organisational factors: Nature and size, formal structure, personnel policies and procedures, industrial relations, nature of work, technology and work organisation, supervision and styles of leadership, management systems, working conditions.
(v) Environmental factors: Economic, social, technical and governmental influences.

These factors affect job satisfaction of certain individuals in given set of circumstances but not necessarily in other. Some workers may be satisfied with certain aspects of their work and dissatisfied with other aspects. Thus overall degree of job satisfaction differ from person to person.

¹. Andrew, J. DuBrins, The Practice of Supervision, Universal Bookstall, New Delhi, 1988, p.58
Job Satisfaction and Productivity of Work Performance

The old view that a happy worker is a productive worker's does not clarify the complex relationship between job satisfaction and productivity. It was traditionally said that high job satisfaction leads to improved productivity, decreased turnover, reduced accidents and less job stress in the long-run definitely established.

The content theories of motivation assume a direct relationship between job satisfaction and improved performance. The expectancy theories of motivation, however, recognise the complexity of work motivation and consider in detail the relationship between motivation, satisfaction and performance.

Job satisfaction does not necessarily lead to improved work performance. For example, from the results of twenty studies, Vroom found no simple relationship, and only a low median correlation (0.14) between job satisfaction and job performance.¹

Porter and Lawler found that job performance leads to job satisfaction and not the other way round. They argued that performance leads to two kinds of rewards-intrinsic and extrinsic. The intrinsic rewards such as growth, challenging job. Etc. stem from the itself and extrinsic rewards are under the control of management such as salary, bonus, etc. intrinsic rewards are more closely related to satisfaction. For

instance, if a person performs well on a challenging assignment, he gets an immediate feeling of satisfaction.

The lack of correlation between job satisfaction and performance can be explained as follows. If job holds little potential for intrinsic rewards, and if extrinsic rewards bear a very little relationship to the performance level of the individual, the resultant connection between satisfaction and performance tends to be weak. In such a situation, management should do two things:

(i) Modify the job so that it becomes capable of yielding intrinsic rewards for performance.

(ii) Correct the reward system so that it acts as an incentive for higher performance, i.e., higher performance receives proportionally higher extrinsic rewards.

(iii) In practice, there may not be direct cause and effect relationship between job satisfaction and productivity at lower levels because productivity is determined by outside factors like speed of machine, quality of materials, type of supervision etc. However, the satisfaction-performance correlation may be stronger for people working as professional, or in supervisory and managerial position.

(iv) Argyle suggested a probable relationship between satisfaction and productivity for higher skilled workers, of for those workers involved deeply with their work. However individual differences cloud the position. The ‘average’ workers do work hard when

satisfied. But some workers my work hard in order to forget their lack of contentment, and other workers are more content when work requires modest or little effort as shown in Fig.1.

Thus, the relationship between job satisfaction and performance is an issue of continuing debate and controversy. However, three distinct points of view have emerged:
(i) Satisfaction leads to performance, a view associated with the early human relations approach.
(ii) The relationship between satisfaction and performance is moderated by number of variables, a view which is reflected in research studies.
(iii) A more recent view that performance leads to satisfaction.¹

Argyle also examined the relationship between job satisfaction and absenteeism and labour turnover. Both are affected by factors other than job satisfaction, but it is concluded that there is a lower level of voluntary absenteeism and of labour turnover, when there is a high level of job satisfaction.

Objectives of the study

1. To study the Socio-Economic background of the respondents.

2. To study the Value system of the respondents towards the organisation and dominant values present.

3. To know the Attitudes of the respondents towards organisation and their behaviour.

4. To investigate the factors responsible for Job Satisfaction and its areas.

5. To suggest few recommendations to the management which would be helpful to them as well as to researchers and other industries.
Raymond Limited

An Overview

* Raymond Care, and it Helps.
* Look Forward to the celebration.
* Raymond Limited.
* Dates and Events.
* Organisation and Manpower.
AN OVER VIEW

In world so certain of uncertainties. It is determination and ambition that keeps one going. What shall happen if these qualities are a culture? What can happen, Is so for all to see at Raymond limited Chhindwara.

Raymond Chhindwara which is a part of the J K group (Western Zone) is situated at a distance of 57 Kms from “Orange city” Nagpur. It is spread over a total area of 100 acres. The 100 acres plot stand as the plant commenced something in July 1990. The plant was in full swing by 1st April 1991. In a short span of 3 years, they have achieved stupendous success. They have rapidly improved upon the efficiency figure. The Spinning and Weaving departments have charged ahead of 90% efficiency levels. 

Quite frankly – They have exceeded all expectations.

But then, what are the parameters of performance? Is it PRODUCTION, is it QUALITY, is it the CUSTOMER, or is it the PEOPLE they have? Perhaps, it is an amalgamation of all these that spurs them on.
The present capacity of the plant after expansion, which has been concluded recently, is 25,000 Mts., of fabric per day. Thus approximately 86 lac Mtr. is produced per annum at Chhindwara. The Finishing department is the largest of its kind in Asia with a capacity of 40,000 Mts. per day. This fact opens to the possibility of carrying our finishing for other plants. As of now they process the process the complete production of JALGAON.

A Wool washing and Grey combing unit has become operational recently which has eliminated their dependency of Thane for scoured wool. Also the capacity of Dyeing department has been doubled with the commissioning of 11 new HTHP machines. With the commissioning of new P/W spinning the number of spindles have been installed in the new weaving department has taken the total number of looms to 120. All this makes Raymond Chhindwara the largest producer of P/W fabric among its sister concerns.

Quality of the produce needs no adjective. Quality of final product is a major concern for one and all. Inspection details are followed with religious favour. The minute and craftsmen like corrections in the Mending section remove whatever faults pass by. An intermediate perching section in the finishing department is a unique feature. This eliminate minute imperfections after Wet finishing.

The customer’s word is THE FINAL VERDICT for the Raymond. The faith the customer has in their product is valued and cherished by all of them. They are suppliers to the novel chain of
company retail shops all over the country. There are in total 163 such shops in 75 cities in India.

The HUMAN FORCE here asserts the significance of the glorious capabilities of humanity. Being HUMAN, is what they strive for. Neglecting the employees for harvesting more profit is certainly not their cup of teas. They realise and respect the futility of such an effort.

**RAYMOND CARE, AND IT HELPS**

The company have developed a Modern Housing Complex for their staff. The complex has a Modern Club House with Health Club having facilities like Swimming, Sauna and Gymnasium with latest equipment's. The club house also has a international standard badminton court. They realise the importance of quality education. A school has been started within their housing complex. (New school building is under construction). As of now the school is for up to 9th standards. Children of officers studying in Nagpur can utilise a company Hostel which has all the necessities, a growing child needs. A well equipped Dispensary is maintained in the factory premises. They also have a Baby Creche for children of working mothers.

What is the right input to such an organisation? It is the quality of people. They have selected fresh graduates from campus interviews of Reputed colleges. These students are inducted as trainees form a period of one year. The company believe in moulding them in the ‘Raymond Culture’. For trainees with no textile background they conduct separate classes (ATA). The company is also towards the completion of a large
scale ‘General, Awareness Training Programme’ for workers in which they will be covering the entire work force.

The future certainly has exciting things in store for them. The 160 crore investment in the expansion project can only take to new highs. With another Denim Project at YAVATMAL, just round the corner, the party has just begun.

**LOOK FORWARD TO THE CELEBRATION**

With satisfied customer of its member companies the J. K. Organisation (Western Division) is today to name to reckon with in India’s corporate sector. The J. K. Organisation, which Raymond (Textile-division; Chhindwara) is part, saw the light of the day in 1886. The organisation received its name J. K. from the father son duo of Sh. Juggilal Singhania and Sh. Kamlapat Singhania. Their idea was to develop an organisation with a diversified product line. Over the years the organisation grew in structure and nature. To facilitate better involvement of the top management in the organisation effort. The J. K. Organisation has been divided into three zones namely Western, Central & Eastern. RAYMOND LIMITED, Chhindwara is a part of Western zone. The chairman of this zone is Sh. Vijaypat Singhania, whose zeal to be the best was recently demonstrated when he won the World Lightest Aircraft Race.

RAYMOND become a member of the JK group about 60 year back RAYMOND had been producing blankets as their major product until it decided to change all this. With the introduction of superior
quality fabric. Over the last decade or so Raymond has grown a few times from a turnover of Rs 50 crores in 1980’s to over 600 crores today. Profits have continually improved with regular and growing dividends. In fact today Raymond is a net foreign exchange career and the real proud is to create a premium brand which is in international competitive market with other few companies of India.

RAYMOND Ltd. was adjudged the best Indian company and was presented the top corporate award by a team of experts from the HARVARD BUSINESS SCHOOL and THE ECONOMICS TIMES THE BUSINESS WORLD-MARG survey (1993) places at sixth position for overall performance. The group were ranked very high in profitability and innovativeness. According to DALAL STREET JOURNAL the group are at No. 3 at National level and No. I in western India. Undoubtedly they are the Numero Uno in the Indian Textile Industry.

It is not that they were born that they have achieved this as a result of their burning desire to provide the customer with world class fabrics.

Customer is the most important word in their dictionary. The wide range of shades, designs and blends available in the market bear a testimony to this.

RAYMOND limited is the flagship company of JK Group (western division) and has three plants in India, at Thane, Jalgaon and Chhindwara and one in Kenya. The Indian operation has head quarter at Mumbai.
They produce high quality, up market fabric in polyester/wool and polyester/viscose blends. It is not for nothing that they are known as master of shades. They are regularly churning out new shades and designs which help them maintain their market leader status. The fabric through a final stage of hi-tech. Processing to achieve the, now famous RAYMOND’S quality.

The combined operations of Raymond’s reduced a staggering 160 lacs meters of such hi-quality fabric per year. It is not a matter of coincidence but a result of there quest for excellence that they produced the finest fabric in India the Microlite and Super Microlite labels. These all wool, extra fine high denier qualities can compare with the best in the world.

The customer’s faith in their quality is overwhelming. At the bi-annual top dealer meeting they usually receive orders which are twice the capacity. They plan their produce is approximately six months in advance, since whatever they produce is already sold at the bi-annual meeting. The market calls it fantastic – it is a way of life for them.

They have been appreciated for their innovativeness – why?

It is for one and all to see.

They promoted the Park Avenue brand of ready – made suits and other men’s garments and accessories. They are ate supplier for these items produced at JK Bombay. As a matter of habit they have done very well.

Another example of their pioneering efforts is the unique concept of Raymond’s Exclusive retail shops all over the country. There are now 163 such outlets in 75 cities.
6/4/87 Ministry of Textiles, Government of India Issued letter of intent no. LOI 157 (87), at Balaghat for manufacture of Textiles by installation of 50,000 spindles and 1500 looms (under schedule industry no 23 (5) – synthetic artificial fibres including yarn and not under 23 (3) – wool licensed to Thane and Jalgaon.

28/11/88 MRTP cleared the proposal for setting up a new unit at Boregaon by installation of 50,000 spindles and 1500 looms total cost of Rs. 335 cores. Synthetic artificial man-made fabric and yarn.

28/11/88 Ministry of Industry (SIA) approved change of location from Balaghat to Boregaon.

30/5/88 LOI have been extended up to 5/4/1989.

11/8/89 Raymond signed lease agreement (for 99 yr.) with Madhya Pradesh Kendra Vikas Nigam Jabalpur Limited for 100 acres of land at least premium of Rs. 29,45,283,75 with annual grown rent with Rs. 60,728

8/10/89 Bhoomi Poojan was performed.

10/10/89 Construction of factory building started.
31/5/90  Raymond signed agreement with MPEB for sanction of HP
power up to 1500 KVA after 31/5/90
up to 3000 KVA after 3/8/90
up to 5500 KVA after 3/12/90

20/8/90  South India Viscose Limited dispatched Viscose staple
fibrie to Boregoan

30/8/90  Indian Organic Chemical Limited diverted a consignment
of staple fibre from Orient synthetic limited to Raymond
and was sent to Bhilwara Spinners, Bhilwara for converting
into yarn.

1/4/91  Commencement of commercial production

10/6/91  Spinning and Finishing Department started operating

1/8/91  First sale invoice was raised on Premji Dungarshi co. Thane
dispatched on 25/7/91.

23/2/92  Ministry of Textiles, Bombay (Govt of India) allotted
registration no TXC/WVG/TTC /28/9/31 dated 22/01/1992
for Boregaon unit.

24/7/93  Districts Industries Central Chhindwara have issued a
certificate for exemption entry tax for a period of 5 yr. from
30/8/90 on entry tax (purchase) in lieu of Octroi

29/5/93  Raymond made an application to Secretariat for industrial
approval New Delhi Certificate certifying that Raymond
started commercial production from 1/4/1991 for
production of 15,75,000 sq. mtr of all wool fabrics at
Boregaon for manufacture for the first time.
15/6/93 Ministry of Industry, Govt of India Delhi issued acknowledgement of the application under the new procedures of licensing for manufacture of woolen fabrics at Boregaon.

4/11/93 Industries commissioner MP Bhopal issued sanctioned order for payment of states investment subsidy of Rs. 15 lakhs for setting of new unit at Boregaon under state investment subsidy, rule 1989.

15/1/94 Director of industries Govt. of MP Bhopal issued certificate of eligibility for exemption of payment of sales tax for a period of 5 yr. from date of commencement of production 1/4/91 to 31/3/96.

24/2/94 Raymond-Boregaon, started Commercial production of Woolen fabrics.

1/4/94 Provident Fund coverage is given is after availing of infancy period of 3 yr. benefit.

