Chapter VII

Summary of findings and Suggestions
7.1 INTRODUCTION

This study is an attempt to find out the job satisfaction of employees in NLC Ltd., Neyveli.

The study begins with the general introduction of the concepts related to job satisfaction. The study analyses the socio economic background of the employees in NLC Ltd., Neyveli. This study has helped immensely in understanding the factor which influences the level of attitude of the employees towards job satisfaction in NLC Ltd., Neyveli.

The study is both descriptive and analytical in nature. It is a blend of primary and secondary data. The researcher has used an interview schedule (Vide Appendix) for collecting primary data. This study can be described as an informative and useful experiment. In this chapter the researcher has arrived at a conclusion based on findings and suggestions.

7.2 SUMMARY OF THE FINDINGS

In NLC Ltd., nearly two-thirds (64.61 percent) of the employees are male. More than 80 percent of the employees of NLC Limited, Neyveli falls under the age group of 30 – 50 years. They are experienced and mature in life and they enjoy more satisfaction than others. Hence the information given by them can be taken as authenticated. The average age of the employees is 41
years. More than half of the respondents have non-technical qualification and others hold engineering and Diploma degrees. The respondents are drawn from different categories such as, workmen, supervisor, executives and managerial sect. As both the executive and the managerial category are known as executives, more than one third (36.66 percent) of the respondents are executives.

Half of the respondents (50.83 percent) have 10 to 20 years of experience. The average years of experience of the respondents are 16 years. A person who has worked many years in an organisation is able to compare the past and the present and is able to judge better and so his opinion can be more reliable.

The income of more than half of the respondents (55.23 percent) varies from Rs. 10,000 to Rs. 30,000. Hence the average salary of the employee is Rs.18,000. More than half of the respondents (51.94 percent) are from rural background and 59 percent of the respondents have a maximum of four dependents. The average number of dependents in a family is two.

The researcher has found that more than half of the respondents who are in the age group of 30–60 years have medium level of opinion about job satisfaction. More than half of the male (55.37 percent) and female (50.55 percent) respondents have a
medium level of opinion about job satisfaction. The male and 
female employees have the same approach towards job 
satisfaction. Regarding their qualification, nearly half of the 
respondents in all the categories have only an average opinion 
about job satisfaction. All employees belonging to the different 
categories except workmen have only moderate level of attitude 
towards job satisfaction. The opinion held by the engineering 
degree holders and the employees between 1-30 years of 
experience about job satisfaction is only moderate. Whatever be 
the monthly income, all the employees have only a medium level of 
attitude towards job satisfaction.

To ascertain the relationship between the socio-economic 
variables and the attitude of the respondents towards job 
satisfaction, Chi square test is applied. The analysis shows the 
following results.

- There is a significant relationship between the age of the 
  respondents and their attitude towards job satisfaction.

- There is no significant relationship between the gender of 
  the respondents and their attitude towards job satisfaction.

- There is a significant relationship between the qualification 
  of the respondents and their attitude towards job satisfaction.
• There is a significant relationship between the category (level) of the respondents and their attitude towards job satisfaction.

• There is a significant relationship between the experience of the respondents and their attitude towards job satisfaction.

• There is a significant relationship between the monthly income of the respondents and their attitude towards job satisfaction.

• There is no significant relationship between the nativity of the respondents and their attitude towards job satisfaction.

• There is no significant relationship between the number of dependents of the respondents and their attitude towards job satisfaction.

In order to evaluate the growth performance of NLC Ltd., compound growth rate has been applied. There is a consistent growth in production of lignite, power (net), power (gross), sale of lignite, power, urea and leco, sales, other income, depreciation, profit, net profit, equity capital, reserves and surplus, loans outstanding, net fixed assets and net current assets. Production of urea, leco, interest and investments are inconsistent in growth rate. As there is increase in many of the variables in income statement and Balance Sheet of NLC Ltd., there is huge profit in NLC. This increase in profit results in job satisfaction of the employees.
Job satisfaction of the employees in NLC Ltd. is remarkably high through its determinants of job involvement. The employees are fully committed to their job and get the maximum satisfaction from their work. Sometimes they sacrifice their break in order to complete their task. They prepare themselves at home for the work in a better way. They also feel that doing work is the best source of recreation for them. In certain cases, employees are not willing to work after office hours as they find boredom in their work. The employees are sometimes reluctant to take up extra responsibility and are waiting for the time to go home.

