CHAPTER II
OBJECTIVES OF THE STUDY AND METHODOLOGY

A: IMPORTANCE AND SCOPE OF THE STUDY
B: OBJECTIVES OF THE STUDY
C: METHODOLOGY AND SOURCES OF DATA COLLECTION
D: PREPARATION OF QUESTIONNAIRE
E: THE SAMPLE AND ITS DESIGN
F: LIMITATIONS OF THE STUDY
G: CHAPTER SCHEME
(A) IMPORTANCE AND SCOPE OF THE STUDY:

Job satisfaction is the most important and frequently studied job attitude. The concept of a job is very complex. It has many facets such as nature of work, supervisor, company, pay promotional opportunities, etc. The job itself serves as a unitary attitude object. Whatever may be the work, people have evaluative feelings about it, they like or dislike certain aspects of their work and they have an overall assessment of favourability about what they do. Management cannot, of course, change the personal factors of employees. It should, however, appreciate the role of personal factors in job satisfaction.

Job satisfaction is an evaluative appraisal of one's job and is a good reflection of these feelings. To date, the efforts of industrial psychologists and management experts have been directed largely towards the study of independent relationships between specific variables on the one hand and various aspects of work related behaviour on the other.

(B) OBJECTIVES OF THE STUDY

The prime objective of the study was to highlight the extent to which the various factors are related to workers' overall job satisfaction and to find out the relationship between:

1. Age and job satisfaction
2. Sex and job satisfaction
3. Education and job satisfaction
4. Need satisfaction and job satisfaction
5. Motivational factors and job satisfaction.

The second objective was to correlate the various variables (both controllable and uncontrollable) to job satisfaction and find out the impact on organizational climate, as a whole of the selected industrial undertakings.

(C) METHODOLOGY AND SOURCES OF DATA COLLECTIONS:

The data required for the purpose of study can be collected by various methods. But it is not possible to use all the methods for collection of data because there are many limitations regarding the subject of the study and choosing the methods and using it for our above said purpose.

The most suitable and scientific method must be selected which will definitely yield the required data relevant to the problems. The data so collected must be appropriate to research study. The data collected by use of particular methods must be objective and unbiased too. But in the research study of employees job satisfaction, which is a part of Behavioural Sciences, it is highly impossible to desire high efficiency in the method of collection of data for the above mentioned study.

The job satisfaction is the sum total of attitudes of three variables, viz.,
Fig. 2.1 Generalised representation of individual and situational variables associated with job satisfaction.
(i) **Social Variables**, such as Social Environment, Union Relations, Types of Incentives, Type of training Policy of the Unit, etc.

(ii) **Situational Variables**, such as, Physical Environment, Work Place, Working conditions, Design of work, Methods of doing work, etc.

(iii) **Individual Variables**, such as Aptitudes, Age and Sex, Education, Experience, Personality Characteristics, Interest in Work, Motivation to Work, etc.

Hence, one can easily conclude that it is a highly complex attitude and as such various techniques for attitude measurement are the suitable tools to use to study the topic "Employees' Job Satisfaction and its Impact on the Organizational Climate".

Considering the above difficulties, the Investigator made use of three main methods of data collection required for the present study:

1. Observation Method
2. Interview Method
3. Questionnaire Method

The observation method was used only as a means to support
the other two forms of data collection for the present study. By using this method the Investigator observed the following:

i) The general atmosphere prevailing in the various sections of the unit

ii) The effectiveness of the ventilation

iii) Effect of the 'Light' at Shop floor and office department

iv) Inter-relationships between the co-workers

v) The relationships with the superiors

vi) Canteen facilities, separate seating arrangement in the canteen for male and female workers

vii) Availability of the facility of drinking water

viii) Cleanliness in the whole premises, urinals, latrines, bathrooms, etc.

Many selected workers were also interviewed by the Investigator, where questions relating to their problems were enquired into. The Investigator felt the need of interview of the employees in order to get better information of their problems, what the individual felt about his job and why he feels like that. Over and above, because the respondent is present before the Investigator, the manner and the expression may help the Investigator to draw certain conclusions.
(D) PREPARATION OF QUESTIONNAIRE:

The co-ordination between the objectives of the study and selection of questions is very much essential in collection of required data. Because the difficulty of selecting questions and wording them properly is essentially the problem of translating the objectives of the research work into the concrete set of stimuli, which will determine the nature of the final data. The main problem in selecting and working the questions is to make sure that the questions create for the respondent as clear as possible a picture of the subject matter under discussion. As a result, the Investigator would be able to collect the unbiased data.

While preparing the questionnaire, first of all the 'factors' towards which the attitudes are to be measured were fixed. Generally, three to five questions related to one factor were constructed, so that the answers and responses to these questions would definitely give a clear picture of the respondent's attitude towards the factors.