14/7/94 Ministry of industry Govt. of India issued acknowledgement for commencement of commercial of woolen fabric from 24/1/94.
Chapter-2

Review of Literature
Chapter-2

REVIEW OF LITERATURE

Job satisfaction is the result of various attitudes possessed by an employee. In a narrow sense, these attitudes are related to the job and are concerned with such specific factors as wages, supervision, steadiness of employment, conditions of work, advancement opportunities, recognition of ability, fair evaluation of work, social relations on the job prompt settlement of grievances, fair treatment by employer, and other similar items.

However, a more comprehensive approach requires that many additional factors be included before a complete understanding of job satisfaction can be obtained. Such factors as the employee's age, health, temperament, desires and level of aspiration should be considered. Further, his family relationships, social status, recreational outlets, activity in organizations-labor, political, or purely social- contribute ultimately to job satisfaction.

In short, job satisfaction is a general attitude which is the result of many specific attitudes in three areas, namely, specific job factors, individual characteristics, and group relationships outside the job.

There is the great confusion in the use of the term "job satisfaction" and in the factors that contribute to it. Reviewing the many studies in the area almost leads to the conclusion that job satisfaction is
anything that an author measures when he thinks that he is measuring “job satisfaction,” Too few experimenters in this field have been concerned with either the reliability or few validity of their measures.

Some studies have dealt only with attitudes on some specific job factors but have been called job satisfaction studies. Others have investigated other job factors and have also been called job satisfaction research. Still others have considered the individual factors and the job factors, and a few have attempted to measure parts of all three areas. It is no wonder that conflicting results are found in the literature on this subject. No one study is necessarily more in error than another, but most are incomplete. For example, an organization that has a good personnel program and offers steady work, good supervision, etc., may nevertheless find that a particular worker has little job satisfaction because of his capabilities in connection with his particular job family problems or unhappiness or unhappiness about his failure in union activities.

One additional point must be made about the confusion among the terms “employee attitude,” “job satisfaction,” and “industrial morale.” Although in many instances they are used interchangeably, they are not synonymous. An “attitude” is not “job satisfaction although it may contribute to job satisfaction since the latter is comprised of a number of attitudes. Similarly, job satisfaction is not the same as industrial morale, although it may contribute to morale.
An attitude of an employee can be considered as a readiness to act in one way rather than another in connection with specific factors related to a job.

Job satisfaction is the result of various attitudes the employee holds toward his job, toward related factors, and toward life in general. Industrial morale is a byproduct of a group and is generated by the group.

Surveys and studies have been carried out on a community-wide basis, in specific professional or occupational groups and, of course, in specific industrial establishments.

**HOPPOCK STUDY**

One of the early community-wide surveys was conducted by Hoppock in the town of New Hope, Pennsylvania (1935). Eighty-eight percent of the 351 employed adults answered the lengthy questionnaire.

These results indicate that 15 percent of the sample had negative attitudes, or job dissatisfaction. This early finding is quite similar to the preponderance of evidence that has since been reported. Robinson and Hoppock have collated the data on 191 assorted studies reporting percentages of job dissatisfaction (1952). The median figure is 18 percent dissatisfied.

These figures are quite different from the “common sense” view which workers are considered as robots doomed to dissatisfaction in
work because of industrial mechanization and other self-attributed causes.

Hoppock asked 36 nationally prominent personnel officers to estimate percentages of workers who were dissatisfied. The answer ranged from 0 to 80 percent, the average being 49 percent. As Hoppock points out, if numbers from 0 to 100 were put in a hat, the average of the numbers drawn would be 50. Hence it may well be that the 49 percent is as void of meaning as chance itself.

The view that is clearly taken is that the majority of the gainfully employed tend to have job satisfaction or are at least neutral. Only a small percentage have job dissatisfaction.

An index of job satisfaction was computed; the results are shown in Figure 12.1. A breakdown according to occupation classification indicates that the average index is lowest for the unskilled category and highest for the professional category; this is shown in Table 12.2.

This survey indicated that there is considerably more job satisfaction than dissatisfaction when all the persons who are gainfully employed are included in the survey.

Hoppock also conducted a survey on people in one occupation, namely, teaching. Five hundred teachers from 51 urban and rural communities in the northeastern United States estimated their job satisfaction on four attitude scales by combining these scales, a measure of job satisfaction was obtained. Of this group the 100 most satisfied
and 100 least satisfied were asked about 200 questions. A comparison of their answers differentiated the satisfied from the dissatisfied teachers in the following areas:

1. The satisfied showed fewer indications of emotional maladjustment.
2. The satisfied were more religious.
3. The satisfied enjoyed better human relationships with superiors and associates.
4. The satisfied were teaching in cities of over 10,000 population.
5. The satisfied felt more successful.
6. Family influence and social status were more favorable among the satisfied.
7. The satisfied “selected” their vocations.
8. Monotony and fatigue were reported more frequently by the dissatisfied.
9. The satisfied averaged 7.5 years older.

One interesting finding is that the difference in average salaries between the two groups was not statistically significant.

One brief comment is necessary about this survey. No attempt was made to measure the proficiency of the teachers, and therefore it is not know whether those who were dissatisfied were less “good” than
the satisfied group. This survey also brings out the point that job satisfaction and vocational interest are not identical.

In the epilogue to his study on job satisfaction, Hoppock proposes the following six major components of job satisfaction:

1. The way the individual reacts to unpleasant satisfaction.
2. The facility with which he adjusts himself to other persons.
3. His relative status in the social and economic group with which he identifies himself
4. The nature of the work in relation to the abilities, interests, and preparation of the worker

Job satisfaction is an important generalized attitude in an individual, not a specific attitude about specific job factors. The idea that it is related to the individual's emotional adjustment suggests that those who are unstable emotionally may have considerably more difficulty adjusting themselves to a job and may therefore be dissatisfied with it.

An excellent illustration of how job satisfaction is influenced by group variables is presented by Hulling and Smith (1964). They were interested in exploring whether men would differ significantly from woman (in the same plant) in terms of their job satisfaction. They obtained measures of five separate aspects of job satisfaction from 295
male workers and 163 female workers drawn from four different plants. The data were analyzed with respect to the mean job satisfaction for the male and female workers. Analyses indicated that in three plants the female workers were significantly less satisfied than their male counterparts (p<0.05) while in the fourth plant there was no significant difference. A test on the relative size of the differences indicated across the four samples.

**SUMMARY OF JOB SATISFACTION RELATIONSHIPS**

In summarizing the research relating job satisfaction to job behavior variables, Vroom (1964, p. 186) draws a number of conclusions which are worthy of repeating here.

1. There is a consistent negative relationship between job satisfaction and the probability of resignation. This relationship appears when scores on job satisfaction are obtained from individuals and used to predict subsequent voluntary dropouts and when mean scores on job satisfaction for organization units are correlated with turnover rates for these units.

2. There is a less consistent negative relationship between job satisfaction and absences. This relationship appears to emerge most consistently with measures of unexcused absences, and when frequency of absence rather than actual days lost are used.

3. There is some indication of a negative relationship between job satisfaction and accidents. However, the number of existing
studies of this relationship is too small to permit any firm conclusions.

4. There is no simple relationship between job satisfaction and job performance. Correlation's between these variables vary within an extremely large and the median correlation of 0.14 has little theoretical or practical importance. We do not yet know he conditions which affect the magnitude and direction of relationships between satisfaction and performance. Obtained correlation's are appreciable extent on the occupational level of the subjects or on the nature of the criterion (objective or ratings) employed.

SOME GENERAL COMMENTS ON JOB SATISFACTION

Anyone who has ever held a job knows that if he does not get along with his coworkers the job is unsatisfactory. The most rugged, aggressive, and independent individual will not be satisfied at work if he cannot get along with the working group. Furthermore adjustment to people on the outside affects a person's adjustment to his job. A secretary who is not getting along with her boyfriend or a husband who has had an argument with his wife is likely suddenly to find some dissatisfaction with the job which did not exist before; this usually disappears just as suddenly, after the "Kiss-and-make-up" stage.

In our culture, as in many others there, there is a strong desire to be approved and respected by others, especially one's friends. If an individual is to have job satisfaction, he must feel that he is on a par
with his friends. College graduates consciously or unconsciously sacrifice money when they enter the professional rather than the business field. They are reluctant to choose selling as an occupation because they feel they are "too good" for it. The fact that eventually sell professional services does not bother them, whereas selling insurance or hats usually does. The factory worker whose friends also work in a factory can feel he is as good as they are; he will have greater job satisfaction than the factory worker whose friends are mainly office workers.

Job dissatisfaction may well be the result of a lack of vocational guidance. A person who is "too good" or "not good enough" for a job, in terms of his abilities and interests is not likely to be satisfied with his job. During the depression years college graduates were available at a "dime a dozen." Department stores discovered this and proceeded to hire them at almost this rate. But they soon had to discontinue this policy, because the young men and women were "too good" for the job and left in droves, despite the fact that there were few positions open. People are not capable of working for any length of time at a job which they feel is below them. This is true also of people who do not possess the necessary abilities. A college professor who cannot keep up with his students is likely to be a "sad sack". He may come to the conclusion that his students ask questions only to prove how smart they to the conclusion that his students ask questions only to prove how smart they are. Certain police departments face the peculiar problem of having
officers who are less capable than the patrolmen. Friction results. The same phenomenon appears in all types than of business organizations.

Security contribution to job satisfaction, but we must remember that security is social as well as economic. More important, security is relative not absolute. Resignations occur in the civil service even though the positions carry tenure, furthermore, some people holding these jobs report greater insecurity than some industrial employees who have to guarantee of continued employment. Of course, it may be that insecure people seek civil service jobs and that their basic insecurities prevent their feeling any great job security. Adventurous and dangerous jobs are sometimes considered “secure” even when life itself may be in the balance. A physician is secure in his position and cannot be prevented from continuing in it (baring a few legal exceptions), but he has no guarantee that people will call him. The point is that security is a relative, not an absolute, concept.

Knutson (1952) makes the interesting point that what some writers refer to as security or insecurity is defined by others as adjustment or maladjustment, high or low morale, and the like. He states:

Personal security is a “dynamic” concept. people seek security within their various areas of striving: by achieving it, they become secure in some areas; by failing to achieve it, they become insecure in other areas. The areas of personal striving are interrelated and overlapping, and some may be of greater importance than others to the
security of the individual. Feelings of security or insecurity may tend to become generalized throughout the personality structure or they may be projected from one area of striving into others. Furthermore, the biological structure or physical or social environment of an individual, by limiting or influencing the character and direction of his motivations, may have a direct bearing upon the nature of his securities. In view of these conditions or possibilities, there appears to be a general level or status of security, as well as levels of security within the individual areas of striving.

A person’s feelings of security or insecurity within any area of striving involve his own subjective evaluation of his success, in past and present situations and group relationships, also, his expectations, hopes, fears, or uncertainties with respect to the carrying out of his purposes and aspirations in future situations and group relationships.

Feelings of security within any functional area vary on a continuum, so that security status within any area of striving or within any situation may considered a matter of degree rather than a matter of absolute.

Kuntson found that the patterns of security of very similar occupational groups are more alike than those of more distantly related occupational group. This finding would lead to the speculation that job satisfaction may not be a unitary trait but that it may exist in some people when they are employed in certain occupations and not in others.
Loyalty is not to be overlooked in job satisfaction. The feeling that he worker has for his firm or boss, or both contributes to job satisfaction. Although it is not likely to be as strong as the "school spirit" evidenced by loyal sons of Alma Mater, it is present in employees. It is the factor that prompts service beyond the line of duty in relation to job requirements.

To understand job satisfaction better, we must take in to consideration the opportunities for satisfaction that the job itself affords the individual as well as the broader opportunities it offers him. The job satisfaction index rises with occupational level. Kornhauser (1940) reports findings which have a bearing on this point. He asked four different economic groups seven questions dealing with personal satisfaction, and in each instance he found that the higher income groups indicated greater personal satisfaction.

Each of these questions is directly or indirectly related to job satisfaction. Questions 2 and 4 are the only ones to which the majority of the lowest income group gave favorable answers and yet the are of the essence of job satisfaction. This study is cited to show that if the economic range is great enough, salary may become a significant factor, but that with any one occupation group (for example, Hoppock's teachers) or within a limited range, it is a minor factor.

Morse (1953) has published a book entitled Satisfactions in the white-collar job. It is based upon the interviewing of 742 clerical
workers in a large insurance company. In addition, 73 first-and second-line supervisor were also interviewed.

As a result of this study, the hypothesis was advanced that satisfaction depends basically upon what an individual wants from the world and what he gets. Morse developed four indices of job satisfaction. The first is related to content of the job; the second is related to identification with the company; the third is related to financial and job status satisfaction; and the fourth is related to pride and group performance. While it must be stated that an author is as an author does, the point of view expressed in the text is to refer to job satisfaction as the resultant of the sum total of individual attitudes, and to refer to job satisfaction as the resultant of the sum total of individual attitudes, and to refer to morale as a group factor. Morse apparently considers job satisfaction and morale as interchangeable concepts. To be more correct, she considers morale to be a combination of three of her indices of job satisfaction: job content, company involvement, and job status. However, at another point, she describes the degree of group sprit as equal to morale. While it is not important for present purposes to become involved in the problem of semantics, it nevertheless is important for an author to be consistent in definition as well as in application.

One of underlying generalizations offered by Morse is that level of satisfaction is a combination of both level of aspiration or need-tension level and amount of return from environment. Satisfaction exists when these two are in line, and job dissatisfaction exists when the
return from the environment is much less than the need level of the individual. Morse found that productivity and employee satisfaction did not necessarily go hand in hand. This is similar to other findings of the Michigan group on section gangs on a railroad and factory workers in a tractor plant. All three studies find that high producers do not differ significantly from low producers in overall satisfaction with their employment.

