Chapter-1

INTRODUCTION

Job satisfaction is one of the most crucial but controversial issues in Industrial Psychology and behavioural management in organization. It ultimately decides the extent of employee motivation through the development of organizational climate or environment. Job satisfaction is a specific subset of attitudes held by organizational members. It is the attitude one has towards his or her job. It is one’s effective response to the job.

Job satisfaction in a narrow sense, means attitude related to job. It is concerned with such specific factors as wages, steadiness of employment, condition 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.

Job satisfaction is derived and caused by many inter related factors.

The importance of the various factors appear to change from one situation to another. The satisfaction which people experience in their jobs is in large part of the consequences of the extent to which the various aspects of their work situations tends to be relevant to their job related value system. Job satisfaction is basically an Individual matter.
Individuals look for those aspects of the job, which are related to their own value system.

The work values of the people that is those values for which individual seeks fulfillment in their job have their roots in the basic need of the individual. There are no two people, who have the same set of values, just as no two people have the same fingerprints. The work values of the Individual take on magnitudes from the combination of their individual experiences and their cultural background.

The executives/Managers have a central responsibility not only for the performance of other people but also of their own performance. The greater the satisfaction of the members to the job, the greater is the degree of effectiveness with organization.

An organization that has a good personnel programmes and offers steady work, good supervision etc may. nevertheless find that a particular work has a little satisfaction because of his capabilities in connection with his particular job, family problems or unhappiness about his failure in union activities.

However, a more comprehensive approach requires that many additional factors be included before a complete understanding of job satisfaction. Such factors such as the employee’s age, health, temperament, desires and level of aspiration should be considered. Further his family relationship, social status, recreational outlets, activity in organization, labour, political or partly social contribution ultimately lead to job satisfaction.
In short job satisfaction is a general attitude which is the result of many specific attitudes in three areas namely.

1. Specific job factors.
2. Individual Characteristics.
3. Group relation outside the job.

These factors can never be isolated from each other for analysis. The approach, which seems to be apt, i.e. job satisfaction is the favourableness or unfavourableness with which employees view their work. It results when job required suited to the wants and expectations of employees.

DIMENSIONS OF JOB SATISFACTION

SPECIFIC JOB DIMENSIONS:

The concept of a job is very complex. It has many factors, such as the nature of the work, the supervisor, the company, pay promotional opportunities. The job itself seldom serves as a unitary attitude object. Rather, the attitude, in this case the satisfaction that the individual associates with his or her job, is really the degree of satisfaction with a number of different dimension of the job.

Over years considerable time and effort has been devoted to discovering the dimensions of job satisfaction. The best conclusion to draw from this work is that although there are many very specific and diverse job dimensions which have been shown to relate to job satisfaction at one time or another, there is a set of dimensions common
to most jobs that is sufficient to describe most of the predictable variance in job satisfaction.

"Locke (1976) Presented a summary of the jobs that consistently has been found to contribute significantly to employee’s job satisfaction. The specific dimensions like the work, pay, promotions, recognition, working conditions, benefits etc represent those job characteristics typically used to assess job satisfaction. They are relatively specific attitude objects for which the organizational members have some position on a like-dislike continuum. They are also work characteristics salient to most people. Job incumbents quickly form very definite attitudes about the work they do. After very little experiences on the job they have definite feelings about how interesting the work is, how well they are doing and in general how much they enjoy doing whatever, it is they do".¹

The general categories of job dimensions was introduced by locke in order to cluster common dimensions into more theoretically meaningful groups. His system is useful for it provides some basis for considering the adequacy of the set of dimensions as well as a basis for better understanding how and why some dimensions are liked or disliked.

SINGULAR MULTIPLE DIMENSIONS

Should job satisfaction be considered a single entity or should satisfaction with each of the dimensions of interest be considered

¹ ERNEST J. MC CORMICK AND DANIEL ILGEN, “Industrial psychology” seventh edition (prentice-hall of India, New Delhi p. 303 309)
separately. The answer depends on the reason or reasons for being concerned about job satisfaction. If job satisfaction measures are used to diagnose potential problem areas in the job setting, then separate dimensions are more valuable than an overall measure. The Individual job factor to be producing positive and which one negative feeling on the part of the employees.

COMBINING DIMENSIONS OF JOB SATISFACTION

It seems intuitively obvious that all of a job’s dimensions are not equally important and working condition not so; for others it may be the reverse. Therefore when combining measures of satisfaction with several dimensions of the job, it is tempting to weight the dimensions by their relative importance to the individual. It is much better to select a set of job dimensions that have been found to apply to most jobs and then simply to weight each dimensions score equally to calculate overall satisfaction. To have either strong positive of strong negative feelings indicates that the dimension is important enough to feel strongly about it. On the other hand, neutral feeling of satisfaction usually mean that the factor really does not matter much.

THEORIES OF JOB SATISFACTION

Job satisfaction is concerned with the feelings one has toward the job, and work motivation is concerned with the behaviours that occur on the job. Satisfaction is as hedonic response of liking or disliking the attitude object, Also, it is often assumed that individuals will approach
those thing with which they are dissatisfied. There are various theories for determining job satisfaction for individual.

COMPARISON PROCESS

The most widely accepted view of job satisfaction assumes the degree of affect experienced result from some comparison between the Individuals standard and that Individuals perception of the extent to which the standard is met. The amount of satisfaction that result is a function of the size of the discrepancy between the standard and what is believed to be received from the job.

INSTRUMENTALITY THEORY

A second view of job satisfaction is that individuals calculate the degree to which the job is satisfying by considering the extent to which the job leads to valued out comes. It is assumed that the individuals has a set of judgements about how much they value certain outcomes such as pay, a promotion, or food, working condition. They then estimate the extent to which holding the job leads to each of these outcomes. Finally by weighting the per received value of each out come and considering all out comes in set, the individual arrives at an estimate of the satisfaction he or she feels will come from the job.²

SOCIAL INFLUENCE

"Salancik and pfeffer (1997) questioned comparison theories of job satisfaction and suggested that perhaps people decide how satisfied they are with their job not by processing all kinds of information about
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”.

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 ling 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

"Hergberg (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

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 serve 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 have 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 mores 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 empirically real or correct. The behavioural component consists of a person's tendencies to behave in particular way toward an 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 our
comes 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 is 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 organization 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>Of equality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extrinsic</td>
<td>in the rewards</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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 needs a sufficient degree of support which 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 of 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”.

---

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.  

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, Gower 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

---

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:

(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.

(b) **Management**

Supervisory treatment, participation, reward and punishment, praise and blames, leave policy, favouritism, etc.

(c) **Social Relations**

Friends and associates, neighbours, attitude towards people in

---

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.

---

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 king 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 i 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 of 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 from 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-preference 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 techno. 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 Throughful 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 over stretch 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-note”.

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 up to 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 form other sources particularly form 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.” 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 may 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. Vijajpat 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.
RAYMOND LIMITED
(TEXTILE DIVISION; CHHINDWARA)
DATES AND EVENTS
(CHRONOLOGICAL ORDER)

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.