CHAPTER - I

INTRODUCTION AND RESEARCH DESIGN

INTRODUCTION

The search for job satisfaction seems to be going on at every level of the organizations, by people all types of jobs, by young and old by men and women, by white collar and blue collar employees and by minority and majority. But according to Maslow, "man is a wanting animal", as soon as one of his needs is satisfied another appears in its place. This process is unending. It continues from birth to death. Man continuously puts forth effort-works, if you please to satisfy his needs”. In such a continuous process of course, satisfaction is seldom achieved.

The search for job satisfaction is evident from the following instances of international interest on job satisfaction. Committee on challenges and modern society of the North Atlantic Treaty Organisation (UK) took up an assignment of worker dissatisfaction and presented a paper in 1971. The organization for economic co-operation and development held a conference of work motivation for businessman from developed countries in 1971 and convened a working party in 1971 and in 1973 to consider how O.E.C.D. member nations might work together on the problems of the internal industrial
environment and related issues on worker dissatisfaction. The institute for labour studies of the international labour organization (ILO) in Geneva has completed a major international study of workers participation. In 1969 a nationwide working condition survey was instituted and it provided normative data on physical and economic conditions of work and on worker attitudes, behaviour and job satisfaction. This study was reacted in 1973.

Further the evidence that job satisfaction had become a matter of top policy interest was provided by this reference in President Nixon’s 1971 Labour Day message, “In our thrust for better environment we must always remember that the most important of the quality of life is the quality of work and the new need for job satisfaction is the key to the quality of work”.

DEFINITIONS OF JOB SATISFACTION

Different authors have defined job satisfaction differently. All definitions revolve round one central pivotal point, ‘Need Satisfaction’ Hence job satisfaction is nothing but the need satisfaction of employees through his job.

According to Dr. P.C. Tripathi, “The term job satisfaction refers to an employee’s general attitude towards his job. To the extent that a person’s job fulfills his dominant need and is consistent with his expectations and values, the job will be satisfying”.
McCormick and Joseph Tiffin define it as “Satisfaction with one’s job in-turn is a function of the degree of need satisfaction derived from or experienced in the job”.

According to B Haller Gelmer “Job Satisfaction is the result of various attitudes the person holds towards his jobs towards related factors and life in general”.

Thus job satisfaction is essentially related to human needs and their fulfilment through work.

**BENEFITS OF JOB SATISFACTION STUDIES**

Management needs job satisfaction information in order to make sound decision relating to employee motivation and morale. The following are the benefits of job satisfaction studies.

**i. General Job Satisfaction:**

It gives an indication of overall level of satisfaction in a company at a particular point of time. It depicts the areas of satisfaction and dissatisfaction of particular groups of employees. In short it brings out the feeling of employees towards their job. This survey is a powerful diagnostic instrument for assessing employee’s problem.

**ii. Communication:**

Improved communication is the byproduct of job satisfaction. It encourages upward communication fruitfully. The employees
comments and suggestions help the management to reorganize the organization structure and work environment. Rather these surveys serve as memoranda of employees needs and their level of aspiration

iii. Improved attitude:

The surveys serve as safety values, to get things of their chests. It institutes an idea in the hearts of the employees needs that the management has an interest in the welfare of the employees needs. Then they realize the management’s care about employee’s they feel better towards the management.

Training Needs:

It helps in assessing the training needs of the supervisors. Usually employees are asked to report about the performance of the Supervisors, their skill, their deficiencies, their potential and their capacity. This gives a clear picture to the management of the areas where the supervisors are lagging behind. According by suitable training programme for the supervisors can be sought.
Union Benefits:

Surveys may also bring benefits to the union officer both management and union often argue about what the employees want, but neither really knows. The job satisfaction survey is one way to find out employees wants. Unions rarely oppose surveys and occasionally they give support when they know that union will share the data.

OPERATIONAL DEFINITION

i) Job Satisfaction:

B. Heller Gelmer defines job satisfaction in the following words “it is the result of various attitude the person holds towards his job towards related factors and towards life in general”.

ii) According to Keith Davis Job Satisfaction:

“Expresses the amount of agreement between one’s expectations of the job and the rewards that the job provides.

Thus job satisfaction is the favourable attitude of an employee towards his job acquired over a long period of time on the basis of the nature of work, personal experience, interrelationship and fulfilment of personal needs.

This qualitative variable is quantified by setting up job satisfaction scale.
Borrowings:

The borrowings of the employee indicate the amount of loan that the individual employees have borrowed from money lenders. It does not include the loans taken by the employees from provident fund and other loans recoverable on the pay roll.

Income from other sources:

Income from other sources include income other than what the employees gets from the company.

This includes rent from tenants, agricultural income and pension received by the respondents.

Age Group:

Respondents are classified into three groups. The respondents upto 35 years are considered to by young. The respondents above 35 but below 50 years are considered middle aged and the respondents above 50 years are considered old.

Size of the family and number of dependents:

While considering the size of the family all the family members are considered but while taking dependents into consideration, the family members who earn and can support themselves are excluded.
Wages:

The term “wages” include basic wages, dearness allowance attendance bonus night shift allowance, over time allowance, mates allowance and heat allowance.

