CHAPTER-V

EMPLOYEES' JOB SATISFACTION AND ITS IMPACT ON
ORGANIZATIONAL CLIMATE

OBSERVATIONS, FINDINGS AND RECOMMENDATIONS
EMPLOYEES' JOB SATISFACTION AND ITS IMPACT ON ORGANIZATIONAL CLIMATE

DISCUSSION OF THE RESULTS

People are attracted to jobs for the various reasons like, the working conditions, pay, bonus, friendship, supervision, etc. The overall job satisfaction is related to these factors but it is slightly related to output where piece-rate method of remuneration is not adopted.

The high satisfaction is related with variables like, supervision, co-workers, co-operation, challenge and clarity of the job, pay, promotions etc.. The high satisfaction can have positive benefits for both the individual and the organization. The satisfaction is also experienced through rewards for working in the organizations. The intrinsic rewards or psychological rewards include, feelings of security, competence, power, belongingness, achievement, affiliation, self-fulfilment and self-esteem. The extrinsic rewards include, pay, promotion, recognition, praise etc.. Thus, the job satisfaction is the sum total of intrinsic rewards, extrinsic rewards and other factors mentioned above.

Besides good wages, good working conditions and good fringe benefits the employees do not seem to be satisfied.

The high job satisfaction or low job satisfaction can be known by knowing the relative contribution of the various dimensions.
related to the job, which are discussed below.

1) **Age:**

Among the young workers, job satisfaction was quite high initially, but intended to decline after a few years of employment. Initial attractive pay, enthusiasm for work, convenient working hours contributed to high satisfaction. But later on, it was not possible to move ahead with their specialized skills and monotonous nature of their job etc., led to the decline of satisfaction.

A person, when enters the stage of life at which he is supposed to share the responsibility of earning his livelihood, is very eager to get a job and whatever work he can get satisfies him. In this situation the working conditions may not matter much to him.

In Indian situation the job opportunities are very limited. So, there is unemployment amongst educated and uneducated. When a person gets a job which relieves him of the anxiety and the associated tension he is bound to feel contented and it is quite understandable that his level of job satisfaction is high. The interaction with the work, the co-workers and the managerial aspects create tensions individually and collectively, this results in the lowering of job satisfaction.

Middle-aged employees had positive attitude towards the job as they get the advantage of promotions, so they would remain
from going in for any change.

2) Education:

There is a negative relationship between the educational level of the individual and his job satisfaction. The increase in educational qualifications leads to job dissatisfaction. Because, the aspiration level of qualified persons results in high expectations from the job, and if they are unable to obtain facilities according to their expectations, they lose interest in their job, which may lead to dissatisfaction.

The qualified persons lay more emphasis on extrinsic and intrinsic rewards. Since the job in terms of responsibility, autonomy, variety, challenging had nothing to offer to the individual, there was greater dissatisfaction.

3) Sex:

Many investigators on the subject have found that women are more satisfied with their jobs than men. In the present study the investigator found that women are more satisfied than men. Further, women have comparatively lesser demands from the job. The content of work is also suitable to their constitution thereby resulting in a higher level of satisfaction than men.

4) Pay:

Money is a dominant factor in a motivation to the employees. Lawler, for example, stated that pay is thought of as performing
a number of functions that contribute to organizational effectiveness, in particular it serves as a reward to make employees satisfied with their jobs, to motivate them to gain their commitment to the organization and to keep them in the organization. In this regard it is obvious that for most people money does provide the wherewithal to keep body and soul together — in effect to fulfil what Maslow described as the individual's physiological needs.

It is interesting to note that people ranked pay as the prime factor for joining the organization. Satisfaction with regard to pay was very high and people were quite content with the amount they were being paid in accordance with their input.

5) Promotional Opportunities:

In this case it does appear that employees are more satisfied with situations where this opportunity is likely than when it is not. The main criterion for the promotion is seniority. This generated dissatisfaction amongst the younger employees. The criterion of promotion restricts the expression of their actual potential. The highly ambitious young worker finds his advancement held back because of the seniority agreement, which resulted in stagnation.

