Introduction and Design of the Study
CHAPTER I
INTRODUCTION AND DESIGN OF THE STUDY

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1 INTRODUCTION

Human Resources are assuming increasing significance in modern organisation. Obviously, majority of the problems in organisational settings are human and social rather than physical, technical or economical. The failure to recognise this fact causes immense loss to the nation, enterprise and to the individual.¹

Labour is an important and indispensable factor of production. The use of labour will be quite prevalent in its business operations whether it is producing goods and services or trading or any other things. Without labour, it may not be possible to go for any business and run any industry at all. Even in a so-called mechanised world with the domination of machines as in the case of 'Robot' world, the importance of labour can not be under estimated. Atleast one man would be required to press the button if the firm uses even computers to control operations of its business. Thus, labour is an unavoidable input.²

Labourers' willingness to work is based largely on a management's ability to integrate the interests and needs of its employees with the objectives of the organisation. Human behaviour is directed towards the fulfilment of some aspirations, needs, drives, wants, etc. It is therefore, necessary for the employers to find out the answer to the
question "why" or "what is it that makes people to do things?".

Any betterment of the labour conditions must proceed more from the employers downward rather than be forced up by demands from below, since labour contented, well-housed, well-fed, well-looked after, is not only an asset to the employees, but serves to raise the standards of industry and labour in the country.

Human life can be characterised as activity. Man primarily works to satisfy needs. Needs may vary from individual to individual and culture to culture. Satisfaction of needs is essential both for physical and survival as well as providing man with pleasure and comforts. Low job satisfaction is a sign of deterioration in the efficiency of work in the organisation. In its sinister form, it lurks behind wild cat strikes, slow downs, absenteeism and employees turnover. It may also be a part of grievances, low productivity, disciplinary problems and other organisational difficulties. On the other hand, high job satisfaction of employees is a happy sign for the employer for it is connected with those positive conditions which the management wants.

Work has been the central activity of man since the very primitive days. It is directed towards satisfaction
of primary needs. It brings those material rewards which provides to him subsistence and at the same time, it decides a man's status in society. It is the work role that identifies and even defines man. Hence, it is but natural that every man seeks satisfaction in his major activity of the work. According to J.E. Gardinar, "the satisfaction of an employee gets from his job depends on the needs he brings to the job and the extent to which these needs are met by the job. In short, job satisfaction appears to be basically a sort of ratio between what a man expects from his job and what he actually gets from it". For the maintenance of industrial peace and prosperity, it is but essential that greater attention is to be given to satisfy the needs of the worker.

2 STATEMENT OF THE PROBLEM

The Industrial Revolution resulted in the migration of people in millions. Free movement and mass migration supplied the labour force for factories. All these resulted in industrial labour problems.

In those days the workers had to work up to 8 to 16 hours a day in the most inhuman conditions. The work surroundings were awful (inadequate illumination, insufficient ventilation, high level of noise, drab walls, dirty flooring and so on) and the workers had no security
whatsoever. The wages were so inadequate. But even today the employers are well exploiting women and children on work but paying them half of the wages. Because of abundance of labour supply, the employers are least concerned about the well-being of the employees. If any one leaves the job, there are hundreds who wanted to come in. Since the industries are located in and around the cities, the workers are compelled to live in the slums. The workers have no security of the job at all. If a worker is involved in some accident, he will be dismissed from the job without any compensation. Accidents are supposed to be the acts of God. Over and above these inhuman conditions the employers are resorting to various means to exploit the workers.

Only recently, the employers are becoming aware of the fact that the workers must be treated well to make them put their full effort. They are rather concerned about the inefficiency amongst the workers, and are on the look out for some techniques to improve the efficiency of the workers.

In order to protect the workers from facing very many problems, the Government has enacted several Acts and protective measures like
Though there are so many statutory measures, still employees are suffering for want of facilities. Hence, they are not having full satisfaction on their job and working conditions.

The researcher wants to assess how far the employees of hosiery units are getting their working conditions fulfilled and derive satisfaction in their job. Hence, the researcher wants to probe answer for the following questions.
i What is the extent of satisfaction of workers on the working conditions in hosiery units.

ii What is the extent of job satisfaction derived by workers from the hosiery units.

3 SCOPE OF THE STUDY

This study aims to probe the job satisfaction of the employees working in the hosiery units of Tirupur based on their opinions.

4 OBJECTIVES OF THE STUDY

The objective of the study is to consider the extent of job satisfaction of employees in the hosiery units of Tirupur. Towards this objective, the following specific objectives are taken up for the study.

i To study the concepts and determinants of job satisfaction.

ii To present the profile of hosiery units of Tirupur.

iii To review the opinions of employees on the working conditions of Tirupur hosiery units.

iv To measure the extent of job satisfaction of employees of hosiery units in Tirupur and to study the various factors influencing job satisfaction.

v To analyse the direct and indirect effects of the independent variables on job satisfaction.

vi To present the problems and suggestions for improving job satisfaction of employees of hosiery units.
5 OPERATIONAL DEFINITIONS

i Job Satisfaction

It refers to the positive or negative attitudes of an employee towards his job.

ii Employee

Employee means a worker or a staff employed in a hosiery unit. He may be a piece worker or regular worker.