Only one who is naive or who makes unguarded and unwarranted assumptions would expect to find job satisfaction and production related in a cause-and-effect relationship. This view is what might be called “unseasonable sweetness” – that is, all good things should be expected to go together. Since job satisfaction is a good thing and so is high production, the two ought to go together. High production, however, may be an employer’s goal and job satisfaction may be an intrinsic quality in an employee. Many instances can be cited from everyday experience where people who are very job-satisfied are not necessarily high producers. It may be best to regard job satisfaction as an entity in itself, which may or may not be related to production just as one might hope to find that beauty and intelligence go together one finds that sometimes they do not, although sometimes they do.

Schaffer (1953) has proposed the hypothesis that “Overall satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied in a job are actually satisfied; the stronger the need, the more closely will job satisfaction depend on its fulfillment.”
Schaffer investigated 12 need, using as his sample 72 employed men, most of whom were in the professional and semiprofessional occupational groups. He found that two clusters appeared. One contained need which were passive or hostility-restraining in nature; the other contained the assertive, aggressive needs. A high correlation existed between the person’s two strongest needs and overall satisfaction. Among the strongest need reported in this sample were creativity and challenge, mastery and achievement, and helping others.

Morse’s work and Schaffer’s work seem to point to the view that job satisfaction depends upon the fulfillment of personal need. Such fulfillment may not at all depend upon productivity as measured by the number of units turned out, and therefore the expectation that increasing job satisfaction increases productivity may be a ‘Pollyanna’ approach to the reality that does exist.

Weitz (1952) raises an interesting point that a measure of general satisfaction of an individual should be taken in relation to that individual’s job satisfaction. He scores and a large number of job dissatisfactions are less likely to quit than those who have low general dissatisfaction scores and a large number of job dissatisfactions; other combinations are obvious, such as high general dissatisfaction-low job dissatisfaction (less likely to quit), etc.”

Granted that we should know with what job satisfaction correlates. However, which we may hypothesize, we should not glibly expect job satisfaction to correlate with arbitrary and assumed external
criteria. We may expect job satisfaction to correlate with length of employment and production, but under certain conditions this expectation may be false. Both production, and length of employment may be employers’ goals and cited as measures of success. However these two criteria are not correlated to any perfect extent with each other. Blum’s finding (1940) that production and length of employment correlated +0.44 would indicate that each is measuring a somewhat different aspect of success on the job.

Severin (1952) points out that care should be used in substituting one criterion for another since the median correlation of job performance criteria with various other criteria is about +0.30 It is clear that criteria correlate with various one another variously, and some are more equivalent to each other than are others.

In a market of many jobs, the more productive workers may take better jobs and the poorer ones will stay on. Job satisfaction may be that the more productive workers, regardless of job satisfaction, take advantage of better job opportunities.

Whether job satisfaction is related to termination may depend to a large extent on employment conditions and the availability of other jobs. Therefore, the correlation between job satisfaction and termination may exist in one type of employment market and not in another.

Studies comparing job satisfaction with such criteria as termination and production may result in erroneous conclusions. It is necessary to be aware that many hypotheses can concerning the relation
between job satisfaction and production and/or termination or any other stated criterion. The hypothesis offered here is that job satisfaction can bear various relations to production depending upon a host of factors not usually even considered by some psychologists in their studies. For example, a correlation is computed as a result of taking a measure of production at a particular time. It is clear from studies investigating production that it varies from one period to another. In other works, production in the long run may differ from production in the short run and which should be regarded as the “truer” measure? If they differ, then each bears a different relationship to job satisfaction.

It is most important to establish what is meant by job satisfaction or dissatisfaction and then to measure it. If what is meant by job dissatisfaction is the number of gripes that a person has about a job, it may not be correct to assume that the person who gripes will necessarily leave the job. It may happen that gripper is competent and feels free to gripe, whereas the person who is unsure and is afraid to complain may leave the job because he is really dissatisfied. This, again may be cited as an example or does not mean that this correlation would continue if any variable in addition to the two being measured were to change.

Research findings often lead to meaningful hypotheses, but they must also be mixed with reality. Many times the research will be stumped by the meaning of his results. All he has to do is ask the secretary or the factory worker involved to explain the phenomenon, and the answer will be forthcoming immediately.
Kates (1950) found that there was a positive correlation between scores on the Strong interest blank and job satisfaction in clerical workers, but he did not find that the expression of job satisfaction bore any relation to Rorschach signs of adjustment or maladjustment in these same clerical workers. He also found that the higher the score on the clerical scale of the Strong blank, the more numerous were the signs of personality maladjustment as determined by Rorschach respondents. This would mean that routine clerks may be satisfied with their jobs despite Rorschach’s signs of maladjustment. This finding does not allow the generalization that routine clerks who are satisfied on their jobs are emotionally maladjusted. It merely means that the possibility exists that individuals may have satisfaction in one area in relation to their personality structures, and if these people were working in different areas they might have dissatisfactions. Thus, it is unsafe to assume that all “good” things ought to go together, and if they do not then there is something wrong.

Watson (1939) has conducted a few studies in job satisfaction, the results of which are summarized here to shed additional light on the role of salary as a factor in job satisfaction. He states:

Without in any way denying the need of many workers for higher wages, it may be recognized that sometimes workers, vaguely dissatisfied with the way things are going, know no other way of meeting the satisfaction. They ask for more pay or shorter hours, and perhaps they should have these, but if these demands were attained, the
relief would be only temporary. The underlying cause of dissatisfaction may be not in the pay envelope or the time clock, but in the work itself.

Job dissatisfaction occurs when conditions of work and life are such that they block the gratification of strongly desired human needs. It appears that the phenomenon is more likely to occur at higher levels. The nature of the job and the reward (both physical and psychological) it offers are hardly adequate to gratify these needs (psychological). It offers are hardly adequate to gratify these needs (physical, security, social and egoistic) to a desired extent at lower occupational levels. This may lead to a feeling of deprivation. Since a job is very much instrumental in the satisfaction of these needs, an individual may displace these feelings to the job.¹

Sinha conducted a comparative study of job satisfaction in office and manual workers by taking 100 offices and the same number of manual workers as sample. He drew the conclusion that “office workers a group were more dissatisfied than manual workers. The causes of dissatisfaction were inadequate salary and not enough leave with pay whereas for manual workers they included lack of security, no advancement and the job not being congenial to their health.

Raka Sharan conducted a study on working conditions and job satisfaction. Six aspects of working conditions were- wages, benefits, job security, promotional prospects, Physical atmosphere at work place and social relationship with immediate bosses. He observed that the respondents got very low wages. They seldom got the benefits like casual leave, earned leave, medical or maternity leave to which they

were theoretically entitled. They were dissatisfied with physical atmosphere. Their work duration almost exceeded eight hours a day. Workers mentioned that sometimes they had work without any break. Absence of proper lighting arrangements and electric fan at the assembly rooms had made the conditions still worse. The Researcher found that if the working condition show any market improvement particularly in wages, the respondents satisfaction with their present job too is likely to improve considerably.¹

In another study effort was made to find out the relationship between life satisfaction and job satisfaction and to study the role of objective factors such as pay, housing and other economic benefits in general satisfaction with life. Salary was found to be the most important. Salary was found to be the most important factor accounting for 15% of the variance in the employee’s perceived life satisfaction. Amenities satisfaction emerged as the second important factor accounting for 1.6% of the variance. The other factors which made significant addition to cumulative contribution of life satisfaction were active acceptance of norms, education and age. The rest of the independent variables including supervisor satisfaction, intensive job satisfaction with nature of job did not make any contribution to the employee’s life satisfaction.

In India, Ganguli compiled results from three studies on Indian worker’s ranking of various job factors that could contribute to the satisfaction of dissatisfaction of employees in their work.²

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The ranking is as follows:

(a) Adequate earnings.
(b) Comfortable working conditions.
(c) Suitable type of work.
(d) Good and sympathetic supervisor.
(e) Opportunity to learn a job.
(f) Job Security.
(g) Adequate Personal benefits like Canteen, Medical aid, Provident Fund.
(h) Opportunity for promotion.
(i) Job Status and Prestige.
(j) Good personal relations.
(k) Prestige of company.
(l) Free medical aid.
(m) More leave with pay.
(n) Clear instructions about the job.
(o) Cheap ration.
(p) Regular working hours.
(q) Share of responsibility.

It would be a mistake to take a merely humanitarian view to regard workers as a submerged group waging a commendable uphill fight for better conditions of life. The modern approach to the study of labour must accept certain things as a fact with no feelings of exuberance or regret. Secondly, correct answer to labour problems would require some understanding of the underlying social and
psychological forces as well. While the economist can explain the probable economic effects of various measures and laws and can indicate how a certain programme may effect employment, production, profit and wages. The Sociologists and psychologists must analyse the causes of human behaviour and also decide what results they desire in a given context. \(^1\) It is because of this reason that the need to undertake the present study was felt.

From the study of literature we find job satisfaction is one of the important factors which affect not only the efficiency of the workers but also such job behaviour as absenteeism and accidents etc. Work is important to men and job satisfaction plays a major role in general satisfaction. High job satisfaction is the hallmark of a well-managed organisation. Job dissatisfaction on the part of the employees may lead to industrial unrest.

The main view of an organisation is to get maximum output of highest quality in shortest time period, with minimum expenditure of human energy and maximum job satisfaction. Satisfied workers are more productive than the dissatisfied ones.

S.K. Srivastava is of the view that there are a few studies on the measurement of job satisfaction with reference to different sectors in the Indian context. There are various intrinsic and extrinsic factors which affect job satisfaction. The relationship of these variables in job satisfaction should be studied.

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1. Das, N.: Industrial Labour in India, Eastern Economy Pamphlets, Delhi, p. 83
Though the factors affecting job satisfaction can not be isolated from one another yet, for analysis, the researchers can, by the use of statistical techniques separate them to give an indication of their relative importance to job satisfaction.

These days various organisations are spending on labour welfare and government has enacted many labour welfare laws so that the industrial worker is able to taste occasionally the better things of life, and so that worker is happy in the organisation. But whether these labour welfare activities have made any impact on job satisfaction among workers is difficult to answer.
Chapter-3

Research Methodology
Chapter-3

RESEARCH METHODOLOGY

Research is the systematic method of investigating and analysing the facts. It aims at the solution of the human problems or to derive approaches for the solution. Research is the use of the Scientific method in the search of knowledge including knowledge of alternate practice and information techniques, which would be of direct use. Research is the species that belongs to the genus social research or more specifically reformed to as Social Science research. Thus research in the Social Sciences is research in the research in behavioural and personality aspect of Social functioning”.

Research Methodology is a systematic approach or procedure in conducting research. Methodology acts as the guideline and road to the completion of the research project through collection of data and observation. Research study is a formal, systematic, intensive and purposeful investigations of the collected facts, with the area of determining cause and effect relationships among such facts from research. It helps the researcher to reach upto some conclusion, which can be useful in this field.

Every research is based on certain methodologies without which no research work can be complete. Researcher has adopted a method to
carry out the research work, which was bound to be suitable. Its a detailed study, based on scientific description.

**Title of Study :-**

A Sociological study of Job Satisfaction among Executives and labourers, with special reference to Raymond Ltd. in Chhindwara distt. M.P.

**Selection of the Topic :-**

The investigator selected this topic due to the following reasons. In todays dynamic and Industrial world job satisfaction plays an important role in any industry and organisation. It becomes necessary to find out whether the employee or employer is satisfied with their job then they will naturally contribute to the progress of organisation and if not satisfied the reverse will be the effect.

The Executives in any department and in specific personnel department have to see that employee of the organisation are Satisfied with their job. Thus the investigator selected the topic inorder to contribute through findings the various factors responsible for job satisfaction and also enable the employer to know the factors which help in improving the job Satisfaction level and the loop holes in their working conditions, financial and welfare facilities which lead to dissatisfaction.
Universe of the Study :-

The study was limited to Raymond Group at Sausar, in Chhindwara Distt. near Nagpur. The Universe covered the Executives and Labourers of Raymond Ltd. with Emphasis on Sausar Unit. The Universe of the study was 330 labourers and 250 Executives from which samples were selected.

Sampling Procedure :-

When the part of the Universe taken as the representative of the whole, the Study in Called Sampling study.

There were total 300 respondents selected by the researcher. Total 300 respondents were selected by the researcher using stratified Random sampling method. From the randomly selected Universe of 330 Labourers and 250 Executives, 300 respondents were taken as samples i.e. 150 from each strata respectively.

The limitation of time and money has not permitted the researcher to study the whole universe. So the researcher studied only 300 respondents including both executives and labourers of Raymond Ltd.

Research Design :-

Designing is a preliminary step in every activity. It provides a picture for the whole before starting of the work. The researcher has used descriptive design for gaining experience. For this relevant literature
related with the subject has been carried out. It also includes survey, selection of respondents and proper questioning etc.

It is a descriptive study in which the research has tried to access the intensity of job satisfaction among Executives and labourers of Raymond Ltd. by taking a Scientific Scale in consideration. Research was of quantitative method.

**Procedure of Study :-**

A Schedule was prepared by the researcher in consultation with his supervisor who is expert in this area with a view to ensure effective administration of the tools of the study.

**Schedule :-**

A schedule containing 50 questions was devised by the researcher with a view to ensure that complete and uniform data is available. It was developed in many parts having several questions in each area of concern to the study. These area were :-

1- General Information.

2- Socio-Economic Background.

3- Working Conditions, Financial Benefits.

4- Promotion Opportunities.

5- Transfer opportunities.

6- Transfer opportunities.
7. Training Programmes.
8. Welfare facilities.
9. Inter personal relationship
10. Decision making
12. Attitude towards job.