6) Supervision:

A number of research works show first, that changes in supervision lead to changes in satisfaction, and second, that a considerate style of behaviour is also positively related to satisfaction.
Some participation of subordinates in decisions is related to positive feelings about the job.

In the present study the individuals were quite pleased with the type and style of supervision. The superiors share a very informal relationship with their subordinates both on and off the job. Their considerate attitude and the habit of giving a patient hearing to the problems of their subordinates have resulted in their winning over the confidence of their subordinates. The favourable attitude of employees towards their superior is believed to produce a climate in which attitudes of a good team spirit are established.

But with respect to the involvement of the subordinates in the decision-making process considerable lacunae were observed. No suggestions were invited. As a result, dissatisfaction in this regard was evident.

7) Co-workers:

The inter-personal relationship between the individuals tends to satisfy the social needs of an individual. In general, in the present study, the individual shared very good relationship with each other. They had very strong bonds with each other and could rely on each other during moments of crisis. Not only this, but the social relations outside the job environment were also maintained. Concentration on extra-curricular activities, cultural associations all help to enhance this feeling.
Co-worker relationships make a significant contribution towards job satisfaction. People come together and join forces in order to gain some sort of physical, personal or economic advantage. They organize because they believe that it is the most successful way to reach their goal. There are so many reasons which can be attributed to the importance of group belongingness to an individual, e.g., need to affiliate with others, a source of information about oneself and outside world, source rewards of friendship, recognition, status and financial benefit, allow the individual to accomplish some goals which would be difficult to accomplish alone, etc.

8) Social Status:

Robert Ardrey said that "The social animal does not merely seek to dominate his fellows; he succeeds. And succeeding, he achieves a status in the eyes of the other. That status will be permanent, and oddly enough satisfying as a rule to all parties".

A facet of group structure which provides expectations, about appropriate behaviour is called status. Distinctions are made between the status you are born with (your family name and possessions) and the status you achieve on your own (your education or job success), and between the status that comes along with your job (e.g., supervisor or Vice-President) and the status accorded to you because of your personal qualities (e.g., pleasant, friendly aggressive). In this way, many characteristics contribute to status.
Irrespective of their occupational level, the association with this prestigious organization in itself contributed towards the high self-esteem held by the individuals.

9) Work Content:

Behavioural scientists, viz., Cooper, Herbst, Vroom and Herzberg had noted the importance of work content as a determinant of job satisfaction. The employer requires the employee to perform a particular set of tasks while at the same time the employee has certain expectations concerning the kind of tasks he can legitimately be asked to undertake. The fit between these two is clearly an important element in job satisfaction. But, the dissatisfaction was reflected in the description of the work as 'routine', 'frustrating' etc. This study reveals that in addition to these boredom can lead to high levels of dissatisfaction.

10) Self Development:

It is described by Jung as follows:

The supreme goal of man is to fulfill himself as a creative, unique, individual according to his own innate potentialities and within the limits of the reality. 'Schein' tells us that, man seeks to be mature on the job and is capable of being so. This means the exercise of certain amount of autonomy and independence, the adoption of long-range time perspective,
the development of special capacities and skills,
and greater flexibility in adapting to circumstances.

Responsibility in work is difficult to separate from self-development and recognition cannot be separated from responsibility.

11) Interest and Ability:

There is a universal assumption that the personality and interests of individuals can have a marked influence on their work performance and on the extent to which people adjust to their jobs. When a person's interest and ability are in line with the type of job he opts for, satisfaction results. It is perfectly reasonable for employers to be concerned with positive employee attitudes as an end in itself rather than simply as a means to some end such as lower turnover. It is well accepted that employers should provide meaningful and satisfying work to the extent it is possible to do so.

OBSERVATIONS

(1) The units selected for the study were from i) Textile, ii) Engineering, (iii) Foundry and (iv) Assembling groups. The number of Departments depends upon the nature of the products manufactured. The number of the Departments varied from 3 to 20.