6 METHODOLOGY

This study is empirical in nature based on survey method. Primary data on employees are collected through personal interviews from the employees of the hosiery units. The researcher had discussions with the officials of the South India Hosiery Manufacturers Association of Tirupur, Deputy Director of Apparel Export Promotion Council of Tirupur and the owners of different hosiery units. The study is individual-employee-oriented and the factors selected are personal and relating to sample unit in character.

7 CONSTRUCTION OF TOOLS AND PILOT STUDY

The tools for collecting primary data are constructed by the researcher himself. Casual interviews are conducted with twenty respondents covering hosiery units namely small, medium and big in order to identify the variables of the study. Interview schedule for the employees of hosiery units are constructed in English for the pilot
study. The pilot study conducted during March 1990 covered fifty employees of various hosiery units. In the light of the pilot study, the schedules are revised. The interview schedule was translated into Tamil for the convenience of the respondents.

The Interview Schedule (Appendix II) has been used for collecting data relating to the personal data of the employees, the present position held by the employees, monetary benefits and non-monetary benefits received by the employees. The Schedule also contains questions relating to the scale of employee's satisfaction on their job in the hosiery units.

8 SAMPLING DESIGN

Banian City of Tirupur has a net work of hosiery units employing large labour force. Majority of the units are exporting their hosiery garments directly or indirectly and earning around Rs.1200 Crores of foreign exchange per annum. In India 68 per cent of the cotton hosiery products are produced in Tirupur alone. Hence the employees of hosiery units in Tirupur have been selected for this study.

From among the 3000 hosiery units at Tirupur sixty units are selected at the first stage by simple random sampling by lot method and at the second stage from the selected sample units 300 respondents are selected by random sampling that too by lot method.
employees are selected using simple random sampling totalling 300. The sample covers various sizes of units such as small, medium and big; various types of organisations like sole trading, partnership and company with differential product mix and composite and non composite units.

9 GEOGRAPHICAL COVERAGE

The area of coverage of the study is Tirupur Town limits of Coimbatore District in Tamil Nadu.

10 FIELD WORK AND COLLECTION OF DATA

The field work for the study was conducted during the period between June 1990 and February 1991. Personal interview by the researcher was the major tool of data collection. Interview schedule was used during the interviews. The interview was conducted at the residence of the employees at their convenience. Before the interview, proper rapport has been established. The data were recorded by the researcher in the interview schedule. Thus, the filled up schedules were thoroughly checked to ensure accuracy, consistency and completeness. On an average each interview took about 45 minutes. The data thus collected were categorised and posted in the transcription cards for further processing.
11 DATA PROCESSING

The analysis of the data has been processed with the help of IBM compatible personal computer.

12 QUANTIFICATION AND MEASUREMENT OF VARIABLES AND CONSTRUCTION OF SCALES

One of the objectives of the study was to measure the extent and variation of job satisfaction derived by the employees working in the hosiery units. The job satisfaction has been identified as the dependent variable of the study, which was measured through a scale called "Job Satisfaction Scale" developed by the researcher. This scale has been constructed based on the scores (Appendix III) awarded for the opinions of the respondents. For further analysis, the following independent variations are selected and related with the dependent variable Job Satisfaction.

i  Age
ii  Size of family
iii Income
iv  Experience
v   Distance
vi  Monetary Benefits
vii Non-monetary Benefits
viii Education
ix  Nature of Position
13 FRAME WORK OF ANALYSIS

The general plan of analysis ranged from simple descriptive statistics to multiple regression model. The extent and variation of job satisfaction derived by the respondents from the hosiery units are measured through the scale called "Job Satisfaction Scale" and constructed on the basis of the scores of the components.

Then factor-wise analysis was made. The dependent variable job satisfaction was related to fifteen factors influencing the same. The respondents were grouped according to these factors and accordingly their mean and range of job satisfaction scores for each factor group were calculated. In order to find out the significance of the differences between the averages, analysis of variance and 'F' tests have been applied. In addition to this, the inter-relationship of each group is also studied for finding out the critical difference. For quantitative factors co-efficient of correlation and partial regression analysis
have also been worked out. In order to study the combined effects of all the fifteen independent variables on the dependent variable Job Satisfaction, Path analysis was used.

14 CHAPTER SCHEME

The first chapter consists of the introduction and design of the study. This includes introduction, statement of the problem, scope of the study, objectives of the study, operational definitions, methodology, construction of tools and pilot study, sampling design, geographical coverage, field work and collection of data, data processing, quantification and measurement of variables and construction of scales, frame work of analysis and chapter schemes.

The second chapter presents the job satisfaction definitions, concepts - its determinants and various studies on job satisfaction.

The third chapter deals with a profile of Tirupur hosiery units and employees satisfaction on the working conditions.

The fourth chapter deals with the extent of variation of job satisfaction of employees of hosiery units.

In the fifth chapter, the direct and indirect effects of variables on job satisfaction have been discussed.
The sixth chapter deals with the summary of findings, problems and suggestions for realising more job satisfaction by the employees.
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