Interview Schedule was pre-tested in a similar population outside the area covered by the study. The final schedule which emerged after taking into account i.e. testing experiences contained questions. Questions were so arranged as to cause the least possible problem to the respondents in reconstructing the general sequence of events as experienced by them. This meant intermixing of questions from different areas, but every care was taken to include all the areas and relevant questions in each of them in final schedule. The final schedule was structured tool providing for probes and questioning in depth, wherever necessary. After preparing the schedule, 3000 copies of the schedule were Photostat and were administered individually to the samples. Researcher started the field work and it took 6 months for data collection.

**Interview Procedure** :-

Looking at the nature of study careful consideration was given to interview the respondents. Prior permission was taken by the researcher
and the respondents were informed of the purpose of the survey and were assured that information given by them would be treated confidentially.

This study made use of a factual statement to introduce the researcher and the study to each respondent, the researcher right to ask question was comfortably established. Primary data so collected was then compiled so as to make the organisation of the data smooth.

**Data Processing :-**

After collecting all the data researcher processed the data. Data processing includes editing, coding, Master chart. It also includes tabulation and data analysis

a. **Editing :-** First of all the data were edited

b. **Coding :-** Coding implies assigning of symbols to the classified data. Researcher gave system of signs to all the questions and to it multiple answers were given. Interview schedule was assigned different codes for a better understanding.

c. **Tabulations :-** After coding, the information obtained from the interview Schedule was analysed and made in a simple as well as cross table form and from these interpretations were made.

d. **Analysis & Interpretation :-** The information which was obtained from different tables regarding each question was separately analysed and interpreted. Likert (1932) Scale was used
by researcher few statement positive and Negative in nature which were examined by the Psychologist were introduced. Responses thus received were given the Scores. Highest the Score most favourable was the attitude.

**Strongly Agree** = 5

**Agree** = 4

**Undecided** = 3

**Disagree** = 2

**Strongly Disagree** = 1

**Secondary Data :-**

Interview with 300 respondents was supplimented by consulting relevant literature official records, census records, district Gazettes and observation method was also utilized to cover some data.

**Statistical Analysis :-**

The data was put to further statistical analysis to draw significant conclusions. The data was analysed in terms of percentage, ratios, etc.

**Operational Definitions :-**

Based on the nature and content of study, the following concepts are defined.
1- **Job Satisfaction** :- The term Job Satisfaction refers to an Individuals general attitude towards his or her job. It is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. There are three important dimensions to job Satisfaction. first, job Satisfaction is an emotional response to a job situation. Secondly, job satisfaction is often determined by how well one meet or exceed expectations. Third, Job Satisfaction represents several related attitudes.

2- **Executives** : He is an employee having job of executing and Managing the affairs of company. Employees belonging to this grade are from Junior officer to General Manager.

3- **Labourers** : He is a person employed to do any skilled, Semi-Skilled, Unskilled, Highly Skilled work.

4- **Values** : Values are the basic convictions that a specific mode of conduct is personally or Socially preferable or not. They contain a judgemental element of an Individuals idea as to what is right, good or desirable.

5- **Attitudes** : Attitudes are evaluative statements either favourable or unfavourable. It is an intention to behave in a certain way towards someone or something.

6- **Scale** : In the present study 5 point Scale (likert Method, 1932) was used to assess the areas of agreement and disagreement. Few
statements positive and negative in nature which were examined by the Psychologist were introduced. Responses thus received were given the Scores. Highest the Score most favourable was the attitude.

**Chapterisation Scheme :**

The First Chapter deals with the introduction of the topic. This chapter also looks at a glance the structural background of the organisation i.e. Raymond Ltd.

The Second Chapter deals with Review of literature.

The Third Chapter highlights the Research Methodology. In this Chapter sampling Method, Research design and Methods of Data collection are discussed.

In the Fourth Chapter the General Information Socio- Economic status are discussed.

Chapter Five emphasised on the valve system of the respondents.

Chapter Six deals with the job related attitudes and behaviours of respondents.

Chapter Seven deals with determinants and factors of job satisfaction and its areas.

Chapter Eight focuses on Conclusion, Suggestion and Recommendations.
Chapter-4

Socio - Economic Status of The Respondents
AGE WISE DISTRIBUTION

On 'Y' axis: 1 cm = 10 Resp.
- Executives
- Labourers

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-30 yrs</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>31-40 yrs</td>
<td>120</td>
<td>80</td>
</tr>
<tr>
<td>41-50 yrs</td>
<td>50</td>
<td></td>
</tr>
</tbody>
</table>
Chapter 4

Age:

Age of the respondents is very helpful in determining their way of thinking. Age is one of the factors which accounts for his sense of responsibilities.

Table No. 1

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Age in Years</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>21 – 30</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>(b)</td>
<td>31 – 40</td>
<td>120</td>
<td>80</td>
</tr>
<tr>
<td>(c)</td>
<td>41 – 50</td>
<td>-</td>
<td>50</td>
</tr>
<tr>
<td>(d)</td>
<td>51 – 60</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>150</td>
</tr>
</tbody>
</table>

The interpretation of the above mentioned table shows that 80 percent of the executives were in the age group of 31 – 40 years, while only 20 percent of the executive fall in the age group of 21 – 30 years.

On the other hand 53.33 percent of the labourers belonged to the age group of 31-40 years, while 33.34 percent were in the age group of 41 – 50 years and only 13.33 percent fall in the age group of 21 – 30 years.

The age composition of employees shows that proper manpower planning has been undertaken to ensure smooth operation.

A large check of employee’s i.e. 80 percent of executives & 53.33 percent of labourers were in the age group of 31 – 40 years.
Educational Status :-

Educational status plays a vital role in selecting the right occupation. Educational status is the criteria to place right man on right job.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Qualifications</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Intermediate</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>(b)</td>
<td>Graduate</td>
<td>54</td>
<td>36</td>
</tr>
<tr>
<td>(c)</td>
<td>Post Graduate</td>
<td>54</td>
<td>36</td>
</tr>
<tr>
<td>(d)</td>
<td>Technical</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>(e)</td>
<td>Professional (M.B.A/B.E)</td>
<td>24</td>
<td>16</td>
</tr>
</tbody>
</table>

| TOTAL  | 150 | 100  | 150 | 100 |

The above table provides the fact about the educational qualification of the executives and labourers working in the organisation.

On executives side 36 percent were Graduate and Post Graduate respectively, 16 percent of executives were professionally qualified i.e. having M.B.A. B.E. etc, professional degree.
Labourers were mostly intermediate as revealed by 80 percent of them while 20 percent of the labourers were Technically qualified i.e., having a diploma course or ITI etc.

Thus the above table reveals that the executives and labourers were reasonably qualified.
Status of the Job:

Status of the job is indicative of the fact as nature of the job determines the attitude towards job and willingness to work. Job which is adhoc may not create right motivation among the employees.

Table No. 3

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Kind of Service</th>
<th>Executives</th>
<th></th>
<th></th>
<th>Labourers</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
<td>Percentage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a)</td>
<td>Temporary</td>
<td>-</td>
<td>-</td>
<td>15</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b)</td>
<td>Contract</td>
<td>-</td>
<td>-</td>
<td>35</td>
<td>23.33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c)</td>
<td>Permanent</td>
<td>150</td>
<td>100</td>
<td>100</td>
<td>66.67</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(d)</td>
<td>Adhoc</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
<td>150</td>
<td>100</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

It is clear from the above table that all 100 percent of executives were on permanent job.

While 66.67 percent of labourers were permanent. The organisation also has an contract labour policy as 23.33 percent belonged to the categories of contract labour. Only 10 percent of the labourers were having temporary nature of job.
Period of Service:

Experience helps a person in doing a job more accurately as its guides in planning his work. It helps him to become more innovative and helps in developing himself.

Table No. - 4

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Period of Service</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>1 - 4 Yrs.</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>(b)</td>
<td>5 - 9 Yrs.</td>
<td>96</td>
<td>64</td>
</tr>
<tr>
<td>(c)</td>
<td>10 - 14 Yrs.</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>(d)</td>
<td>15 - 19 Yrs.</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(e)</td>
<td>20 - 24 &amp; Above</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

The glance at the above table makes it clear that 64 percent of executives had worked for 5-14 years, 20 percent of executives for 10-14 years and 16 percent for 1-4 Years. Labourers on the other hand had majority who have worked for 10-14 years as opined by 61.33 percent, while 26.67 percent had worked for 5-9 years and remaining 12 percent of labourers for 1-4 years. Thus it is clear that both the executives and labourers were experienced enough to deal effectively with their assigned jobs.
Monthly Salary:

Monthly salary is an major factor which may lead to job satisfaction. Monetary criteria can be a factor of individuals satisfaction to fulfill his/her needs or requirements.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Monthly Salary</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>2000 – 5000</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>(b)</td>
<td>5001 – 8000</td>
<td>102</td>
<td>68</td>
</tr>
<tr>
<td>(c)</td>
<td>8001 – 11000</td>
<td>18</td>
<td>12</td>
</tr>
<tr>
<td>(d)</td>
<td>11001 – 14000</td>
<td>18</td>
<td>12</td>
</tr>
<tr>
<td>(e)</td>
<td>14001 &amp; above</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

Above table shows the monthly salary of the respondents. 68 percent of the executives were getting a monthly salary ranging between 5001 – 8000. 12 percent of executives salary ranged between 8001 – 11000 and 11001 – 14000 respectively.

81.33 percent of labourers were getting salary between 2000 – 5000.

The executives and labourer were getting reasonable monthly salary but this is not the only index of job satisfaction. However there are various other measures which all together add to the job satisfaction.
Living Status:

Residential status shows that basic need of the respondents have been fulfilled. It is also a barometer of individual social and economic status. In the present case many executives & labourers were living in rented accommodation, which shows the policy of administration not to provide housing for all.

Table No. - 6

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Living Status</th>
<th>Executive</th>
<th></th>
<th>Labourers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Own House</td>
<td>42</td>
<td>28</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>(b)</td>
<td>Factory</td>
<td>8</td>
<td>12</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>(c)</td>
<td>Accommodation</td>
<td>90</td>
<td>60</td>
<td>120</td>
<td>80</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

The above table throws a light on the living status of executives and labourers. It can be seen that 60 percent of executives lived an rented houses, and only 12 percent of executives were availing the facility of factory accommodation.

Labourers were also affect by the housing facilities of the organisation. 80 percent of labourers were residing on rented house, while only 4 percent were enjoying the factory accommodation. It was
very strange to know that a prestigious organisation like Raymond Ltd. is unable to provide proper housing facilities for executives as well as labourers. The executives mostly belonged to near by city of Nagpur and were residing in a town located few kms from the plant. Labourers hailed mostly from the nearby towns and city.

The above table reveals the problem and status of living of employees of organisation under study.
Table showing the distribution of Executives according to their Designation.

**Table No. - 7**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Designation</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>Senior Manager</td>
<td>10</td>
<td>6.66</td>
</tr>
<tr>
<td>(b)</td>
<td>Manager</td>
<td>34</td>
<td>22.66</td>
</tr>
<tr>
<td>(c)</td>
<td>Deputy Manager</td>
<td>31</td>
<td>20.67</td>
</tr>
<tr>
<td>(d)</td>
<td>Asst. Manager</td>
<td>35</td>
<td>23.34</td>
</tr>
<tr>
<td>(e)</td>
<td>Officer</td>
<td>40</td>
<td>26.67</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The above table shows the Designation wise distribution of the Executives Selected as the sample among 150.

 Majority of Executives 26.67 percent belonged to officer cadre. Another Number i.e. 23.34 percent were from Asst. Manager Cadre.

 Only 6.66 percent of respondents were holding the position of Senior Manager.

 Thus Majority of Executives Questioned were officer, Asst. Manager and Manager respectively.
Table showing the distribution of labourers according to their Categories.

Table No. - 8

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Categories</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>Highly Skilled</td>
<td>34</td>
<td>22.66</td>
</tr>
<tr>
<td>(b)</td>
<td>Skilled</td>
<td>60</td>
<td>40</td>
</tr>
<tr>
<td>(c)</td>
<td>Semi Skilled</td>
<td>36</td>
<td>24</td>
</tr>
<tr>
<td>(d)</td>
<td>Unskilled</td>
<td>20</td>
<td>13.34</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

The above table shows the categories wise distribution of the Labourers selected as the sample among 150.

Majority of the Labourers i.e. 40 percent belonged to skilled category Skilled category comprised of fitter, Turner, Electrician etc.

Another 24 percent of the labourers belonged to Semi-skilled category. Semi-skilled labourers were working as Operators, Weavers, Blender, Spinners etc.

Highly skilled Labourers were involved in job as Boiler and DJ Generation operator.
Chapter-5

Value System of
The Respondents
Towards
Organisation
Value system is a hierarchy based on a ranking of an Individual values in term of their intensity. This system is identified by the relative importance an individual assigns to such values as freedom, pleasure, self-respect, honesty, obedience and equality.

Values are important to study because they lay the foundation for the understanding of attitudes and because they influence individuals perception. Individuals enter the organisation with a preconceived notions of right and wrong. These notions are not value free. They also imply that certain behaviours are preferred over other. Values generally influence attitudes and behaviour. Understanding our own values, helps to better understand one’s attitudes and behaviours, especially related to organisation. Such understanding is the first step towards changing behaviour and toward understanding the values of other. It can help the superior, sub-ordinate communication. Values have the basic and pervasive effect on attitudes and behaviour and by knowing them one can understand the behaviour and improve performance in organisations.

It was also important to discover whether there are any shared or commonly held valves among the employees of organisation and what they are. Such shared values have a strong affect on individual behaviour. Thus the researcher emphasised on the value system of the employees towards the organisation under study. In this chapter the researcher had made an effort to know the values existing in the
organisation. Different questions relating to the respondents value system were asked and discussed in this chapter.