(2) In general the 'organizational climate' in units 'B', 'C',
'D', 'E', 'F' was 'very good' and it was 'very bad' in units 'A' and 'G'.

(3) In all the units three shifts are working continuously. But in the case of unit 'G' during the off season only two shifts are working.

(4) The employees from all the units feel that the 'time' for 'lunch break' and 'tea break' was very inadequate.

(5) The 'canteen facility' was not available in units 'D', 'F' and 'G'. In the case of unit 'A' it was not satisfactory. In the case of unit 'B' it was 'very good' as against which it was 'very bad' in unit 'E'.

(6) The workers from units 'A', 'D', and 'G' were not satisfactory about the 'safety' measures adopted by the organization. But it was 'good' in the case of units 'B' and 'C'. In the case of 'F', a watch assembling unit, there is no problem of safety.

(7) Some minor accidents took place in units 'A', 'B', 'C', 'D' and 'G'. But in the case of unit 'E' the major accidents took place, of which some were very much serious causing even death. As far as watch assembling unit 'F' was concerned the problem of accidents at work-place does not arise.
(8) 'Noise' 'bothered very much' to the employees in all the units except 'watch assembling unit 'F'.'

(9) 'Ventilation' 'bothered very much' to the employees in the unit 'A' only.

(10) The 'work place' of the unit 'A' only was very much congested and not at all satisfactory.

(11) The 'factory area' of units 'A', 'B', 'C' and 'E' was of 'very large' size; but that of other units it was of 'medium' size.

(12) Devotion towards the work was 'very high' in the case of employees from units 'B', 'C', 'E' and 'F' whereas it was 'low' in the case of 'D' unit employees.

(13) 'Relation with superiors' was 'not satisfactory' in the case of employees of units 'A', 'C' and 'G' as against which it was 'good' in the case of employees of the remaining units.

(14) Regarding 'Management's attitude towards workers', it was 'good' in the case of units 'B', 'C', 'E', 'F' and 'G'. But it was 'bad' in the case of the remaining units.

(15) As far as 'Pay level and Bonus level' are concerned, it was 'very low' in the case of units 'A', 'D' and 'F'. But it was 'very high' in the case of unit 'B'. And in
the remaining units it was 'medium'.

(16) About 'amenities' the employees from units 'A', 'D' and 'G' were 'not satisfied' and in the case of other unit employees they were 'satisfied'.

(17) 'Workers' attitude towards management' was 'Good' in the case of employees from units 'B', 'C', 'E', 'F' and 'G'. But it was 'bad' in the case of other units employees.

(18) 'Demand for products' was 'very high' in the case of units 'B', 'G', 'E' and 'F'. And it was 'low' and 'medium' for the units 'A' and 'G' respectively.

(19) 'Absenteeism' was 'low' in the case of employees from units 'B', 'C', 'E', 'F' and 'G'. But it was 'high' and 'medium' in the case of units 'A' and 'D' respectively.

(20) 'Control on workers' was 'very high' in the case of all the units excepting unit 'A' where it was 'very low'.

(21) A special point of observation about unit 'A' can be said as under. The employees working in unit 'A' do not ultimately think in terms of job satisfaction obviously because the functioning of the plant mostly relates to survival stage. Since the working of the plant is an alternative to avoid social unrest and not to allow to inflate the order position as a result of overall retrenchment because of loss incurring
feature by this unit whose machinery is exclusively obsolete in relation to the current situation.

Briefly, it is concluded that the employees are satisfied on attaining the stage of survival which has no relevance towards the job satisfaction. Since the survival has taken place under given circumstances avoiding the closure of the plant and resulting in total unemployment leading to no earning.

Further, the following points of observations in general show how it has brought the inefficiency in the organizations selected for the study.

(i) The investigator found that the total work-force was excessive than actual and which has reflected on the inefficiency in the organization.

(ii) The machine capacity was under-utilized as a result of which it has brought the low production.

(iii) The rate of rejection increased due to the negligence of the workers.

(iv) Factory workers were responsible for the maintenance and cleaning of machines as a result of which the life of the machine decreases.

