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1.1 INTRODUCTION

If you wish to plan for a year sow seeds;
If you wish to plan for ten years plant a tree;
If you wish to plan for a lifetime develop men.

- Kuan Chung Tzu

The fundamental, social, economic, political and technological changes taking place today inevitably affect the attitudes of the two main groups of people with whom an organisation has to deal; its customers and its employees. Nowadays both are more demanding. The ‘professional customer’ of today expects a high standard of individual service as well as good quality products and competitive prices; today’s employees expect not only to earn a decent living, but also to get some personal satisfaction out of their job. They are concerned about the quality of their working experience, just as customers are concerned about the quality of the service they receive. Both wish to be treated as ‘the customer or the workforce (employees)’. Gone are the days when employees are treated as part of the machine. Now, a new awakening has emerged. Organisations have now realised that employees are human beings and if they are treated well and their talent is developed, they can be of immense help to them in fostering organisational growth. This has given rise to the
emergence of a new relationship between employees and management.

When an organisation wants to sustain its position and flourish in the most competitive and lucrative business world, it has got a very big responsibility of keeping its men under satisfactory level, because a satisfied employee is a full employee and he contributes to the organisation his best. Unfortunately, not everyone receives the satisfaction from his job. To be completely satisfied, a job must provide three experiences. They are meaningfulness, responsibility, and knowledge of the work. Meaningfulness refers to the organisation of the individual, responsibility refers to the necessity to answer for and knowledge of the work means the required skill to perform a particular job efficiently and effectively. Job satisfaction results when the quality needed for a particular job and the qualities of an individual are fitting in. The organisation can be successful only when the efforts of various individuals are integrated into teamwork.¹ So, human resources play the most critical and significant role in achieving organisational goals and objectives. Managing and developing this crucial resource is also the most complex and challenging function in any organisation. Thus human capital has been recognised as

the organisation's 'lifeblood' which needs to be developed continuously in keeping pace with the developments in all other areas of today's dynamic world.2

1.2 IMPORTANCE OF JOB SATISFACTION

After the Industrial Revolution, machines were given more importance than other factors of production. Human beings were considered just another tool for production. As the years passed by, the organisations became busy with routine matters and activities to meet the goals of the organisations. Their main concern is what is done rather than who has done it. As a result, the human beings tend to become de-motivated and dissatisfied.

Many behavioural scientists have been trying to study what really makes an employee to contribute more to the organisation. They have found out from their research studies that money alone is not a motivating factor. An employee needs good interpersonal relationship, understanding and appreciation from his colleagues and superiors. He needs to be satisfied with what he is doing and how he is doing it i.e. Job satisfaction.

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1.3 CONCEPT OF JOB SATISFACTION

Etymologically, job satisfaction is a combination of two words: job and satisfaction; 'work', 'occupation', 'job' and 'positions' have generally been used interchangeably. Miller and Form (1964) define work as a "general activity centering around subsistence and the specific routines of this activity as occupations."³

Shartle (1969) has offered the following definitions of the terms 'occupation', 'job' and 'position'.⁴ "An occupation is a group of similar jobs found in several establishments". "A job is a group of similar positions in a single plant, business establishment, institution or other work place". "A position is a set of tasks performed by a person. There are as many positions as there are workers, but there may be one or many persons employed in the same job". Thus, job refers to what Vroom (1978) calls 'work roles'.⁵ 'Satisfaction' is related to fulfilment of needs. 'Need' is defined as 'a condition marked by feeling of lack or want of something or of requiring the performance of some action'.⁶ The goals or purposes to which needs are directed are technically

termed incentives. Needs are fulfilled by attainment of incentives. Fulfilment accompanies a simple feeling state known as satisfaction. According to Drever (1964), 'satisfaction is the end state in feeling accompanying the attainment by an impulse of its objectives'. Thus, job satisfaction may be a resultant feeling of satisfaction which the employee achieves by gaining from the job what he expects from it to satisfy his needs. It may be a function of the need strength or expectation and the potentiality of the job to provide for the fulfilment of needs.

The term job satisfaction was brought to limelight by Hoppock (1935). According to him, job satisfaction is a combination of psychological, physiological and environmental factors that makes a person admit, “I am happy at my job”. It has also been defined as the “end state of feeling.”