This chapter mainly covers the areas of honesty, equity, commitment, sincerity and obedience. In this chapter tables relating to reason for joining the organisation, Social Services, Gender equity, Honesty, Acceptability of goals and belief of the organisation, Role of job in raising the standard of living, Time spent with the family and Career prospects in the organisation are discussed and analysed.
REASON FOR JOINING ORGANISATION

On 'Y' axis
1 c.m. = 5 Resp.

- Executives
- Labourers

No. of Respondents

Better Prospects: 66
Better Salary: 18
Prestigious Organisation: 66
Job Security: 20
Reason for Joining Organisation:

Reason for joining the organisation reveals about the attitude of individual before seeking a job.

**Table No. - 9**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Reason for Joining Organisation</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Better Prospects</td>
<td>66</td>
<td>44</td>
</tr>
<tr>
<td>(b)</td>
<td>Better Salary</td>
<td>18</td>
<td>12</td>
</tr>
<tr>
<td>(c)</td>
<td>Prestigious Organisation</td>
<td>66</td>
<td>44</td>
</tr>
<tr>
<td>(d)</td>
<td>Job Security</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Before joining or seeking a job in any organisation, it becomes necessary for a person to think, "why he is joining the organisation" whether for good prospects or salary or prestigious organisation, so the researcher has tried to find out the reason for respondent’s joining the organisation.

Executives joined the organisation due to Better prospects and prestigious organisation as revealed by 44 percent, while 12 percent of executive joined the organisation due to better Salary.
The sample thus shows that Better future prospects and prestigious organisation were the two main reasons for joining the organisation both for executives and labourer. Salary not being comparatively high was not the criteria for joining. Thus person were more future oriented and the name of the organisation also played an important role in seeking a job.
Table showing the opinion of respondents regarding contribution by the organisation towards Social Services because social services bear the testimony of a liberal organisation which is more oriented towards the welfare of employees.

**Table No. - 10**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Opinion</th>
<th>Executives</th>
<th></th>
<th>Labours</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Yes</td>
<td>120</td>
<td>80</td>
<td>98</td>
<td>65.33</td>
</tr>
<tr>
<td>(b)</td>
<td>No</td>
<td>30</td>
<td>20</td>
<td>52</td>
<td>34.67</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>150</td>
<td>100</td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

The above table tells about respondents attitude towards Social Services.

Among executives group 80 percent opined that the organisation should pay some share towards social service.

While 65.33 percent of labourers were also of favourable attitude regarding payment to Social Services.

This table reflects the value system existing among executives and labourers. Value lays the foundation for understanding the attitudes and motivation as they influence the perceptions. Values imply certain behaviour or out comes of right and wrong. It also aligns with the organizational value system.
Table showing the opinion of respondents regarding Gender equity.

**Table No. - 11**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Opinion</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Yes</td>
<td>132</td>
<td>88</td>
</tr>
<tr>
<td>(b)</td>
<td>No</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(c)</td>
<td>Cannot Say</td>
<td>18</td>
<td>12</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

Gender equity is of great concern these days. The society is known to be male dominated. It was important to seek the respondents opinion on this issue. All the respondents were male. 88 percent of executives opined that women should receive equal pay for equal work as compared to them. While 72 percent of labourers also opined the same.

Thus the concept that men are good at work and should receive higher pay then compared to their counterparts women was not found in the organization. The concept of equal pay for equal work both for men and women, reveals that respondents treated women at par with them.
Table showing the opinion of the respondents regarding not to take home any article of the organisation.

Table No. - 12

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Opinion</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Yes</td>
<td>84</td>
<td>56</td>
</tr>
<tr>
<td>(b)</td>
<td>No</td>
<td>48</td>
<td>32</td>
</tr>
<tr>
<td>(c)</td>
<td>Cannot Say</td>
<td>18</td>
<td>12</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

Often it has been observed that factory loss have happened due to widespread theft and destroying and misuse of the property of any organisation. In the present study an attempt was made to know the opinion of respondents regarding their attitude of carrying the articles of the organizations in their homes for their own utilization.

It was heartening to know that 56 percent of executives were of the opinion that yes no article should be carried home, without the consent of the organizations. Labourers on the other hand to the tune of 70.66 percent disclosed that it was a bad idea to carry any article home.

Thus both the group were reluctant to pursue this practice.
Table showing the opinion of respondents regarding acceptability of goals and belief defined by management.

Table No. - 13

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Opinion</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Yes</td>
<td>132</td>
<td>88</td>
</tr>
<tr>
<td>(b)</td>
<td>No</td>
<td>18</td>
<td>12</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

It was evident from the above table that executives and labourers were in the favour of accepting the goals and belief defined by management.

As opined by 88 percent of executives and 78.67 percent of labourers who agreed that management sets up the goal and the employees must follow them.

The above table reflects the organisational commitment. It shows the degree to which an employee identifies with a particular organisation and its goals and wishes to maintain membership in the organisation.
This also reflects the job attitude of the respondents. Maximum percentage of executives and labourers showed a favourable attitude regarding acceptability of goals set up by management which also shows their job involvement. The degree to which the respondents participate in the goals and beliefs and consider their performance important to self-worth and for the development of organisation. Organisational commitment is a better predictor of job satisfaction because it is a more global and enduring response to the organisation as a whole as well as towards individual’s job. As when the dissatisfaction spreads to the organisation itself the individuals are more likely to get dissatisfied with their job.
Role of Job in Raising Standard of Living

On 'X' axis:
1 cm = 10 Resp.

No. of Respondents →

<table>
<thead>
<tr>
<th>YES</th>
<th>Labourers</th>
<th>98</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Executives</td>
<td>126</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NO</th>
<th>Labourers</th>
<th>52</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Executives</td>
<td>24</td>
</tr>
</tbody>
</table>
Table showing the role of job in raising the standard of living.

Table No. - 14

| Sl. No. | Opinion | Executives | | Labourers | |
|-------|---------|------------|------------|------------|
|       |         | No. | Percentage | No. | Percentage |
| (a)   | Yes     | 126 | 84         | 98  | 65.33       |
| (b)   | No      | 24  | 16         | 52  | 34.67       |
|       | TOTAL   | 150 | 100        | 150 | 100         |

Job satisfies a person desire to work. It also brings money and status. This money may help him in maintaining or raising the standard of living. The extent upto which a person’s job helps in raising the standard of living can be the factor determining his/her job satisfaction. Therefore the respondents were asked whether they felt that their job was helpful in raising the standard of living.

Maximum numbers i.e. 84 percent felt that it was perfectly right to say that their job helped in raising their standard of living. Only 16 percent reported that their job does not help in raising their standard of living. 65.33 percent of labourers felt their job certainly raised their standard of living and only 34.67 percent felt that it was wrong to say that their job enhanced their standard of living.
In the ultimate analysis it can be observed that a appreciable percentage of the executives and labourers held the opinion that job only cannot raise the socio-economic status of individual. Besides, job handsome salary, nature of the job, prerequisites associated with the job are other important factors which raise the socio-economic status of the individual.

Similar findings were found in a study by Pratibha Goyal on Job satisfaction. Majority of respondents reported that it was perfectly right to say that their job helped in raising their standard of living.¹

1. Mr. Pratibha Goyal; Lahour Welfare and Job Satisfaction. – Deep & Deep Publications, New Delhi, 1995 Pg. 163.
Table showing the time spent with the family along with the job.

**Table No. - 15**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Mostly</td>
<td>72</td>
<td>48</td>
</tr>
<tr>
<td>(b)</td>
<td>Rarely</td>
<td>42</td>
<td>28</td>
</tr>
<tr>
<td>(c)</td>
<td>Always</td>
<td>36</td>
<td>24</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

This table focuses on the time spent to look after the family permitted by their job. The factor that how much time a person gets to look after his family affects his personal life. If a person’s personal life is not a happy one he/she tends to be dissatisfied with the job. Thus through this question the researcher had asked the respondents i.e. executives and Labourers to rate their opinion regarding time permitted by job to look after their family.

48 percent of executives reported that mostly they got enough time and 24 percent respondents that they always got time to look after
their family, while 28 percent of executives reported that very rarely they got time.

50 percent of labourers were of opinion that mostly they got enough time to look after their family. While 34 percent opined that always their job permitted to look after their family.

Thus we find that the respondents were satisfied with their job from the point of view in looking after their family besides performing their job in the organisation effectively.
Table showing the wish of employees to get their wards employed in the same organisation.

Table No. - 16

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Opinion</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Yes</td>
<td>36</td>
<td>24</td>
</tr>
<tr>
<td>(b)</td>
<td>No</td>
<td>48</td>
<td>32</td>
</tr>
<tr>
<td>(c)</td>
<td>Cannot Say</td>
<td>66</td>
<td>44</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Generally the person's who are satisfied with their work and organisation and who like it much, are willing to get their wards also be employed the same organisation.

44 percent of executives were not sure or not able to answer the question. It seems that they were not willing express their wish. Another 32 percent did not wished to get their wards employees in the same organisation. Only 24 percent of executives agreed to employ their wards in the same organisation.
On the otherhand 44 percent of labourers strongly wished to get their wards employed in the same organisation. While 29.33 percent were not ready to answer or unable to express their willing.

Executives wished to educate their wards and to get some better job. They felt that their present job does not give them sufficient status, money and work in textile industry leaves a bad impact on their health because of the inhalation of cotton dust. The working conditions of the organisations were good but the executives believed then too working in textile industry leaves some impact upon the health. Whereas labourers were wishing to get their wards employed on the same organisations.

Thus in the final analysis it seems evident that executives being professionally educated wanted their wards should work somewhere else because they saw limited scope in the organisation. On the otherhand labourers who lacked reasonable background wanted to have their words employed in the same organisation because they were suffering from the sense of insecurity.
Table showing the career prospects of employees in the organisation.

**Table No. - 17**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
</tr>
<tr>
<td>(a)</td>
<td>Good</td>
<td>102</td>
<td>68</td>
</tr>
<tr>
<td>(b)</td>
<td>Average</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>(c)</td>
<td>Poor</td>
<td>18</td>
<td>12</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
<td><strong>150</strong></td>
</tr>
</tbody>
</table>

It is evident from the above table that 68 percent of executives felt that there were good prospects in the organisation. Only 12 percent opined their prospects were poor in the organisation.

While 65.33 percent of labourers were of the opinion that their prospects in the organisation were good other 21.34 percent opined about poor prospects in the organisation.

Better prospects in the organisation shows that the organisation provides intrinsic rewards for good performance, which motivates the employees to work sincerely. Organisation gives opportunity to complete a meaningful task, to interact with superiors in carrying out the job. The organisation also provides desired extrinsic rewards that provide greater security, make them feel a part of group, provides
recognition and appreciates and allows the employees to grow and develop to their full potential.

Thus majority of respondents opined that organisation provides good prospects for their future development and betterment.
Chapter-6

Attitude of The Respondents Towards Organisation
Chapter-6

Attitudes are predisposition to respond in a particular way. An attitude is a tendency to act in a certain way. An individual can have thousands of attitudes that focus on number of job related attitudes. These job related attitudes top positive or negative evaluations that employees hold about aspects of their work environment. This study was concerned with mainly three attitudes i.e. Job satisfaction, Job involvement and Organisational commitment. Attitudes are not the same as values, but the two are interrelated. There are mainly three components of altitude viz. cognition, affect and behaviour. Cognition is the opinion or belief segment of an attitude. Affect is the emotional or feeling segment of an attitude and behaviour is an intention to behave in a certain way towards someone or something. Study of attitudes was important because they affect the job behaviour and study of attitudes also makes to understand the formation of these attitudes, their relationship to actual job behaviour and how they can be changed.

Studying attitude provides with valuable feedback on how employees perceive their working conditions. Policies and practice that management views as objective and fair may be seen as inequitable by employees in general or by certain groups of employees. These distorted perceptions have led to negative attitudes about the job and organisation should be important to management. This is because employee behaviours are based on perceptions. The use of attitude study alert management to potential problems and employees intentions
so that action can be taken to prevent repercussions. Additional activities can be designed to change attitudes which include arranging for people to do volunteer work in community or social service centers in order to meet face-to-face with individuals and groups from diverse backgrounds and using exercises.

The present study emphasised on the job related attitudes of the respondents. Different areas such a Selection of Job, Interpersonal relationship in the organisation, among colleagues, Team work, Treatment by Employer & Bosses, Participation in Decision making, attitudes of Executives & Labourers towards organisation are reflected through tables in this chapter.
Table showing the choice of the job as revealed by respondents.

Table No. - 18

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Present Job</td>
<td>78</td>
<td>52</td>
</tr>
<tr>
<td>(b)</td>
<td>Another Job</td>
<td>48</td>
<td>32</td>
</tr>
<tr>
<td>(c)</td>
<td>Job in other</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Occupation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

It is evident from the table that the respondents if given a choice would select the present job, as opined by 52 percent of executives and 73.33 percent of labourers. While 32 percent of executives and 20 percent of labourers were of the opinion that they would choose another job.

The above table makes it clear that the executives and labourers were satisfied with their present job. This job meets their level of satisfaction and provides them sense of achievement, power, status, affiliation, security which seems to be important enough to motivate the respondents to select the job. They act as hygiene factors. Factors such as company policy and administration, supervision and salary when adequate in job motivates the employees to select the present job. These hygiene factors also act as satisfiers. As shown in the present study the above factors were found to be responsible for selecting the present job.
Table showing the interpersonal relationship of the respondents.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>Any Time</td>
<td>126</td>
<td>118</td>
</tr>
<tr>
<td>(b)</td>
<td>Rarely</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>(c)</td>
<td>Mostly</td>
<td>18</td>
<td>22</td>
</tr>
<tr>
<td>(d)</td>
<td>Never</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>150</td>
</tr>
</tbody>
</table>

Interpersonal relations are the societal demands in any organisation. Every individual requires a group which can be his family, friend, working colleagues or organisation. Interpersonal relationships is very important to keep the individual as a part of the group. Individual confronts various factors of his personal life viz., family issues, personal economic problems and inherent personality character. Interpersonal demands are created by the individual as well as by other individual.