(v) Bad and careless handling of the tools and equipments.

(vi) Under-utilization and improper use of tools and
(vii) No care is taken to supply adequate tools and equipments from the tool-room.

(viii) Problem of absenteeism created over-time work.

(ix) Late arrival and early departure from the work.

(x) Inert and inactive work-force.

(xi) Unhealthy environment created by workers due to their negligence and a lack of awareness amongst the workers in general cleanliness. Last but not the least, is that the misuse of organizational material and office stationery.

Impact of Job-satisfaction on Organizational Climate:

The researcher has observed that all the employees were very much interested in their pay, bonus, social securities, working conditions, amenities, etc. and expect more and more of these things from their employer. It is nothing but human psychology that more the expectations lower the satisfaction.

At the same time, the employers try to spend lower and lower on the pay, bonus, social securities, working conditions, amenities, etc. for their employees.

This type of situation is the root cause of the industrial unrest and negative job satisfaction amongst the employees.
The employers must consider their work force as one of the best factors of production. And accordingly good treatment and pay etc. must be given to their employees to create healthy atmosphere and industrial peace in the whole organization. Then and then only the employees will get real job satisfaction. And there will be a very good impact of the employees' real job satisfaction on the organizational climate of the industrial unit.

FINDINGS:

(1) Highest proportion of employees belonged to Kolhapur city.
(2) Hundred per cent from the category of managers is highly educated. And 50 per cent of the number from supervisors, 12 per cent to 13 per cent from the workers' category are also highly qualified.
(3) A majority of the employees are married.
(4) A majority of the employees belong to the age-group of 31 to 45 years.
(5) In the lower categories of employees the incidence of joint family is higher.
(6) The proportion of the employees belonging to the higher castes like Brahmin, Maratha, Vaishya-Vani and Kshatriyasyas is higher in the categories of Managers. The Maratha caste very obviously, is the dominating caste in all the categories of employees.
(7) The family size of 'four dependents' is the most dominating size in all the categories of employees.
(8) A majority of the employees of all the categories taken together belong to the experience group of 9 to 22 years.

(9) A large number of female workers as also a large proportion of male workers had lower salaries as compared to the supervisors and managers categories.

(10) Most of the employees irrespective of their categories have indicated the reason of 'Opportunity to learn' being the most significant reason for joining the organization.

(11) Among the workers some 17 per cent have indicated that they 'hate' their job which shows their total dissatisfaction of their job.

(12) Hundred per cent of the female workers and 88 per cent of male workers have reported their work to be frustrating.

(13) Only 12 per cent of the male workers have indicated that they would like to retire early.

(14) A majority of the employees feel that all their abilities are completely exploited by their job.

(15) About 40 per cent of the employees were dissatisfied with their pay-policy. But it is interesting to note that 80 per cent of the total employees are moderately or highly satisfied about their present salary.

(16) Relatively higher level of dissatisfaction is seen in the case of disablement benefits both in the categories of supervisors and workers.
The various indicators of working conditions reveal that the employees of all the categories are, in general, happy about them.

The occurrence of the accidents is also significant and where the 'carelessness of the workers' seems to be the main cause of the accidents.

Addiction to tobacco and betel is high among the workers and supervisors, while 10 per cent of the Managers have smoking habits.

Almost all the employees from all categories had an occasion to borrow the loan for purchase of land, plot, flat, scooter, T.V., Radio, treatment on illness and perform marriage etc.

Nearly 50 per cent of the employees from all the categories have obtained training before joining the organization and 60 per cent need further training. Nearly 90 per cent of the employees from the categories of Managers, Supervisors and male workers had responded their aim of training as 'organizational goal and development'.

Regarding linking of promotion with improvement in qualifications and training, 50 per cent of the Managers, 80 per cent of the Supervisors, 100 per cent of the female workers and 38 per cent of the male workers had negative response.

Hundred per cent of the Managers, Supervisors and female workers had positive response for sanction of leave whenever
they needed. Hundred per cent of female workers had
a negative response regarding adequacy of present provision
of sanctioning leave. Nearly, 40 per cent of the male
and female workers felt the need for taking leave without
pay.