Job satisfaction is the mental feeling of favourableness which an individual has about his job. DuBrins has defined job satisfaction in terms of pleasure and contentment: “Job satisfaction is the amount of pleasure and contentment associated with a job. If you like your job intensely, you will experience high

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7 Ibid.
job satisfaction. If you dislike your job intensely, you will experience job dissatisfaction."9

Job satisfaction is an employee's general attitude toward the job. It refers to a person's feeling of satisfaction with the job which acts as a motivation to work or serve better. It represents a person's constellation of attitudes towards the job he holds.10 Thus, it represents an attitude rather than a behaviour. There is a common belief that satisfied employees are more productive than dissatisfied employees and a person with high level of job satisfaction holds a positive attitude towards his job while a person who is dissatisfied with his/her job holds a negative attitude about the job.11 Therefore, although job satisfaction represents an attitude rather than behaviour, organisational behaviour researchers typically consider it an important variable for the growth of the organisation.

1.4 DEFINITIONS OF JOB SATISFACTION

Stephen. P. Robins, a famous organisational behaviour researcher defines job satisfaction as, "the difference between the amount of rewards workers receive and the amount they believe they should receive."12

11 Ibid P.30.
12 Ibid.
Locke gives a comprehensive definition of job satisfaction, "as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience."\(^{13}\) From this definition, it is clear that job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as important.

Blum and Naylor, jointly define job satisfaction as, "the general attitude which is the result of many specific attitudes in three areas, viz, specific job, factors, individual characteristics and group relations outside."

1.5 NEED FOR THE STUDY

Unlike the past, there is a growing awareness among employees on the job satisfaction and the working climate etc. This goes to prove that if any organisation wants to sustain its growth, it needs to know the level of job satisfaction and keep it at no dissatisfaction level; such is the necessity and timely need of making a study on job satisfaction. A satisfied employee is a productive employee and is an asset to the organisation. The researcher, apart from fulfilling his academic requirements, has an

innate desire to do a research on the job satisfaction of employees in Neyveli Lignite Corporation Limited, Neyveli.

1.6 STATEMENT OF THE PROBLEM

Neyveli Lignite Corporation Limited is showing an increasing trend in its cumulative profit since 1981-82 and such a trend is not observed in many public sector undertakings in India. Consequently, the success of the Neyveli Lignite Corporation Limited deserves a critical appraisal from various viewpoints. In any organisation, the quality of the workforce is a major factor in determining the efficient functioning of that organisation. The morale of the employees and the job satisfaction of the various categories of workers become naturally the subject of investigation. (Such an investigation in any organisation assumes greater importance when the working of that organisation has not previously been investigated.) Such a situation exists in respect of the successful Neyveli Lignite Corporation Limited. Therefore, the present investigation, "A Study On Employees' Job Satisfaction In Neyveli Lignite Corporation Limited, Neyveli" has been undertaken by the researcher with a view to find out all about the job satisfaction of all categories of its employees.
1.7 OBJECTIVES OF THE STUDY

1. To study the Human and Industrial relations in Neyveli Lignite Corporation Limited, Neyveli.

2. To analyse the Socio-economic background of the employees in Neyveli Lignite Corporation Limited, Neyveli.

3. To evaluate the growth of Neyveli Lignite Corporation Limited, Neyveli.

4. To identify the determinants of employees' satisfaction in Neyveli Lignite Corporation Limited, Neyveli.

5. To offer suitable suggestions for improving the employees' satisfaction in Neyveli Lignite Corporation Limited, Neyveli, based upon the findings of the present study.

1.8 HYPOTHESES

The following hypotheses have been framed to analyse the factors influencing the attitude of the respondents towards the employees' job satisfaction of the Neyveli Lignite Corporation Limited, Neyveli.

1. Sex of the respondents does not influence the attitude towards the employees' satisfaction of the Neyveli Lignite Corporation Limited.

2. Age of the respondents does not influence the attitude towards the employees' satisfaction of the Neyveli Lignite Corporation Limited.
3 The educational qualification of the respondents does not influence the attitude towards the employees' satisfaction of the Neyveli Lignite Corporation Limited.

4 The income level of the respondents does not influence the attitude towards the employees' satisfaction of the Neyveli Lignite Corporation Limited.

5 The category (level) of the respondents does not influence the attitude towards the employees' satisfaction of the Neyveli Lignite Corporation Limited.

6 Experience of the respondents does not influence the attitude towards the employees' satisfaction of the Neyveli Lignite Corporation Limited.

7 Nativity of the respondents does not influence the attitude towards the employees' satisfaction of the Neyveli Lignite Corporation Limited.

8 Number of dependents of the respondents does not influence the attitude towards the employees' satisfaction of the Neyveli Lignite Corporation Limited.

1.9 OPERATIONAL DEFINITION OF CONCEPTS

Job satisfaction

Job satisfaction is a person's feeling of satisfaction with the job which acts as a motivation to work.

Job involvement

The commitment that an employee shows to his work is known as job involvement.
Training

Training is the act of increasing the knowledge of and imparting specific job-related skill to the employee for doing a particular job.