Good interpersonal relationship at the working place helps the individual in satisfying their demands. Lack of social support from
colleagues and poor interpersonal relationship can cause considerable stress, especially among employees with high social need.

This table shows the interpersonal relationship among employees and superiors at the time of problem.

84 percent executives felt free to put forward their problem to bosses any time while only 12 percent of executives opined that rarely they felt free to put their problems to boss. Labourers i.e. 78.66 percent were free to tell their problems to boss any the time and only 14.67 percent of labourers were mostly telling their problems to boss.

Good interpersonal relationship exists in the organisation, as it was evident from the above data that both executives and labourers felt free to discuss their problems with respective bosses.
GRIEVANCES OF RESPONDENTS

No. of Respondents →

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>65</td>
<td>35</td>
</tr>
<tr>
<td>56</td>
<td>44</td>
</tr>
<tr>
<td>84</td>
<td>16</td>
</tr>
</tbody>
</table>

On y axis: 1 cm = 5 Res.
Table showing the Grievances of the respondents.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Response</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Yes</td>
<td>66</td>
<td>44</td>
</tr>
<tr>
<td>(b)</td>
<td>No</td>
<td>84</td>
<td>56</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

Grievance implies dissatisfaction, or distress or grief caused due to his employment. Prompt redressal of grievances is of must for creating good labour management relations and promoting efficiency at the plant level. Employees of all types and at all levels develop grievances. Grievances are not only caused by management but can be due to general social condition and due to home environment. Grievances if unsolved gives rise to unhappiness, frustration, discontent, poor morale which leads to inefficiency of workers and low productivity. The above table shows 56 percent of executives did not had any grievances and 44 percent had grievances.
Labourers i.e. 62.67 percent opined that there were no grievances and remaining 37.33 percent had grievances relating to their salary and other job conditions.

Maximum percentage of the executives and labourers felt satisfied with their work and such occasion of grievance did not occur.

Grievance rate is usually stated in terms of number of written complaints presented in the year per 100 employees.

The organisation has a grievance system like counselling which is a process of employees emotional release of their dissatisfaction. Such type of system plays an important role in individual adjustment to work culture as well as personal and social life such system of redressal exists in the organisation under study.
Table showing the Type of Grievances.

Table No. - 21

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Grievances</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Related to Interpersonal</td>
<td>6</td>
<td>9.09</td>
</tr>
<tr>
<td></td>
<td>relationship</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b)</td>
<td>Salary</td>
<td>30</td>
<td>45.45</td>
</tr>
<tr>
<td>(c)</td>
<td>Promotional Policies</td>
<td>24</td>
<td>36.36</td>
</tr>
<tr>
<td>(d)</td>
<td>Working Conditions</td>
<td>6</td>
<td>9.09</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>66</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Grievances are human problems and are to be handled in a human way. Every worker presents his grievances to the employees and seeks their redressal. The management had to see the type of grievances and tries to settle the grievance so that the worker gets a sense of satisfaction. The employees defines and describes the nature of grievance at first and then makes a list of alternate solutions.

Only 66 executive and 56 labourers had grievances as seen in the previous table. These respondents were asked about the type of grievances they had.
45.45 percent executives opined that salary was their main grievance. Salary seems to be not sufficient to satisfy the executives. Salary is one form of motivation and have a direct bearing. It seems that the executives are those employees who were not getting wages or salary which was sufficient to satisfy their physiological needs. 36.36 percent executives had their grievance related to promotional policies. Promotional policies provides its employees with opportunity encouragement and career growth. It seems that inter-departmental disparity exists in the promotional policies of the organisation. Organisation does not provide equality of opportunities in promotion and an autocratic system is developing in the organisation. Only a few i.e. 9.09 percent had grievance related to interpersonal relationship and working conditions respectively.

The table shows that 71.44 percent labourers also had Grievance related to Salary. While 17.85 percent labourers had Grievances relating to Interpersonal relationship and only a handful i.e. 10.71 percent had Grievance related to working condition. Labourers were satisfied with the promotional policies. From the above table it is clear that the nature of Grievance as expressed by the majority of Respondents i.e. 45.45 percent Executives & 71.44 percent labourers were related to salary. Salary acted as a motivating factor. Salary policy should be checked and evaluated from time to time. Departmental ratings should be periodically checked to keep them up-to-date.
Table showing interpersonal relationship in the organisation.

Table No. - 22

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
</tr>
<tr>
<td>(a)</td>
<td>Good</td>
<td>120</td>
<td>80</td>
</tr>
<tr>
<td>(b)</td>
<td>Average</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>(c)</td>
<td>Poor</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>TOTAL</td>
<td>150</td>
<td>100</td>
<td>150</td>
</tr>
</tbody>
</table>

As regards interpersonal relationship among employees of the organisation, the above table shows that good interpersonal relationship exist in the organisation as opined by 80 percent executives and 88 percent labourers. Interpersonal relationship provides efficient working and a good team work in the organisation.

Employees have understanding with their colleagues, An atmosphere of understanding and the respondents were assured of each other cooperation and thus they can fulfill their social needs and job related problem as they behave as members of group and their membership as group helps to shape their work behaviour and attitudes towards the organisation and the job.
Table showing the relationship of respondents with the superiors.

Table No.: 23

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
</tr>
<tr>
<td>(a)</td>
<td>Good</td>
<td>102</td>
<td>68</td>
</tr>
<tr>
<td>(b)</td>
<td>Average</td>
<td>48</td>
<td>32</td>
</tr>
<tr>
<td>(c)</td>
<td>Poor</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td>150</td>
<td>100</td>
<td>150</td>
</tr>
</tbody>
</table>

The above table makes it clear that good relationship between respondent and superiors was existing in the organisation as shared by majority of executives i.e. 68 percent and 64 percent labourers respectively. While remaining 32 percent executives and 36 percent labourers were of the opinion to have average relations with superiors.

It is evident from the above data that proper interaction between superiors and subordinates exist in the organisation. As observed apart from the formal hierarchy the organisational structure also permits for good superior-sub-ordinate relations. Good superior and sub ordinate relations can be maintained by proper interaction which is through conducting appraisal interviews, monthly meetings, discussing
problems, solving their grievances, encouraging, motivating and appreciating them.

None of the respondents had poor relations with superiors thus it seems that above measures had taken by the organisation in order to maintain good relation among management and employees.
Table showing views of the respondents regarding good interpersonal relationship for effective functioning.

**Table No. - 24**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th></th>
<th>Labourers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>To a great extent</td>
<td>108</td>
<td>72</td>
<td>120</td>
<td>80</td>
</tr>
<tr>
<td>(b)</td>
<td>To some extent</td>
<td>24</td>
<td>16</td>
<td>28</td>
<td>18.67</td>
</tr>
<tr>
<td>(c)</td>
<td>Not at all</td>
<td>18</td>
<td>12</td>
<td>2</td>
<td>1.33</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

Respondents were asked whether they agreed that interpersonal relationship helps in effective working of organisation. 72 percent of the executives felt that interpersonal relationship among the employees is an important factor through which effective functioning of the organisation can be achieved 80 percent of the labourers held the same opinion. Thus it can be concluded interpersonal relationship is a key factor in any organisation for its effective functioning.
Table showing the amount of Team Work present in the organisation.

**Table No. - 25**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Response</th>
<th>Executives</th>
<th></th>
<th></th>
<th>Labourers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
<td>Percentage</td>
<td></td>
</tr>
<tr>
<td>(a)</td>
<td>Substantial</td>
<td>30</td>
<td>20</td>
<td>22</td>
<td>14.67</td>
<td></td>
</tr>
<tr>
<td>(b)</td>
<td>Little</td>
<td>54</td>
<td>36</td>
<td>38</td>
<td>25.33</td>
<td></td>
</tr>
<tr>
<td>(c)</td>
<td>Very Much</td>
<td>66</td>
<td>44</td>
<td>90</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>(d)</td>
<td>None</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
<td></td>
</tr>
</tbody>
</table>

Team work is understanding the interaction among the people. For team work there is a need for participation and involvement by all the members and understanding of all the members that they are engaged in a group task and not individual activities. Team work involves members getting together to take decision. Team work allows the employees to grow and contribute according to their abilities and potential. Team function is to modify, supplement, compliment and to achieve the disserted goal.

Team work was also found at during the present study in the organization. 44 percent executives opined that very much team work
was present in the organization. While 36 percent reported to had little team work present in the organization whereas 60 percent labourers reported very much team work present and only 25.33 percent replied to have little team work.

Team building in order to diagnose the effectiveness of team and their inter-personal relationship must be improved in order to have more team work.

Good amount of team work was existing as reported by majority of respondents in the organization.
Table showing the view of the respondents about their work as rated by superiors.

**Table No. - 26**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Response</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
</tr>
<tr>
<td>(a)</td>
<td>Mostly</td>
<td>84</td>
<td>56</td>
</tr>
<tr>
<td>(b)</td>
<td>Occasionally</td>
<td>42</td>
<td>28</td>
</tr>
<tr>
<td>(c)</td>
<td>Rarely</td>
<td>18</td>
<td>12</td>
</tr>
<tr>
<td>(d)</td>
<td>Not at all</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
<td><strong>150</strong></td>
</tr>
</tbody>
</table>

In any organization moral boasting and individual recognition are the major factors which contribute to the higher productivity. In the present study a question was asked from the respondents that how many times they were recognized for their good work. 56 percent of the executives were of the opinion that they were recognized mostly by the superiors for their good work. On the otherhand 61.33 percent of the labours had the same opinion. Thus it seems organization rewards good work which is very conducive for proper growth of an organization.
Table showing the fair treatment of the respondents by the employers.

**Table No. - 27**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Response</th>
<th>Executives</th>
<th></th>
<th>Labourers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a).</td>
<td>Yes</td>
<td>126</td>
<td>84</td>
<td>118</td>
<td>78.67</td>
</tr>
<tr>
<td>(b)</td>
<td>No</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(c)</td>
<td>Cannot Say</td>
<td>24</td>
<td>16</td>
<td>32</td>
<td>21.33</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The above table makes it clear that a fair treatment is received by the respondent by the employers. Majority of respondents i.e. 84 percent executives and 78.67 percent labourers were of the opinion that treatment by the employers is good.

16 percent executives and 21.33 percent labourers were unable to answer or were not willing answer as they reported cannot say.

Good treatment refers to an “Equal opportunity employer”. The employer gives due regard to the interest of all parties i.e. employees, Consumer, public and employees expectations i.e. job security, security against old age sickness and accidents etc. The employer provides for the provision and proper facility like better working condition, welfare
facilities, medical benefits, canteens, recreational facilities, rest rooms etc. Employees spend their life working for the organisation and in return they expect to be treated well. Fair treatment gives its employees a sense of belongingness, team work and sense of being appreciated, motivated towards their work, which in return increases the prosperity and production. Respondents when probed what do they mean by fair treatment they replied conducive work environment, involvement in the decision making, reasonable salary for work, benefits, opportunity for advancement and proper justice were the few components when provided means fair treatment.
Table showing the Participation of Respondents in the methods of Improvement.

Table No. - 28

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Response</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Yes</td>
<td>132</td>
<td>88</td>
</tr>
<tr>
<td>(b)</td>
<td>No</td>
<td>18</td>
<td>12</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

Participation in Management is of great concern in today's Industrial setting. Workers' participation in Management is inevitable from economic, psychological, and sociological points of view. It recognises employees' non-economic needs. The satisfaction of those needs through participation can help in raising the level of motivation. Sociologically, the need for participation arises because modern industry is considered a social institution with the interests of capital owner, the employer, the community, and the workers equally vested in it. Participation is considered to be highly effective, because it brings involvement which in turn brings commitment. Once commitment is achieved, goals and objectives are achieved easily.
In the present study, high participation of employees was observed as opined by 88 percent executives and 65.33 percent Labourers, while only 12 percent executives and 34.67 percent Labourers opined that No participation for improvement was done.

Respondents felt that participation develops a team spirit in the organisation. The organisation involves workers representatives on the Board and in planning, financial Management and strategic planning. Participation in the organisation exists on all level. The executives were involved and consulted on such matter and work. However final decision is always that of Management, only advise of executives was taken. Thus it is clear that the concept stood for mere consultation or a procedure for co-thinking in the decision making process or for co-determination. The Industrial policy resolution in India (1956) also emphasised the need for workers participation in Management. In socialist democracy, labour is a partner in common task of development and shall participate in it with enthusiasm.
Table showing the enjoyment of work by the Respondents.

**Table No. - 29**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Response</th>
<th>Executives</th>
<th></th>
<th>Labourers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Yes</td>
<td>102</td>
<td>68</td>
<td>84</td>
<td>56</td>
</tr>
<tr>
<td>(b)</td>
<td>No</td>
<td>18</td>
<td>12</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>(c)</td>
<td>Cannot say</td>
<td>30</td>
<td>20</td>
<td>42</td>
<td>28</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table No.- 29 Shows that Respondents enjoy doing their work as opined by 68 percent executives and 56 percent Labourers. While only 12 percent executives and 16 percent Labourers were of the opinion that they do not enjoy their work. 20 percent executives and 28 percent labourers were not willing to answer or unable to answer.

Majority of executives and labourers enjoy their work. As stated by Mc.Gregor in his theory ‘Y’ the expenditure of physical and mental efforts in employees is as natural as play or rest. The average employee does not inherently dislike work. Depending upon the condition, work may be a source of enjoyment or a source of boredom.
Table showing the fair treatment of respondents by the bosses and supervisors.