(24) Hundred per cent of the Managers, 90 per cent of the
Supervisors, 75 per cent of female workers and 80 per
cent of the male workers feel that the attitude of their
Supervisor is a caring one. But 10 per cent of the Supervisors,
37 per cent of female workers and 24 per cent of the
male workers said that the attitude of their superior is
rigid. Only 15 per cent of the employees, excluding Managers,
said that the attitude of their superior is discriminating.

(25) On an average 80 per cent of the employees said that
their superiors criticise them for their mistakes and by
accepting the mistake assure their superiors for the improve­
ment. Almost all employees said that their superior appreciates
good work.

(26) Nearly 90 per cent of the workers feel that they will give
co-operation at the time of difficulties of the co-workers.

(27) On an average 61 per cent of the employees said that
the recreational amenities provided by the organization
are inadequate.

(28) A majority of the employees said that their designation
in the organization brings respect to him in the society
and also the attitude of their family towards the job is
Only 10 per cent of the Supervisors and male workers said that it was never convenient to them to reach to the place of work.

Ten per cent of the Managers, Supervisors and 17 per cent of male workers said that a severe disciplinary action was taken against them for late coming.

Twenty-five per cent of female workers and 17 per cent of the male workers had remained absent without permission. Seventy-two per cent of male workers, 37 per cent of female workers, 20 per cent of managers and supervisors said that absence from work without prior permission is treated as leave without pay.

Hundred per cent of female workers and 30 per cent of all other employees are to be satisfied with 8.33 per cent bonus rate. Forty-four per cent of the employees, excluding female workers, had received bonus in the range of 21 per cent and 30 per cent.

Eighty per cent of the Managers, 70 per cent of the Supervisors and 50 per cent of the male workers had no expectations about the high rate of bonus.

The employees travel a distance between 8 Km. and 35 Km. from their residence to work-place. They reach the office either on a bicycle, scooter or by City Bus. Thirty-five per cent of male workers come on foot or on cycle from a distance of about 1 Km.
All the employees expected good wages, good working conditions, job security, interesting work, management's loyalty towards them and full appreciation from superiors of work done.

Ninety per cent of managers, 50 per cent of supervisors, 37 per cent of female and male workers had their normal grievances relating to the discipline and pay.

Nearly 50 per cent of supervisors, female workers and also male workers had their normal grievances relating to leave and promotion.

A majority of male and female workers were not satisfied with the grievance procedure in their Company.

Hundred per cent of managers, 70 per cent of supervisors, 12 per cent of female workers and 22 per cent of male workers were not the members of the Trade Union.

Fifty per cent of female workers had given top preference to the 'shorter hours of work'. Nearly 35 per cent of supervisors, male and female workers had concentrated their preference on 'more pay'.

More than 50 per cent of the employees felt that 'intervals' between hours of work did not contribute towards relaxation.

More than 50 per cent of the employees showed their attitude to 'help the management'.

Fifty per cent of female workers, 35 per cent of the Managers, Supervisors and male workers said about their future plan regarding the present job, that it depended upon the opportunity.
### MATHEMATICS & JOB SATISFACTION

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<thead>
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<th>Symbol</th>
<th>Description</th>
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<tbody>
<tr>
<td>+</td>
<td>Appreciation for work from Superiors &amp; Co-operation of co-workers</td>
</tr>
<tr>
<td>-</td>
<td>Addicts &amp; Accidents</td>
</tr>
<tr>
<td>÷</td>
<td>Aches &amp; Sorrows</td>
</tr>
<tr>
<td>×</td>
<td>Accuracy &amp; Quality</td>
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<tr>
<td>=</td>
<td>Job Satisfaction</td>
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**Fig. 5.1 Formula of job satisfaction**
RECOMMENDATIONS:

(1) Remuneration to Employees: One of the top priority recommendations would be in respect of the wages and salary paid to employees. If the amount of wage/salary is low, then there will be dissatisfaction among the employees. So, the company should give a serious thought to revise the present wages and salary policy. For this purpose, the job analysis should be done and then considering the inflation rate and the standard of living, the salary/wages of an employee should be revised to improve the job satisfaction.