Table 2.1: Basis on which Questionnaire was Constructed

<table>
<thead>
<tr>
<th>Factors</th>
<th>Description</th>
<th>Question No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Family</td>
<td>1,19</td>
</tr>
<tr>
<td></td>
<td>Relation to Respondent, Age, Education, Data, Occupation, Income, Attitude of Family Attitude towards the job</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Salary</td>
<td>contd.</td>
</tr>
<tr>
<td></td>
<td>Monthly salary, deductions, Overtime, Method Bonus, of promotions and wage payments, fair Promotions rewards and satisfaction, expectations, incentive systems Bonus rate,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>contd.</td>
<td>contd.</td>
</tr>
</tbody>
</table>
satisfaction, etc. 2,7,23

3 Organization, Reasons for joining the Organization, Social security measures and satisfaction, Provision of Training by Company, Home Security, publications of Training, Training before Training, and after joining, Working conditions and Working satisfaction, Promotion policy, Committee, Consideration for promotions and Training Conditions, Policy and satisfaction, Conveyance and Transport convenience to the place of work, Facility Motivating factors and expectations by workers. 3,8,9,12,13,20,24,25

4 Feelings about job, Health condition and job, exploitation of abilities by job, 4,5,6,10,28,29,30,31,32,33,34,35
Habits, Habits of workers and its effect on the job, Intervals, Suggestions in Job Responsibility, Workers' participation in management, shift system, future plan.

5 Occasion to borrow Loan, Repayment, Interest Rate, Other Sources of Income contd.
Before finally preparing the Questionnaire, each question was examined on various basis. The following tests were applied to finalize that particular question, such as -

1) Is the question necessary?
2) Should the particular question be sub-divided?
3) Is the construction of the question biased?
4) Does the question adequately cover the ground intended?
5) Will the meaning of the question 'carry the goods' to the respondent? etc.
Besides these, other questions were considered before preparing the Questionnaire. Further, the questions which were to be included in the questionnaire, were discussed with the employees from top level, middle level and lower level. Consequently, necessary changes were made and wherever necessary some questions were excluded from the questionnaire. When the questions elicited the favourable answer to these questions, then only they were included in the questionnaire.

The questions were framed and re-framed and a final questionnaire of 35 questions was decided to be administered.

Generally, the questions are of 'Closed Type', with fixed alternative. A closed question is one in which the responses of the subject are limited to stated answers. Some of the questions are of multiple choice type, or they may provide for indicating various degrees may consist of a series of replies of which the respondent picks one as being closest to his position.

In order to minimise the hurdle in the collection of data, the questionnaire was prepared in two languages, viz.,

i) Questionnaire in English Language and
ii) Questionnaire in Marathi Language

As a result, the Investigator observed that the respondents answered the questionnaire very conveniently, to the best of their
Sample:

A sample is a smaller representation of the large population so as to restrict the scope of spade work. The sample must fulfill two basic requirements, namely,

- it must be representative and
- it must be adequate.

To select a representative sample, a typical method was adopted for this study. A sample of 103 employees consisting of both male and female were selected. Further, all these employees were categorised into three types as:

1) Managers
2) Supervisors
3) Workers: Male
   Female

The following table shows the distribution of sample number of employees and the criteria for fixing the same.

Sample Design:

The sample design for the present work was decided on the basis of number of employees in each unit.
1. **Small Unit:**

   The unit employing 100 to 350 employees was defined to be a small unit.

2. **Medium Unit:**

   Similarly, a unit employing 350 to 750 employees was defined to be a medium unit.

3. **Large Unit:**

   The unit having more than 750 but less than 1,500 employees was defined as a large unit.

4. **Big Unit:**

   The unit employing more than 1,500 employees was defined as a big unit.

   After defining the units in this way, it was thought 'Quota Sampling' would be a better method. The quota system was particularly followed since the units were stratified before selection into different categories.

   It was decided therefore, that the following would be the quota of sample to be selected from different categories of units.
QUOTA SAMPLE

<table>
<thead>
<tr>
<th>Size of Unit</th>
<th>Quota No. of employees</th>
<th>Name of Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Small Unit</td>
<td>40</td>
<td>D, E, F, G (10 each)</td>
</tr>
<tr>
<td>2. Medium Unit</td>
<td>15</td>
<td>C</td>
</tr>
<tr>
<td>3. Large Unit</td>
<td>20</td>
<td>B</td>
</tr>
<tr>
<td>4. Big Unit</td>
<td>25</td>
<td>A</td>
</tr>
</tbody>
</table>

Total: 100

(F) LIMITATIONS OF THE STUDY:

1. There are so many factors associated with the job satisfaction. And the difficulty arises here, that all such factors cannot be included in the study for analytical purposes. Hence, there can be certain limitations regarding findings from the collection of the data.