**Table No. - 30**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Responses</th>
<th>Executives</th>
<th></th>
<th>Labourers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Yes</td>
<td>102</td>
<td>68</td>
<td>88</td>
<td>58.66</td>
</tr>
<tr>
<td>(b)</td>
<td>No</td>
<td>12</td>
<td>8</td>
<td>22</td>
<td>14.67</td>
</tr>
<tr>
<td>(c)</td>
<td>Cannot Say</td>
<td>36</td>
<td>24</td>
<td>40</td>
<td>26.67</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
<td></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The above table shows that a fair and good treatment by bosses and supervisors is received by respondents, as opined by majority of respondents 68 percent executives and 58.66 percent labourers. Whereas 24 percent executives and 26.67 percent labourers reported “Cannot Say” on the treatment by bosses and supervisors.

This table makes it clear that the organisation maintains a proper human relations model of management, getting well treated by bosses and supervisors makes each employee feel usefull and important. They share information with subordinates and involves them in routine decisions which satisfies their basic need to belong and to feel important.

Satisfying such needs improved morale and reduce resistance to formal authority i.e. subordinates will willingly co-operate.
Table showing the Promotional system in the organisation.

Table No. 31

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
</tr>
<tr>
<td>(a)</td>
<td>Seniority</td>
<td>-</td>
<td>-</td>
<td>60</td>
</tr>
<tr>
<td>(b)</td>
<td>Seniority cum Merit</td>
<td>120</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>(c)</td>
<td>Merit</td>
<td>30</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
<td>150</td>
</tr>
</tbody>
</table>

Promotion involves a change from one job to another that is better in terms of status and responsibility. Promotion is advancement of an employee to a better job, greater responsibility, more prestige, greater skill and increased rate of pay or salary. Promotion is also an opportunity to the employees for recognition and to keep the morale of employees high.

An attempt has been made by the researcher to know the existing promotional system in the organisation. At the time the promotion policy is designed its criteria or the basis for promotion are decided. 80 percent executives opined that seniority cum merit system was operational in the organisation. Only 20 percent Executives opined that merit is considered at the time of promotion 53.33 percent Labourers expressed that Seniority cum merit system of promotion exists in the
organisation 40 percent Labourers opined that Seniority was considered at the time of promotion. Only a handful ie 6.67 percent Labourers were of view that merit is considered at the time of promotion.

Thus it is clear that Seniority cum merit system of promotion was in the organisation. Seniority cum merit is combination of two factor ie Seniority & merit. Seniority means the length of service rendered for the organisation. Merit rewards the employees on basis of his performance Promotion based only an seniority or only on merit has its own demerits. Seniority is no indication of competence and young, competent people get frustrated and might leave the organisation on the other hand promotion by merit generates discontentment among senior employees there can be also a scope for favouritism. Therefore the system adopted by the organisation of promotion on the basis of seniority cum merit is more accurate such promotion policy considers the merit, potential and seniority of employees.
Table showing the view of respondents regarding demotion on the basis of poor performance.

Table-32

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Yes</td>
<td>84</td>
<td>56</td>
</tr>
<tr>
<td>(b)</td>
<td>No</td>
<td>66</td>
<td>44</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

Demotion is degrading of status, post, responsibility to lower authority. Demotions can be a result of Disciplinary Action or for poor performance and inefficiency of work by the employees. An attempt was made to know Whether poor performance of Respondents results in demotion. 56% of executives opined that inefficiency to work or poor performance results in their demotion while 44% of executives reported that no such action was taken by the employer.

72% of Labourers reported to be demoted on basis of poor performance, while 28% said no action was taken. It seems that Labourers whose poor performance affects the productivity causing loss to the organisation were dealt with serious action in form of demotion. Thus the organisation have policies of reward-punishment. Reward for the better performance, sincere work in the form of promotion and punishment for poor performance in the form of Demotion, Disciplinary action.
Statements showing the Attitude of Executives towards their Organisation

Table No. - 33

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>This company is good place to Work.</td>
<td>54 (36%)</td>
<td>48 (32%)</td>
<td>18 (12%)</td>
<td>30 (20%)</td>
<td>-</td>
</tr>
<tr>
<td>2.</td>
<td>I can progress in this company, if I work hard.</td>
<td>60 (80%)</td>
<td>48 (32%)</td>
<td>18 (12%)</td>
<td>24 (16%)</td>
<td>-</td>
</tr>
<tr>
<td>3.</td>
<td>Benefit offered by company are fair.</td>
<td>18 (12%)</td>
<td>78 (52%)</td>
<td>54 (36%)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4.</td>
<td>Your jobs makes the best use of your abilities.</td>
<td>30 (20%)</td>
<td>66 (44%)</td>
<td>24 (16%)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>5.</td>
<td>Your job is challenging not burden.</td>
<td>78 (52%)</td>
<td>54 (36%)</td>
<td>18 (12%)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>6.</td>
<td>You have trust and confidence in your boss.</td>
<td>90 (60%)</td>
<td>36 (24%)</td>
<td>18 (12%)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>7.</td>
<td>You feel free to communicate to your boss.</td>
<td>78 (52%)</td>
<td>54 (36%)</td>
<td>18 (12%)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>8.</td>
<td>You know what boss expects from you</td>
<td>42 (28%)</td>
<td>102 (68%)</td>
<td>6 (4%)</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

(Table showing the percentage in Parenthesis)

The respondents i.e. Executives were further questioned through 5 point scale to ascertain the views of the respondents towards their company where they were working. Among eight question which were asked some of them were positive while others were negative, purpose
was simply to know their present status in the organisation and how they rate their organisation. Respondents were asked regarding their company, majority 30 percent agreed that it was a good place to work. In another item they were asked that hard work can lead them to progress, 80 percent agreed on this point. Similarly respondents were asked regarding the benefits offered by the company 52 percent agreed that they were reasonable.

Further to assess the view of respondents regarding use of their abilities in the organisation 44 percent agreed that they were properly used, while 52 percent agreed that job was not a burden. Executives had trust and confidence in their bosses to the tune of 60 percent they also felt themselves free to communicate with their bosses nearly 52 percent, 68 percent were aware of the facts what the boss expected from them.
Statements showing the Attitude of Labourers towards their Organisation.

**Table No. - 34**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>This company is good place to Work.</td>
<td>44 (30%)</td>
<td>54 (36%)</td>
<td>10 (6.67%)</td>
<td>36 (24%)</td>
<td>6 (4%)</td>
</tr>
<tr>
<td>2.</td>
<td>I can progress in this company, if I work hard.</td>
<td>44 (30%)</td>
<td>72 (48.33%)</td>
<td>24 (16%)</td>
<td>10 (6.67%)</td>
<td>-</td>
</tr>
<tr>
<td>3.</td>
<td>Benefit offered by company are fair.</td>
<td>14 (9.34%)</td>
<td>60 (40%)</td>
<td>18 (12%)</td>
<td>58 (38.66%)</td>
<td>-</td>
</tr>
<tr>
<td>4.</td>
<td>Your jobs makes the best use of your abilities.</td>
<td>40 (26.67%)</td>
<td>56 (37.33%)</td>
<td>-</td>
<td>24 (16%)</td>
<td>30 (20%)</td>
</tr>
<tr>
<td>5.</td>
<td>Your job is challenging not burden.</td>
<td>48 (32%)</td>
<td>60 (40%)</td>
<td>24 (16%)</td>
<td>18 (12%)</td>
<td>-</td>
</tr>
<tr>
<td>6.</td>
<td>You have trust and confidence in your boss.</td>
<td>102 (68%)</td>
<td>22 (14.67%)</td>
<td>16 (10.66%)</td>
<td>10 (6.67%)</td>
<td>-</td>
</tr>
<tr>
<td>7.</td>
<td>You feel free to communicate to your boss.</td>
<td>68 (45.32%)</td>
<td>40 (26.67%)</td>
<td>22 (14.67%)</td>
<td>14 (9.34%)</td>
<td>6 (4%)</td>
</tr>
<tr>
<td>8.</td>
<td>You know what boss expects from you</td>
<td>44 (30%)</td>
<td>94 (62%)</td>
<td>6 (4%)</td>
<td>6 (4%)</td>
<td>-</td>
</tr>
</tbody>
</table>

(Table showing the percentage in Parenthesis)
A 5 point Scale was also used to seek the views of Labourers towards their organisation. It was very important to know the attitude of Labourers as well.

Eight statements were rated by the Labourers which were the indicative of fact about their attitude.

Majority of respondents i.e. 36 percent agreed that organisation was good place to work. Another statement was asked to know whether hard work can lead to their progress 48.33 percent agreed to it. A statement regarding the Benefits offered by the organisation were fair was also asked, 40 percent agreed to this statement, Whereas a close number i.e. 38.66 percent disagreed on this point. Similarly respondent were further asked regarding the use of their abilities, 37.33 percent agreed. 40 percent of the labourers agreed that job was challenging not burden. Labourers expressed their trust and Confidence in their bosses as strongly agreed by 68 percent. 45.32 percent strongly agreed to communicate to their bosses freely. 62 percent of the labourers were aware of the expectations of their Bosses.
Chapter-7

Factors Responsible For Job Satisfaction
Chapter - 7

Job satisfaction is a positive emotional state which occurs when a job fulfills the important needs and values of the job holder. It is a person's emotional reaction to his/her job. The satisfaction may be defined as the persistent feeling towards discriminable aspects of the job situation. It is a function of perceived relationship between what one wants from one's job and what one perceives it is offering. Job satisfaction is intangible and therefore, difficult to measure and thus attitudes are used to measure it there is a close relationship between morale and job satisfaction. When a person is satisfied with his job his morale tends to be high and vice versa.

Job satisfaction is a result of employees perception of how well it provides these things which are viewed as important. Job satisfaction is an emotional response to a job situation. Job satisfaction is often determined by how well outcomes meet or exceed expectations. Job satisfaction also represents several related attitudes. There are a number of factors that influence job satisfaction.

To society as a whole as well as from an individual employees standpoint, job satisfaction was important to study. However from a pragmatic managerial and organisational effectiveness perspective, it is important to know and study the various factors responsible for job satisfaction.
The present study reflects the different factors responsible for job satisfaction. Factors such as fair pay, Communication, Decision making, Job security, Opportunity for advancement, Social security are discussed in this chapter.

Apart from these factors the level of satisfaction of the respondents towards Working hours, cleanliness of office, Working conditions, Loan facilities, Canteen facilities, Training facilities, were also measured and are represented through tables in this chapter.
**Table showing the views of Respondents regarding their job.**

**Table No. - 35**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Hate it</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(b)</td>
<td>Like it</td>
<td>114</td>
<td>76</td>
</tr>
<tr>
<td>(c)</td>
<td>Dislike</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(d)</td>
<td>Enthusiastic about it</td>
<td>36</td>
<td>24</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

The above table shows the view of Respondents towards their job. Majority of Respondents i.e. 76 percent of the executives and 88 percent of the Labourers Liked their job. The respondents thus rated their job and None of them hated job. In the present study it was found that the respondents were Liking their job, which is the indicator of the fact that the job was not boredom on the respondents. The job was challenging not burden. The respondents enjoyed their work and liked their job.
Table showing the Satisfaction of respondents with their job.

Table No. - 36

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th></th>
<th>Labourers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>All the Time</td>
<td>60</td>
<td>40</td>
<td>80</td>
<td>53.33</td>
</tr>
<tr>
<td>(b)</td>
<td>Mostly</td>
<td>60</td>
<td>40</td>
<td>40</td>
<td>26.67</td>
</tr>
<tr>
<td>(c)</td>
<td>Rarely</td>
<td>30</td>
<td>20</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>(d)</td>
<td>Never</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

The above table reflects how often do the employees feel satisfied with their job. As opined by executives 40 percent considered all the time and mostly their job satisfying. Majority of labours i.e. 53.33 percent were of the opinion that they felt job satisfying all the time, while 26.67 percent of them responded to mostly their job is satisfying.

Job satisfaction all the time is indicator of the fact that factors such as nature of the work, supervisor, working conditions pay, benefits etc. were present in the job. There factors represent those job characteristics which were used to assess job satisfaction. The above job dimensions were all job dimensions which are equally important to all respondents in determining overall satisfaction with their jobs. Some respondents consider pay very important and working condition not so, for other it may be the reverse. Therefore a combination of all measures of job dimension indicates the job satisfaction level.
FAIR PAY

On 'Y' axis:

90
80
70
60
50
40
30
20
10
0

No. of Respondents

'Y'

Executives

Laborers

YES

66
60

NO

84
90

1 cm = 5 Resp.
Table showing the views of the respondents regarding fair pay.

**Table No. - 37**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Yes</td>
<td>66</td>
<td>44</td>
</tr>
<tr>
<td>(b)</td>
<td>No</td>
<td>84</td>
<td>56</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

It is evident from the above table that pay is not fair as opined by Majority of respondents i.e. 56 percent executives and 60 percent labourers.

Thus it was clear that respondents believed their pay was comparatively low when compared with other organisation. Pay is one of the factor which can be responsible for job satisfaction. Employees should receive sufficient money in form of salaries or wages to sustain himself and his dependents.

A Handsome salary makes employees satisfied with the relationship between his salary and the salary of other people in the same industry. It can be said in context to present study that the wage and salary administration policy of the organisation is not compensating employees for the services rendered by them to the organisation.
This factor is closely related to job satisfaction therefore the organisation under study must evaluate its wage policy from time to time to make them adequate, to meet current needs. The salary plan must also included an incentive system for efficient employees. The organisation must ensure higher pay to the employees who perform work at higher level of efficiency.
Table showing the extent of respondents involvement in Decision Making.