(2) Provision of Welfare Facilities: If there is a lack of various welfare facilities, there will be dissatisfaction among the employees. If their salary is insufficient to match the expenses due to all-round inflationary situation which will lead to a sort of low morale among employees and in return there will be a low efficiency and low productivity in the organization.

To boost the morale of the workers the company should provide welfare facilities to its workers, e.g., housing facilities by constructing staff quarters and allotting the houses on a seniority basis, free schooling to children, medical facilities to family members, cafeteria facilities should be available at subsidised rates to improve the
(3) Overtime Remuneration:

Instead of discriminatory policy of overtime remuneration, all the employees working overtime be paid on par. Discrimination in this respect causes a demotivating climate in the organization.

(4) Promotion Policy:

If the promotion policy in the organization is unfair, there will be dissatisfaction. Deserving employees should be promoted and fairly rewarded for the hard efforts put in by them. Only deserving and not desiring employees should be considered for promotion. In promotion policy the company should consider the important factors like, seniority, qualification, past working record etc.. This will create a goodwill about the company in the minds of the employees.

As promotions provide opportunities for personal growth, increased responsibilities, increased social status, workers who perceive that promotion decisions are made in a fair and just manner, will get job satisfaction.

(5) Training:

If there is a lack of orientation among the workers towards
the nature of job handled by them, there will be dissatisfaction among the workers. So, training is essential to the employees. Sometimes employees should be sent to the management institutes to join the short term management development programmes to improve their job satisfaction.

(6) Challenging Work:

The work that has,
(1) too little challenge creates boredom,
(2) too much challenge creates frustration and feelings of unsuccessful, and ultimately, dissatisfaction.

So, the employer should create the conditions of moderate challenge, so that the workers get job satisfaction.

(7) Working Conditions:

If temperature, light, noise and other working conditions are not proper then there will be dissatisfaction to the workers in their job, so the enterprise should be very particular and careful about the good working conditions for both employees' personal comfort and facilitating good performance of job.

(8) Co-workers:

Friendly and supportive co-workers leads to increased job satisfaction to the employees. The reverse situation
will create dissatisfaction among the workers.

(9) Behaviour of Boss:

If the boss is full of understanding and friendliness, if he offers praise for good performance, listens to the assistants' opinions and shows a personal interest in the employees, then it will lead to increased job satisfaction; otherwise there will be dissatisfaction amongst the assistant employees.

(10) Productivity:

If a good job is done by a worker he intrinsically feels good about it. If the organization rewards productivity, then employees' higher productivity will increase verbal recognition, his pay level and will also increase the probabilities for promotion. All these factors of rewards, in turn, increase their level of job satisfaction, otherwise there will be dissatisfaction.

(11) Other Causes of Dissatisfaction:

1) Inadequate facilities in residential quarters.
2) Inadequate/improper/absence of transport facilities.
3) Indebtedness.
4) Cutting off of wages during salary disbursement.
5) Absence of loan facilities.
6) Adverse administrative conditions.
7) Discouraging work conditions.
8) Insecurity of job.
9) Industrial fatigue.
10) Mental fatigue/tension.
11) Shift-working vigil.
12) Inadequate recreational facilities.
13) Those individuals who are members of unions reveal greater dissatisfaction with their jobs than those who are not members of the union.
14) Irregular working hours/longer working hours, lead to dissatisfaction.
15) Non-availability of cheap ration lead to dissatisfaction.
16) Ambiguous/unclear instructions about job lead to dissatisfaction.
17) Inadequate leave with full pay leads to dissatisfaction.
18) Absence of prestige of the company leads to dissatisfaction.
19) Lack of opportunity to learn the job leads to dissatisfaction.
20) Inadequate personal benefits like cafeteria, medical aid, Provident Fund etc. lead to dissatisfaction.
21) Unsuitable type of work leads to dissatisfaction.
22) The dis-equilibrium emanating from blockade of the efforts of the employee to satisfy his physical security, social ego etc. leads to dissatisfaction.
23) An individual living away from his family, in a sense has no home, there being no one to care for his woes and worries. In such a situation he is bound to find it extremely difficult to cope up with his problems all alone. In the absence of any one with psychological rapport, worries about his wife and children distantly placed, are bound to hover in his mind. All these factors ought to have a sad influence on his mind and day-to-day work. His feeling of frustration at times starts ruling on his mind as to what for is he striving after money if he cannot live with his family. This undoubtedly creates dissatisfaction with the job.

