Chapter 8

Conclusion, Suggestions and Recommendations
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BRIEF SUMMARY, CONCLUSION AND RECOMMENDATIONS

This study was designed to investigate “A sociological study of Job satisfaction among Executives and Labourers with special reference to Raymond Ltd. in Chhindwara Distt. (M.P.).” The modern industrialization increased the expectations of people, their horizon of needs and this increased the level of satisfaction towards their job. Job satisfaction is referred as “Individuals general attitude towards his/her job. The job involves return not only in terms of wages or salaries. But it requires interaction with Co-workers and Bosses, meeting performance standards, Living with working conditions etc. This means that an employees level of satisfaction or dissatisfaction is a complex summation of a number of job elements, his family background, responsibilities and duties. Thus the topic was selected, as it will explore the individuals satisfaction level towards job and also reflect his/her family, social and cultural satisfaction.

The major objectives of the study were understanding the socio-economic background of Executives and labourers and to find out the Individual’s value system and dominant values in todays workforce. Besides, above study was concerned with job related attitudes and
behaviours. The study also investigated on the factors that determined job satisfaction and also the different areas of job satisfaction and also the different areas of job satisfaction among respondents and also to know the current level of job satisfaction among Executives and Labourers in Raymond Ltd.

The study was carried out in Raymond Ltd. Sausar unit, Chhindwara. There were 300 respondents viz. 150 Executives and 150 Labourers of Raymond Ltd. who provided the data. These respondents were selected on the basis of Stratified Random sampling.

**Conclusions**

Socio- Economic Status of the Respondents

*Age of the Respondents:* Majority of Executives and Labourers were in the age group between 31-40 years. It reflects the studied population was in younger age group.

*Marital Status:* As regards marital status, all the respondents were married.

*Education Status:* Most of the Executives and Labourers were reasonably educated. Majority of Executives (36%) were Post Graduates. Labourers (80%) were Intermediate

*Status of Job:* All the Executives were on the permanent job Majority of Labourers (66.67%) were on permanent job. Rest 23.33% Labourers
were also on contract basis which shows that organisation also had contract labour policy.

**Period of Service**: The period of service of the Executives was 5-9 yrs (64%) on the other hand majority of Labourers (61.33%) were in service from 10-14 years.

**Monthly Salary**: Majority of Executives (68%) were getting a monthly salary between 5001-8000. Labourers (81.33%) were drawing monthly salary ranging between 2000-5000.

**Living Status**: Majority of respondents i.e. 60% Executives and 80% Labourers were residing in the rented houses. Both the groups were facing problem of housing. The Organisation does not provide housing for all.

**Reason for Joining Organisation**: Better prospects and prestigious organisation were the main reason for joining the organisation as reported by majority of Executives (44%) Labourers (49.33%)

**Social Services**: Majority of Executives and Labourers opined that organisation should pay some share towards social service.

**Gender Equity**: As regards gender equity, majority of respondents i.e. Executives (88%) and Labourers (72%) were of view that women should receive equal pay for equal work compared to them. Both the groups treated women employees at par with them.

**Acceptability of Goals and Belief of the organisation**: Majority of Executives (88%) and Labourers (78.67%) were in the favour of
accepting the goals and belief defined by the organisation, thus reflecting the organisational commitment.

**Role of Job in Raising standard of living:** 84% of the Executives and 65.33% of Labourers felt that it was perfectly right that their job raises their standard of living.

**Time spent with family:** Majority of the respondents i.e. Executives and Labourers mostly got time to spent with their family permitted along with the job.

**Wards Employed in the same Organisation:** 32% of the Executives did not wished to get their wards Employed in the same Organisation. They wanted to educate their wards and get some better job. But majority of Labourers (44%) strongly wished to got their wards employed in the same organisation.

**Career Prospects:** Majority of respondents i.e. Executives (68%) and Labourers (65%) revealed that organisation provides good career prospects for their future development and betterment.

**Choice of Job:** Regarding selection of job, a large number of Executives (52%) and Labourers (73.33%) revealed to select the present job which shows that organisation meets their level of satisfaction and requirements.

**Interpersonal Relationship:** Interpersonal relations are very important to keep the Individual as a part of the group. In relation to interpersonal relationship among employees and superiors at the time of problem
84% of Executives and 84% Labourers revealed that good interpersonal relationship exists in the organisation.

Majority of Executives (72%) and Labourers (80%) also agreed on the point that good interpersonal relationship helps in effective working of the organisation. Thus an atmosphere of understanding and cooperation among colleagues exists in the organisation, which is an key factor effective working of the organisation.

**Grievances** : Grievances implies the complaints or grief of the employees caused due to his employment 56% of Executives and 62.67% of Labourers did not have any grievances.

While (44%) Executives and (37.33%) Labourers had grievances.

**Type of Grievances** : The aggrieved employees were probed regarding the type of Grievances they had. 45.45% Executives and 71.44% of the Labourers had grievances related to salary. Salary seems not to be sufficient to satisfy the respondents needs or requirement. Salary policy should be periodically checked.

**Relationship with Superiors** : Majority of the Executives (68%) and Labourers (64%) had good relationship with superiors. Apart from formal hierarchy, there were regular interactions between superiors and subordinates.

**Team Work** : Team work was also found in the organisation under study. 44% of Executives and 60% of Labourers opined very much team work was present in the organisation.
Work as rated by Superiors: 56% Executives and 61.33% Labourers reported that they were recognized mostly by their superiors for good work. The organisation understudy rewards good work.

Treatment by Employers: Fair treatment was received by majority of respondents i.e. 84% Executives and 78.67% Labourers. Employer gives due regard to its employees and provides all benefits & facilities required.