With the training and the development practice offered in NLC Limited, Neyveli, the employees are fully satisfied. NLC Limited gives top priority to training and development. Employees take it seriously and attend all the training programmes as they feel that it helps them grow in their profession. The new comers learn through induction and it is well planned with sufficient duration. Sponsorship for training programmes is carefully identified and the sponsored employees take up their training quite seriously. In NLC Ltd., multi-skill training to employees is very common. Employees are helped to acquire technical knowledge and skills through training. Employees returning from training programmes are given opportunities to try out what they
had learnt and are given adequate free time to reflect and plan out for the improvement in NLC Ltd.

In NLC Limited employees enjoy a congenial working condition that leads to high job satisfaction. The employees feel proud about working in NLC Limited, Neyveli because of the good psychological climate and good working condition that prevail there. The personnel policy also is designed in such a way that it facilitates the employees' development. The employees are also motivated through better treatment, appreciation and reward for good work. At the same time there is no scope for creativity and the work place is provided with insufficient lighting and ventilation and this de-motivates the employees to a certain extent.

Performance appraisal is another valuable determinant which reflects the growth and job satisfaction of the employees. It helps to find out the strength and weakness of the employees. A systematic assessment of the employees is done in NLC Ltd., and this is based on objectivity, not on favouritism. The appraisal system encourages open communication, strengthening relationship and joint understanding between the appraiser and the appraisee. Appraisal system is also used to identify developmental needs of the employees.
Human and industrial relation is another field which reflects the high job satisfaction in NLC Ltd. Industrial relation climate in this organisation is conducive to employee development. Labour laws have their significance in employee development, but their role is limited. Trade unions think that employee development results in better awareness among employees of their rights. They unite employees and represent their individual problems. In NLC Ltd., inter-union rivalry is not there but the union and the management relationship is not free from conflicts.

Subordinate-superior relationship is a very important element in any organisation with regard to job satisfaction. This is quite evident in NLC Ltd. The employees in this organisation are informal, helpful to each other, and do not hesitate to discuss their personal problems with their supervisors. The employees are encouraged to take initiatives and do things on their own. Also they have full freedom to interact directly with the top management. On the whole, there prevails a healthy, friendly and nurturing relationship in NLC Limited, Neyveli

Group dynamics is one of the important tools in determining job satisfaction in any successful organisation. Team spirit and team work is very high in NLC Ltd. Employees in NLC trust and help each other. They cooperate with the group in accomplishing
any given task. During crisis, employees discuss it as a group and help each other to find a lasting solution for the problem.

The effectiveness of job satisfaction is kept remarkably at a high level through its communication pattern in NLC Ltd. The objective of communication in this organisation is to impart people the skill and will to work. Communication is one of the essential ingredients in NLC Ltd. Communication helps the employees to arrive at a sound decision by giving them necessary information in advance. The mode of communication followed in NLC Ltd. is downward communication and it is satisfactory. In this organisation the purpose of communication is clearly known to the employees.

Providing monetary benefits may lead to a remarkable job satisfaction among employees. As far as monetary benefits are concerned, the organisation finds it difficult to revise the employees' salary in proportion to the rise in the cost of living, but, the NLC pays them attractive allowances. Salary to employees in this organisation is the best compared with other organisations. In NLC, there is hike in salary on the basis of promotion. The increment given to employees is on regular basis and the employees are still not satisfied with the salary.
Another important factor of NLC Ltd., that contributes to job satisfaction of employees is its organisational factor. NLC Ltd., being a successful public sector enterprise in India, its rules and regulations are well understood by the employees and they feel proud of being employed in this organisation. NLC has a grievance cell and all the grievances are handled very well.