24) One member household units tend to be least satisfied with their jobs.

25) Total need satisfaction will go on decreasing with the decline in occupational level (Manager → Supervisor → Worker) with decreasing job satisfaction.

26) Frustration of a greater need would have greater effect on reducing job satisfaction and leading to job dissatisfaction than frustration of a weak need.

27) A job where there is a set routine and which hardly calls for any exceptional talent will give dissatisfaction.
28) If suggestions are not invited from the employees, there will be dissatisfaction.

29) Dissatisfaction may be significantly due to inability of the job to cater to intrinsic satisfaction of the individual.

30) If the worker feels that it is not possible for him to prosper with his specialised skills, then he will get dissatisfaction.

31) Increase in educational qualifications leads to dissatisfaction.

32) If there is no extra-curricular activities and cultural associations, then there will be dissatisfaction amongst the concerned workers.

33) If the concept of responsibility, autonomy and variety on the job is not linked with the job, then the result will be dissatisfaction.

34) Boredom can lead to high level of dissatisfaction.

35) If the nature of the job is such that there is no such thing as good performance, or anything challenging in their job, or a factor of responsibility involved in their job, the individuals are deprived of this factor, which contributes towards an increase in
level of dissatisfaction of the employee.

36) If the people accept the first job that comes their way and if the job was not in line with their specialization, all their efforts in acquiring the particular skill required for the accepted job, which is not in line, will be a waste and will lead to dissatisfaction.

37) Seniority as a criterion for promotion results in dissatisfaction among the young workers.

38) Without giving due justice to results and with no care for the end if a job is completed, it will bring no satisfaction.

39) In case of time-bound work the work is completed hurriedly to keep up the schedule but it will be devoid of perfection resulting in dissatisfaction.

40) Comparison of one's own remuneration and facilities with some other workers without comparing the aptitude and capabilities in juxtaposition, is bound to lead to dissatisfaction.

41) Because of government policy regarding creation of classes, the promotion facilities of some classes have ceased which leads to the dissatisfaction of the latter class.
42) Alcoholics lose job satisfaction.

(43) Habitual chewing of tobacco gives job satisfaction but its relinquishment or non-availability leads to dissatisfaction as the person cannot work without it.

44) Labour problems are related with the size of the work-force and attitude of owner. The demands of the workers must be matched with the attitude of owner, otherwise there will be job dissatisfaction amongst workers. Large size organizations like Bajaj, Telco, Bajaj Aurangabad, Bajaj Tempo and the nationwide organizations like L.I.C. are facing the problem of strikes, etc. In such large size organizations the number of workers will be large and collectively they are stronger than the employer.

45) If rewards are not paid even for outstanding progress or invention, very honest, sincere employees get frustrated which leads to job dissatisfaction.

46) If there is trade union influence, political influence and personal favouritism of manager, influencing promotions, then the honest employees who are neglected on account of these reasons, and thus they get disappointed which leads to job dissatisfaction of those affected.
Table 5.1: Some Observations at a Glance on Selected Industrial Units in Connection with the Employees' Job Satisfaction

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<td>8</td>
<td>Accidents</td>
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<td>Minor</td>
<td>Major</td>
<td>Minor</td>
<td>Major &amp; Serious upto death</td>
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<td>Minor but serious</td>
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<td>9</td>
<td>Noise</td>
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<td>Bothered somewhat</td>
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Table 5.1 contd.