Participation of Respondents: High employee participation was existing in the organisation, as opined by majority i.e. 88% Executives and Labourers (65.33%). The respondents were involved and consulted on matter of work.

Enjoyment of Work: Majority of Executives (68%) and Labourers (56%) enjoyed their work.

Fair Treatment by Bosses and Supervisors: The organisation maintains proper human relation model of management, as majority of Executives (68%) and Labourers (58.66%) well treated well by Bosses and supervisors making them feel usefull and important.

Promotional System: Seniority cum Merit system of promotion was existing in the organisation, as majority of Executives (80%) and Labourers (53.3%) opined.

Demotion: Inefficiency to work or poor performance results in demotion of the employees as opined by Executives (56%) and
Labourers (72%). Thus the organisation understudy was having demotion system.

*Views Regarding Job*: Majority of respondents i.e. Executives (76%) and Labourers (88%) liked their job.

*Satisfaction with Job*: Respondents felt all the time and mostly satisfied with their job, as reported by 40% of Executives and 53.3% of the Labourers.

*Views Regarding Fair Pay*: Majority of respondents i.e. 56% Executives and 60% Labourers reported that their Pay was not fair when compared with other organisation. The organisation must evaluate its pay policy from time to time.

*Involvement in Decision Making*: Usually the respondents were involved in the decision making process.

*Long Working Hours*: The organisation followed the prescribed working hours of a hrs/day as mentioned under the factories Act. 1948, as majority of respondents i.e. Executives (60%) and Labourers (57.3%) opined.

*Level of Satisfaction* :-

(a) *Cleanliness of the office*: 68% of Executives and 73.3% of Labourers were satisfied by the cleanliness of the office. The organisation was daily cleaned and well maintained.
(b) *Working conditions*: Safe working conditions were existing in the organisation, as majority 80% of executive and 73.3% of Labourers agreed the point.

(c) *Loan Facilities*: 48% of Executives and 40% of Labourers were satisfied by the loan facilities, but 28% Executives and 22.6% Labourers were highly dissatisfied with the loan facilities provided by the organisation. Loan facility was not fair as revealed by the respondents.

(d) *Housing facilities*: Majority among both the groups i.e. Executives (36%) and Labourers (40%) were dissatisfied with the housing facility. Most of the respondents were living on rented accommodation.

(e) *Canteen Facilities*: Canteen was satisfactory as revealed by Executives (48%) and Labourers (44%). Canteen was providing all necessary facility and edibles of different taste.

(f) *Training Programmes*: The organisation had different training programmes for Executives and Labourers. Both the Executives and Labourers were satisfied with the training programmes. The Executives were provided training by on the Job training method and Vestibule method was used for Labourers.

**Significance of Training in the Development**: Majority of the Executives (72%) and Labourers (80%) agreed that the training
programmes raises their skill and capacity and thus leads to their development.

**Communication System**: An Open/Direct communication system prevails in the organisation as opined by 52% Executives and 66.6% Labourers.

**Power and Authority to take Decisions**: Mostly the respondents took decisions regarding their routine work. The respondents did not enjoyed the power and authority to take decisions every time.

**Factors Responsible for Job Satisfaction**: Job security was the most important factor as rated by majority i.e. 41.3% Executives and 38.6% Labourers, followed by opportunity for advancement for Executives (20%) and Pay for Labourers (16%) for job satisfaction. Whereas pay was third important factor for Executives (14.6%) and benefits for the Labourers (10%) responsible for job satisfaction.
SUGGESTIONS & RECOMMENDATIONS

Few suggestions and recommendations which are absolutely necessary for the improvement of the Industrial atmosphere and congenial working conditions in order to enhance the productivity of the studied Organisation are given below :-

1. The study reveals that wages were inadequate and respondent wanted the revision of their pay from time to time.

Standard of living of the Labourers and Executives is closely limited with money power. Management if possible should try to revise the pay of their employees from time to time on the basis of the lost of living.

2. As regards housing facilities majority of the respondents i.e. Executives and Labourers were not satisfied. There is a need to build more houses so that all those Executives and Labourers who wish to live in these houses should be accumulated. Those Labourers and Executives who do not get accommodation should be fairly compensated.

3. Cost of living is increasing and employees wish to maintain proper standard of living therefore they need extra resources to meet their increasing demands. Loan facilities as provided by the organisation are meager and they are given to selected few
therefore there was a need to advance liberal loan facilities to the employees.

4. Major areas of grievance as reported by the respondents were salary and Promotion policies. Any industrial organisation which needs stability and peace should consider these two areas dispassionately. Fair and time bound promotional policy should be evolved. And revision of pay in a definite time frame should be formulated.

5. Labourers were interested regarding the employment of their wards in the same organisation in which they were working. This is the major area of job satisfaction, because workers realise a kind of social security which will enhance the productivity and output of the organisation.

6. The industrial atmosphere in the organisation which was studied there was lack of active participation in the decision making process. In order to have better industrial climate there is need of active participation of the employees at all levels, otherwise concept of participative management shall remain a distant reality.

7. As revealed by the study the Labourers were not in a very comfortable situation with regard to their economic status as compared to the Executives. Therefore it becomes the duty of employer that free and compulsory education should be provided to the wards of the Labourers. Organisation should open the
school for the children of Labourers and provide the scholarship and stipend to intelligent children. Even education workers can work as volunteers in these school.

8. Other Benefits like Medical Services, Simplification of advance facilities, Welfare officer should be given a free hand in organisation welfare programmes which in turn may help in increasing the better Industrial atmosphere and level of satisfaction.