Regarding selection of employees, reservation policy of the government is followed in NLC Ltd. The recruitment is done through Employment Exchange and Advertisement. Appointments are made on merit basis. Promotions are given to employees as per their qualification and experience through selection committee but not on favouritism.

In NLC Ltd., the employees are not satisfied with the Human Resource Management Department because it is not equipped with adequate resources like manpower, finances and other facilities. Absenteeism is one of the reasons for demotion. A system to identify higher position in future is missing in NLC Ltd.

Job satisfaction of the employees is high in NLC through its component of welfare facilities. In NLC the employees are provided with satisfactory welfare facilities such as housing, education, transportation, medical, recreational, canteen, sanitation and
print media availability. These facilities encourage the employees to continue their career in NLC Limited.

In NLC Limited, employees are highly satisfied with the safety and security measures provided to them by the organisation. Employees are given proper training in safety measures. In this organisation adequate number of safety measures and awareness programmes are given to the employees. The safety officer strictly implements the safety rules and regulations and therefore the number of industrial accidents is reduced in NLC. Employees are also satisfied with the post retirement security benefits such as, pension, provident fund and gratuity provided by NLC.

7.3 SUGGESTIONS

Based on the findings, the researcher put forth the following suggestions to improve the job satisfaction of the employees in NLC Ltd., Neyveli.

1. The majority of the employees at NLC are industrious, dedicated and they work with all sincerity. They are fully committed to their work and are even ready for any extra work. The same cannot be said of all the employees there. Some lack sincerity and full commitment to work. There are some who are reluctant to do any extra work. This kind of tendency on the part of the employees must be discouraged.
They must be shown the kind of joy they can derive by doing some extra work in the interest of the company.

2. The HRD is another area which needs improvement in the way it functions. Many are not fully satisfied with its functioning as it not fully equipped with adequate finance, manpower and other facilities. An effective method to identify employees for assuming higher and responsible positions is not there. An effective way has to be found out to meet this challenge and to see that only the really deserved adorn the chair and occupy higher positions.

3. The organisation may formulate a new HR policy to promote its employees' education. Employees with high educational qualification enhance the prestige of the organisation. The organisation may take this aspect into consideration and sponsor more employees for higher education. Employees with ITI background can be sponsored to polytechnic institutions and those with diploma qualifications can be sponsored to engineering colleges to improve their educational qualifications.

4. To improve further efficiency and update the knowledge of the employees the management should provide training programme, both internal and external.

5. All the employees can be given retraining in the field in which they have already been trained. Such training will improve their knowledge, skill, aptitude, attitude, talents and they will cherish high values. All this will make NLC Ltd., Neyveli, a highly successful public sector organisation in the country.

6. Salary is another important factor that needs more attention. It should be understood that all work to eke out a decent
earning for their livelihood. Better, hard work should be paid properly. Better monetary benefits may ensure job satisfaction in any organisation. A word of appreciation and a reward at times in recognition of their work may boost the morale of the employees and make them better champions of the organisations.

7. The management should motivate the employees for the jobs to be performed and bring in more creativity and innovation among the employees. Few steps may be taken by the management to improve the working conditions in NLC Limited. Proper facility can be created especially such to improve the existing lighting and ventilation.

8. One of the areas which needs some more attention and improvement is that of communication. Better communication among the fellow employees, and between employees and the management must be ensured. This, besides creating a better climate, would also lead to job satisfaction.

9. Downward communication is followed in NLC. Upward communication should also be given importance. Both have their own importance and so must go together. Only then, communication can be complete and effective.

10. As far as the downward communication is concerned, the management must see to it that it reaches even the last man in the queue. The ultimate aim of the good communication system is to make things clear to the last man in the organisation. NLC should make sure that the communication which is given to the employees is simple, understandable and reachable.
11. Trade unions have a place in any working area. It is a forum used to focus the problems of the employees and to find out a decent solution for them. But, care must be taken that it does not cross its limits and come in the way of better relationship between the employees and the higher authorities.