FRAME WORK OF ANALYSIS

Job Satisfaction is the dependent variable of the study. This was measured using a scale by name job satisfaction scale developed in the lines of Likert’s job satisfaction scale in which the responses of the respondents to various stimuli relating to job satisfaction were recorded in a five points scale. Two such scales were used one for the workers and the other for the officers and staff. Thus the job satisfaction score of each respondent was arrived and then average tables were drawn to identify any consistent relationship with the variable and job satisfaction scores. In the average table the researcher used averages, percentages and ranges. Hypotheses were accepted or rejected based on the consistency of relationship.

STATEMENT OF THE PROBLEM

The Government assumes the status of a big employer in the country which undertakes commercial and industrial activities. It is expected to be a ‘trend setter’ apart from a ‘Third Party Role’. It may play with out such undertaking of commercial and industrial
activities. The government is expected to be a model satisfier and morale preserver of the employees. The Gandian approach towards employer stresses that the employer is a trustee of the employees under his industrial net.

But it is paradoxical to note frequent strikes in public enterprises and the number of industrial disputes in public sector undertaking are inconsistent with the concept of model employer.

**SCOPE OF THE STUDY**

From this study the preference and problems of the employees relating to their job satisfaction. This study helps to know the problems faced by the employees while working and also help to know the employees requirement.

**OBJECTIVES OF THE STUDY**

The following are the objectives of the study

i) To study the profile of Burn Standard Company with regard to its manpower management.

ii) To measure the level of job satisfaction of workers.

iii) To measure the level of job satisfaction of the staff and officers.

iv) To identify the factor influencing job satisfaction in the sample unit and
v) To offer suggestions for improving job satisfaction in the enterprise.

REVIEW OF RELEVANT LITERATURE

Job Satisfaction is very difficult to define. It is an intangible, unobserved variable and a complex assemblage of cognitions (belief of knowledge) and such behavioural tendencies. Job satisfaction may be viewed as the pleasurable emotion state resulting from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values provided these values are compatible with one's needs.

According to Stephen P. Robbins, Job Satisfaction is "The difference between the amount of the rewards the workers receive and the amount they believe they should receive".

According to E.A. Loke, job satisfaction and dissatisfaction are seen as "function of perceived relationship between what one wants from one job and what one perceives it as offering on entailing".

Once a topic has been decided upon, it is essential to review all relevant material which has bearing on the book. In fact, review of literature begins with a search for a suitable topic and continues throughout the duration of the research project work. Since a research report, either a dissertation or a thesis, is supposed to be studied in depth aiming contribution to knowledge, a careful check should be
made that the proposed study has not previously been carried out. Completely new and original problems are rare, however a previous study should not exactly replicated unless the techniques used had been facility or the findings and conclusions doubtful (or) unless. Some new sources of information had been discovered to shed new light on the problem. It is necessary to show how the problem under investigation relates to previous research studies. In some subject areas it is important to locate the problem within a theoretical framework and in such cases the underlying theory needs to be reviewed as well.

**LIMITATIONS OF THE STUDY**

1. This study covers only factory workers and not quarry workers of Burn Standard Company.

2. Lack of time was an important limitation. The time allotted for the study was insufficient for collecting and analyzing data.

3. Lack of experience was another limitation on the part of researcher.

**SAMPLING**

Two-stage sampling has been followed in the study. Purposive sampling has been adopted at the first stage since the purpose of this
study is to enquire whether employees in Burn Standard Company in Salem are satisfied with their job.

In the Second Stage stratified random sampling has been used. The employees of the company have been stratified into two groups. The first group workers randomly picking up their identity cards kept in the rack of the time-office. The second group consists of officers and staff. Systematic random sampling has been used in selecting 20 staff members and 10 officers. First the names of the respective categories were written in order-wise and then every list was selected.

Thus the total sample was 100 respondents.

**TOOLS FOR COLLECTION OF DATA**

Personal interview was the techniques used in collecting primary data from the worker respondents. Interview schedule was used for recording the responses. The interview was conducted during working hours inside the factory premises. The researcher imposed systematic stimuli and gathered systematic response in a structured setting while conducting interview, observation technique was also used.

To collect the data from the officers, staff and employees questionnaire was supplied to the respondent’s and the questionnaire were filled in by the respondents themselves.
PERIOD OF STUDY

Period of study is for one year 2002-2003.

AREA OF STUDY

This company is located 7 Kms. away from the Salem City with 35064 acres near the railway line towards Chennai and located very near to Salem Steel Plant.

HYPOTHESES

The following hypotheses have been tested in the study
i) Female employees are more satisfied with their jobs than male employees
ii) Older employees are more satisfied than young and middle aged employees
iii) Possession of technical qualification among workers increases job satisfaction
iv) Rural residents are more satisfied than their counter parts in urban areas
v) The longer the distance from residence to the company the less will be job satisfaction
vi) The higher the occupational level in the organization the more the job satisfaction
vii) The longer the service in the company the higher the job satisfaction

viii) Good opinion about wages paid promotes job satisfaction

ix) Better opinion about bonus paid promotes job satisfaction

x) Better opinion about employer’s contribution to retirement benefits promotes job satisfaction.

**SCHEME OF CHAPTERISATION**

The first chapter gives an idea of general introduction about job satisfaction, scope of the study, statement of the problem, objectives of this study, definition of job satisfaction, review of relevant literature, sampling method and collection of data, tools for analysis and scheme of chapterisation.

The Second Chapter deals with profile of Salem District and Profile of Burn and Company Limited in detail.

The Third Chapter gives an idea about job satisfaction in detail.

The Fourth Chapter is deals with analysis and interpretation of data.

The Fifth Chapter deals with findings, suggestions and conclusion.