**Table No. - 38**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th></th>
<th>Labourers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Not at all</td>
<td>18</td>
<td>12</td>
<td>38</td>
<td>25.33</td>
</tr>
<tr>
<td>(b)</td>
<td>Usually</td>
<td>72</td>
<td>48</td>
<td>54</td>
<td>36</td>
</tr>
<tr>
<td>(c)</td>
<td>Occassionally</td>
<td>48</td>
<td>32</td>
<td>48</td>
<td>32</td>
</tr>
<tr>
<td>(d)</td>
<td>Fully Involved</td>
<td>12</td>
<td>8</td>
<td>10</td>
<td>6.67</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
<td></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The above table shows the involvement of Respondents in the Decision Making process. Decision making is recognised as an important organisational and Management process for effective performance.

The researcher made an attempt to know how often were respondents involved in the decision making process. 48 percent of the executives and 36 percent of the labourers revealed that usually they were involved in the Decision Making process 32 percent of executives and labourers opined their involvement in the Decision making was on occassions. The above data reveals that the in involvement of
respondents in Decision making process exists in the organisation as revealed by majority of them.

On probing the respondents, they reported their involvement was usually taken on the matters of their routine job, general job improvement techniques, setting of goals. The respondents also revealed that occasionally they were involved regarding decisions on their salary, Incentives, Bonus, Company policies.
Table showing the view of respondents regarding their long working hours.

**Table No. - 39**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Yes</td>
<td>60</td>
<td>40</td>
</tr>
<tr>
<td>(b)</td>
<td>No</td>
<td>90</td>
<td>60</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

Above table shows the opinion of respondents regarding their present hours of working. The researcher asked the respondents whether their working hours were long than statutory provision prescribed under factories Act, 1948.

A majority of respondents i.e. 60 percent of executives and 57.33 percent of labourers opined to have reasonable working hours. Majority of respondents told the organisation followed prescribed working hours i.e. 9 hrs/day according the factories Act, 1948.

As revealed by majority of respondents if they work for extra hours, than organisation had a policy of overtime payment.
Table showing the level of satisfaction of respondents regarding the cleanliness of the office.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Highly satisfied</td>
<td>42</td>
<td>28</td>
</tr>
<tr>
<td>(b)</td>
<td>Satisfied</td>
<td>102</td>
<td>68</td>
</tr>
<tr>
<td>(c)</td>
<td>Dissatisfied</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>(d)</td>
<td>Highly Dissatisfied</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(e)</td>
<td>Undecided</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

The above table shows the level of satisfaction of respondents regarding the cleanliness of their office.

Majority of respondents i.e. 68 percent executives and 73.33 percent of Labourers were Satisfied with the cleanliness of their office. On probing the respondents revealed that dirt was removed daily by sweeping and the benches and chairs of the work room were also cleaned. Labourers on investigating also reported that floor of every work room was cleaned at least once in every week by washing. On observation researcher found that the ceilings, walls were well painted and the flours of the office as well as work shop were washed and cleared. Thus it can be said that the organisation was cleaned daily and well maintained.
Table showing the level of satisfaction of respondents regarding working conditions.

Table No. - 41

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th></th>
<th>Labourers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Highly satisfied</td>
<td>30</td>
<td>20</td>
<td>28</td>
<td>18.67</td>
</tr>
<tr>
<td>(b)</td>
<td>Satisfied</td>
<td>120</td>
<td>80</td>
<td>110</td>
<td>73.33</td>
</tr>
<tr>
<td>(c)</td>
<td>Dissatisfied</td>
<td>-</td>
<td>-</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>(d)</td>
<td>Highly Dissatisfied</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>(e)</td>
<td>Undecided</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Majority of respondents i.e. 80 percent of the executives and 73.33 percent of labourers were satisfied with the working conditions provided by the organisation. Working conditions are necessary to make the employees work effectively. The respondents reported that the employer provides proper working conditions and a conducive work environment. On investigation, safe working conditions and an healthy atmosphere was maintain in the organisation. Majority of the respondents told the researcher that proper lighting, cleanliness, drinking water and proper temperature was maintained in the organisation.
Table showing the level of satisfaction of the respondents regarding loan facilities offered by the organisation.

Table No. - 42

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Highly satisfied</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>(b)</td>
<td>Satisfied</td>
<td>72</td>
<td>48</td>
</tr>
<tr>
<td>(c)</td>
<td>Dissatisfied</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>(d)</td>
<td>Highly Dissatisfied</td>
<td>42</td>
<td>28</td>
</tr>
<tr>
<td>(e)</td>
<td>Undecided</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

From the above table it can be seen that 48 percent of the executives were satisfied with the loan facilities rendered by the organisation where as 28 percent of the executives were highly dissatisfied reasons were attributed to the fact that the executives were highly dissatisfied with the loan offered by the organisation they might have found the procedure of loan advance as cumbersome and disgusting or it may be due to their in capability in returing the loan.
Another point which was observed which executives revealed in private that management was giving loans to few select favourites not everyone. In the labourer group 40 percent were satisfied with the loan facilities availed by them. Whereas 32 percent of them were dissatisfied by the loan facilities provided by the organisation. It seems that there were some loopholes in the loan procedure. Loan policy was not fair of the organisation as considerable number of both groups were dissatisfied with the lone facilities offered by the organisation.
Satisfaction Regarding Housing Facilities

On 'Y' axis
1 c.m. = 5 Resp.

<table>
<thead>
<tr>
<th></th>
<th>Lab.</th>
<th>Exe.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Satisfied</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td>Satisfied</td>
<td>40</td>
<td>50</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>60</td>
<td>70</td>
</tr>
<tr>
<td>Highly Dissatisfied</td>
<td>70</td>
<td>60</td>
</tr>
<tr>
<td>Undecided</td>
<td>50</td>
<td>40</td>
</tr>
</tbody>
</table>

No. of Respondents — 'Y'
Table showing the level of satisfaction of the respondents regarding the housing facilities provided by the organisation

Table No. - 43

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Highly satisfied</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>(b)</td>
<td>Satisfied</td>
<td>36</td>
<td>24</td>
</tr>
<tr>
<td>(c)</td>
<td>Dissatisfied</td>
<td>54</td>
<td>36</td>
</tr>
<tr>
<td>(d)</td>
<td>Highly Dissatisfied</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>(e)</td>
<td>Undecided</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The above table shows that 36 percent of the executives and 40 percent of the labourers were dissatisfied with the housing facilities. It was followed by 24 percent of the executives who had satisfaction towards housing facility about 32 percent of the labourers were undecided with this issue of housing facility. It was found during the present study that majority of respondents were living on rented accommodation only a few of the respondents availed the housing facility provided by the organisation.
The respondents were dissatisfied with the housing facility because they felt that number of houses were comparatively less than the large working force. In similar study done by Pratibha Goyal on job satisfaction it was seen that majority of the respondents were satisfied with the housing facilities provided by the organisation. As compared in the present study majority were dissatisfied with the housing.
**Table** showing the level of satisfaction of the respondents regarding the canteen facilities provided by the organisation.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Highly satisfied</td>
<td>18</td>
<td>12</td>
</tr>
<tr>
<td>(b)</td>
<td>Satisfied</td>
<td>72</td>
<td>48</td>
</tr>
<tr>
<td>(c)</td>
<td>Dissatisfied</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>(d)</td>
<td>Highly Dissatisfied</td>
<td>36</td>
<td>24</td>
</tr>
<tr>
<td>(e)</td>
<td>Undecided</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

The above table indicates that 48 percent of the executives and 44 percent of the labourers were satisfied with the canteen facilities, which was followed by 24 percent of the executives who were highly dissatisfied with canteen facilities provided by the organisation. Whereas 28 percent of the labourers were highly satisfied with the canteen facilities. Majority of respondents revealed canteen provides all necessary facility and edibles of different taste, and rates for meals were subsidized.

Respondents told rates for meals were subsidized. Respondents told the researcher that canteen was under the control of personnel
department and weekly menu of canteen was made by the canteen committee in consultation with the personnel department. On probing it was seen that organisation had a canteen committee consisting of representatives from the labourers, executives and management side. There were separate canteen for executives and labourers. Majority of respondents were satisfied with the functioning of canteen committee and canteen facilities provided by the organisation.
SATISFACTION REGARDING TRAINING PROGRAMMES

On 'Y' axis
1 cm. = 5 Resp.

- Executives
- Labourers
Table showing the level of satisfaction of the respondents regarding the Training programmes.

**Table No. - 45**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th></th>
<th>Labourers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Highly satisfied</td>
<td>24</td>
<td>16</td>
<td>48</td>
<td>32</td>
</tr>
<tr>
<td>(b)</td>
<td>Satisfied</td>
<td>84</td>
<td>56</td>
<td>60</td>
<td>40</td>
</tr>
<tr>
<td>(c)</td>
<td>Dissatisfied</td>
<td>30</td>
<td>20</td>
<td>20</td>
<td>13.33</td>
</tr>
<tr>
<td>(d)</td>
<td>Highly Dissatisfied</td>
<td>-</td>
<td>-</td>
<td>22</td>
<td>14.67</td>
</tr>
<tr>
<td>(e)</td>
<td>Undecided</td>
<td>12</td>
<td>8</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td>150</td>
<td>100</td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

Training is the act of increasing the knowledge and skills of an employee for doing a particular job. The above table shows the satisfaction level of respondents relating to the Training programmes. Majority of respondents were satisfied with the training programmes as opined by 56 percent of executives and 40 percent of the labourers, while 20 percent of the executives were dissatisfied with training programmes. On the other hand 32 percent of the labourers were highly satisfied by the training programmes conducted by the organisation. On
probing the respondents the executives reported that the organisation adopted mainly on the job training method. Executives were given training at the work place by their immediate Bosses. Labourers on the other hand revealed to they have undergone vestibule training both the groups i.e. executives and labourers were satisfied with the method of training adopted by the organisation.
Table showing the view of respondents regarding the significance of training programmes in their development.

Table No. - 46

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Yes</td>
<td>108</td>
<td>72</td>
</tr>
<tr>
<td>(b)</td>
<td>No</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>(c)</td>
<td>Cannot say</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

It is evident from the above table that 72 percent of executives felt that the training programmes lead to their development, whereas 80 percent of the labourers were also of the opinion that training programmes of the organisation lead to their development. Majority of respondents felt that training programmes raise their skill levels and increases their versatility. The respondents reported the investigator that H.R.D. deptt was imparting adequate training programme.
Table showing the view of the respondents regarding the communication system of the organisation.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labours</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>Downward communication</td>
<td>42</td>
<td>28</td>
</tr>
<tr>
<td>(b)</td>
<td>Upward communication</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>(c)</td>
<td>Horizontal communication</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(d)</td>
<td>Open communication</td>
<td>78</td>
<td>52</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

It is evident from the above table that an open communication/direct communication exists in the organisation as opined by 52 percent of the executives and 66.67 percent of the labourers. On probing about open communication the respondents revealed to the researcher that they were free to communicate without any formal procedure to their superiors. They had direct communication with their immediate superiors and Bosses. Such a communication system allows to improve interaction among bosses and subordinates and also develops good interpersonal relationship among them.
Table showing the views of the respondents regarding their power and authority to take decision in routine work.

Table No. - 48

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>Percentage</td>
</tr>
<tr>
<td>(a)</td>
<td>All the time</td>
<td>42</td>
<td>28</td>
</tr>
<tr>
<td>(b)</td>
<td>Mostly</td>
<td>66</td>
<td>44</td>
</tr>
<tr>
<td>(c)</td>
<td>Rarely</td>
<td>42</td>
<td>28</td>
</tr>
<tr>
<td>(d)</td>
<td>Never</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

The above table shows the authority and power of the respondents to take decision regarding their routine work 44 percent of the executives and 46.67 percent of the labourers opined mostly they undertake the decision regarding their routine work.

On other land 28 percent of the executives were of the view that rarely do they enjoy the authority take decisions while 28 percent of the labourers also opined the same. Thus it can be said that neither executives or labourers enjoyed to take decision all the time.
Factors of Job Satisfaction

On 'Y' axis
1 cm = 5 Resp.

- Executives
- Labourers

No. of Respondents

<table>
<thead>
<tr>
<th>Factor</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay</td>
<td>22</td>
<td>24</td>
</tr>
<tr>
<td>Security</td>
<td>62</td>
<td>58</td>
</tr>
<tr>
<td>Working Conditions</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Benefits</td>
<td>5</td>
<td>16</td>
</tr>
<tr>
<td>Hours of Work</td>
<td>4</td>
<td>6</td>
</tr>
</tbody>
</table>

'Y' axis units: 1 cm = 5 Respondents
Table showing the views of the Respondents regarding the factors responsible for job satisfaction.

**Table No. - 49**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Responses</th>
<th>Executives</th>
<th>Labourers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>No.</td>
</tr>
<tr>
<td>1.</td>
<td>Pay</td>
<td>22</td>
<td>24</td>
</tr>
<tr>
<td>2.</td>
<td>Security</td>
<td>62</td>
<td>58</td>
</tr>
<tr>
<td>3.</td>
<td>Working conditions</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>4.</td>
<td>Benefits</td>
<td>5</td>
<td>16</td>
</tr>
<tr>
<td>5.</td>
<td>Supervisors/Boss</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>6.</td>
<td>Hours of work</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>7.</td>
<td>Opportunity for advancement</td>
<td>30</td>
<td>18</td>
</tr>
<tr>
<td>8.</td>
<td>Management</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>9.</td>
<td>Communication</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>10.</td>
<td>Social aspects of Job</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

From the above table it can be seen that 10 important factors which contribute to the job satisfaction were asked by the respondents i.e. executives and labourers. Majority 41.3 percent executives felt that job security was the major criteria of job satisfaction. Further 20 percent were of the opinion that there must be an opportunity to grow in the organisation. On the otherhand majority of the labourers 38.6 percent too had the same views and considered security one of the important factor for job satisfaction. Another dominant group 16 percent of the labourers considered pay as one of the major factor for job satisfaction. According to their views revision of pay from time to time and reasonable rise in the pay are important factor in job satisfaction.