12. Group dynamics should be properly nurtured with care and caution. The employees must stand united and only then they can realize their strength. They must try to overcome any crisis through a proper approach to the problems and effective discussion.

13. The employees may have certain grievances in their heart that may cast their shadow on job satisfaction. At times like this, the grievance cell functioning there must come into the picture, play an effective role and help in reducing their grievances and thus pave the way for better understanding and real job satisfaction.

14. Man is a rational being with the capacity to think, do and feel, and so he needs a rational atmosphere. The management of NLC Ltd, Neyveli, can create such an atmosphere in which employees can think about themselves and the organisation and work for its success.

15. There should be a transparent promotion policy and it should be linked with performance. Performance-based reward system to the employees is to be introduced. Partiality is to be avoided in promoting or transferring an employee.

16. New ideas and enthusiasm of the employees should be encouraged. This will make the employees feel recognised. Each one's role in the department should be defined. This will give the role clarity to each employee.
17. Regular and wide circle meet among the family members will increase socialization among top management and families, which will, in turn, reduce stress. (Labour welfare may be extended in its structure and functions to the employees' family as well.) If possible a few family counselling centres may be established in all branches.

18. Introducing a system of rewarding the good work of the employees for their valuable contributions to the organisations will act as incentive to others and will motivate them to perform their duties better. What motivates any employee is monetary reward and money-related factors. If all the employees are paid very well, they will contribute their best to the organisation, and the organisation will grow. Regarding wage revision, the cost of living and the employees' demands may be taken into account.

19. Employees may be permitted to do their works in their own style. Because they only know the means by which they can complete the work easily. And also such a type of freedom given to employees to take decisions about their works will give great responsibilities to them. And they will feel that they are also important and responsible to the success of the organisation.

7.4 CONCLUSION

The researchers' aim throughout the study has been to examine the job satisfaction of the employees in NLC Ltd. The researcher has made a deep and exhaustive study about job satisfaction of the employees of NLC Ltd., and has gone into many factors that contribute to its growth, success and survival in the
face of many adverse conditions that may show their ugly heads now and then. No doubt, NLC is one of the public sector enterprises in the country making a profit running to many crores of rupees every year and is making a steady growth expanding its wings of growth in every direction. There are many a factor which instil new life and infuse strength into it and thus ensure its growth.

The data collected by the researcher through personal interview of the employees there, have helped the researcher to get a clear picture of NLC. All these have presented a rosy picture of NLC. There is job satisfaction and job security. The salary given in NLC and the many post-retirement benefits now in force there like pension, provident fund and gratuity are all really encouraging and this would cast away any anxiety about their future that may haunt their minds. All these help the employees discharge their duties with real interest and determination keeping the growth of NLC ever before their eyes. Arrangements have been made for the employees to improve their skills and workmanship through various programmes. This would definitely improve their work efficiency and would ultimately lead to the growth of NLC. The atmosphere that exists there is serene and congenial devoid of any negative element that may pollute the atmosphere. There exists a close communication among the employees. The employees learn
from one another, help each other and thus maintain a healthy relationship. There is better understanding between the employees and the management. The grievance cell in NLC handles the many grievances that may appear now and then and thus paves the way for a conflict-free atmosphere.

It is quite evident from all these that job satisfaction is given prime importance. All the different factors have one common aim, i.e., ensuring job satisfaction by any means. Thus, it may be concluded that job satisfaction of the employees is related to an individual expectation of different characteristics of the job and perception of how much is attained. Absence of job satisfaction and discontentment among the employees may play havoc and stunt the growth of any organisation. In NLC the employees are satisfied with their job as a whole and they find pride in serving NLC Ltd. There is no denying that job satisfaction can work wonders and it can raise the NLC to the sky that all may see and wonder at its fast and envious growth.