2. The involvement of sample in the process of the study can be another limitation. The sample in the study may try to keep away himself from such process because of so many reasons. But evaluation is heavily dependent upon the extent of positive involvement of the sample in the process of the study.

3. As the job satisfaction is nothing but a psychological feeling of an individual employee, it is not a concretely defined term and hence precise evaluation of the same is a far fetched concept.
The factors associated with the job satisfaction can be classified into two -

i) On the job factors and

ii) Off the job factors.

In connection with this particular 'on the job factors' source of data collection, the record of which was not available on account of secrecy and confidential grounds, hence, conclusive inference regarding the job satisfaction level is a matter of varied interpretation.

Personal biases is another limitation of the study. As job satisfaction is an attitude, a study of it is markedly hampered by subjectivity making an objective study of it virtually difficult. In this connection personal biases cannot be avoided both on the part of the interviewer and the interviewee.

Organismic variables is one more limitation of the study. There are various dimensions which are contributed towards the job satisfaction. And the actual evaluation of any particular dimensions contributing towards job satisfaction cannot be made because of the intervention of many organismic variables.

The due care was taken to select the proper representatives from amongst the population consisting of all the sections and departments of the unit.
Even then representativeness of the sample could not be ensured fully because of practical difficulties and time considerations.

8. The conceptual understanding of the job satisfaction and individual level has wide flexibility. Hence, a total insight into the same is inevitably problematic.

9. While preparing the 'questionnaire' many factors, which were equally associated with the job satisfaction, were forced to be excluded from the questionnaire, to restrict the length and the scope of the same. As a result it was not possible to probe deeply into the problem.

10. At the time of interview it was observed that some illiterate people were not able to grasp the meaning of the problem, and naturally they might have selected and marked wrong option. Hence, there is a possibility of wrong conclusions.

(G) CHAPTER SCHEME:

Chapter-I: The Rationale for Studying the Employees' Job Satisfaction and Its Impact on Organizational Climate

In this chapter, an attempt is made to operationally define certain terms such as (i) job satisfaction, (ii) need satisfaction, and (iii) organizational climate, which are related with the study.
The rationale for studying the job satisfaction and its impact on organizational climate was also explained. After reviewing the literature and also the various approaches to the study of job satisfaction, the theoretical framework used in the present study was elaborated. A number of hypotheses were derived, keeping the above framework in view.

Chapter-II: Objectives of the Study and Methodology

This chapter is concerned with the criteria used for selecting:

a) the units of investigation  
b) the respondents, and  
c) the nature of statistical analysis of data and the rationale for it

The important characteristics of the respondents were also presented.

Chapter-III: Organizational Profile

In this chapter, the organizational profile and a brief discussion of the activities of the selected industrial units in MIDC area of Kolhapur is presented.

Chapter-IV: Data Analysis and Interpretation

This chapter is concerned with an examination of the Need-Hierarchy as it existed among the respondents in the present study.

The evidence supports the concepts of the hierarchy of
needs as proposed by Maslow. However, the need arrangement among the respondents does not follow the pattern as suggested by him. The hierarchy of needs is different in different occupational levels.

This chapter is also concerned with measuring the total needs satisfaction of the respondents and establishing its association with job satisfaction. The data confirm the hypothesis that total need satisfaction goes on decreasing with the decline in occupational level. It also confirms that not only total need satisfaction goes on decreasing with the decline in occupational level, but the job satisfaction also goes on decreasing simultaneously.

This is true even when the occupational level is kept constant. In a slightly different analysis, the data confirm that the larger the number of the needs that are satisfied, the greater is the job satisfaction resulting in better organizational climate.

In this chapter, an attempt is also made to find out the different motivational factors which cause better job satisfaction. One of the possible ways of knowing the extent of job satisfaction is by knowing the relative contributions of the various dimensions related to the job such as age, education, sex, pay, promotional opportunities, supervision, co-workers, social status, work content, self-development and interest and ability.
Chapter-V: Employees' Job Satisfaction and Its Impact on Organizational Climate

This chapter is concerned with the observations and the main findings of the study.

Chapter-VI:

This chapter is concerned with conclusions and suggestions from the present study.

The following conclusions are drawn and useful suggestions made:

1. Job satisfaction varies as per the sex of the employee;
2. The most effective factor of job satisfaction is the payment received by the employee;
3. The age is also an important determinant of the job satisfaction;
4. Interest and ability of the employee can be considered to explain the job satisfaction;
5. The factors like interpersonal relationships with co-workers and attitude of superiors towards subordinates contribute to job satisfaction to a large extent.
6. Educational level also contributes to a large extent towards
the feelings of job satisfaction. Increase in educational level brings more dissatisfaction amongst the concerned employees.