Performance appraisal

A formal assessment of the capabilities of the employees in the organisation is known as performance appraisal.

Human and Industrial relations

Human and Industrial relations means the relationship between employees and management and it is the tool that solves problems of employees in industrial setup.

Group dynamics

Group dynamics is concerned with the face to face interaction between group members in a social situation.

Communication

Communication is the process of transferring ideas, facts, thoughts, feelings and values from one person to another person.

Monetary benefits

Benefits received by the employee in the form of cash are known as monetary benefits.
Safety measures

Taking proactive actions to prevent the occurrence of accidents at the workplace is known as safety measures.

Security measures

Security measure is the measure of protection provided to the employees by means of social security schemes.

Induction

Induction is the process of introducing the new employee to his job and to the organisation.

Motivation

Motivation is the emotion or desire which directs or activates the behaviour of the individual towards goals.

Workman

Workman is a person whose qualification is ITI or less than that.

Supervisor

A person who holds Diploma degree in Engineering is known as supervisor.
Executive

Executive is the person who is the degree holder in Engineering.

Managerial

Managerial level is the highest level among the different categories of employees.

1.10 METHODOLOGY

The methodology is empirical in nature. It is primarily based on survey method. Techniques like interviews, discussions and observations are employed in this study. Primary data were collected from employees by the researcher with the help of structured interview schedule. About 1,800 samples were taken for the study. The published and unpublished data is the source of secondary data.

1.11 COLLECTION OF DATA

Both the primary and the secondary data have been used for the present study. The primary data were collected with the help of an interview schedule (Vide Appendix). Before undertaking the survey, a pre-test was conducted. In the light of the pre-test, the interview schedule was modified and restructured.
The interview schedule consists of two parts. The first part relates to the socio economic background of the respondents. The second part comprises 137 statements related to employees' satisfaction. Each statement consists of five alternatives, from which the respondent has to choose one.

Secondary data have been mainly collected from books, journals, periodicals, manuals and annual reports of Neyveli Lignite Corporation Limited, Neyveli for the past ten years and analysed to judge the growth of the Neyveli Lignite Corporation Limited, Neyveli.

1.12 SAMPLING DESIGN

The sample comprises all categories of employees working in Neyveli Lignite Corporation Limited in Neyveli. The details of the total number of employees working in Neyveli Lignite Corporation Limited, in Neyveli, during 2003 – 04 were taken from the records of the respective offices. Out of 19,180 employees, 1,800 were selected at random for primary data collection. Proportionate probability sampling technique was adopted to select the respondents from the Neyveli Lignite Corporation Limited, Neyveli. Out of 1,800 respondents, 1,200 were male and 600 were female.

Further, the respondents were post stratified into four groups, namely, Managerial level, executives, supervisors and workmen. Out of 1,800 respondents, 570 of them come under the
category of workmen, 570 of them come under the category of
supervisors, 402 of them come under the category of Executives
and the remaining 258 belong to the Managerial category.

1.13 PERIOD OF STUDY

The primary data were collected from January to May 2004.
The reference period of the survey was 2002 – 04.

1.14 TOOLS OF ANALYSIS

In order to study the socio economic background of the
employees in Neyveli Lignite Corporation Limited, simple
percentage analysis was used.

Arithmetic Mean and Standard Deviation were used to
classify three levels, namely High level, Medium level and low level
of employees’ satisfaction.

For evaluating the growth of different variables of Neyveli
Lignite Corporation Limited, the Semi-log growth model has been
applied. The formula used is \( \log Y = a + bx \).

The ‘Chi-square’ test was used to test the difference between
the level of attitudes and the different variables in the Neyveli
Lignite Corporation Limited.
Factor analysis technique was used to identify and analyse the factors influencing employees' job satisfaction of Neyveli Lignite Corporation Limited, Neyveli.

1.15 FRAMEWORK OF ANALYSIS

A master chart was prepared for entering the responses of each respondent and small cross tables were made from the master chart for analysis.

1.16 LIMITATIONS OF THE STUDY

During the data collection, the researcher faced reluctance of respondents for fear of victimisation.

Since the corporation is too large with 19,180 employees to be incorporated, the study was limited to only 1800 employees.

The research inferences were drawn from the employees' responses only.

1.17 ORGANISATION OF THE PROJECT REPORT

The researcher has organised the project report into seven chapters.

The first chapter presents the introduction and design of the study. It includes the need for the study, statement of the problem, objectives, hypotheses, operational definition of concepts,
methodology, tools of analysis, sampling design, period of study, collection of data, framework of analysis, limitations of the study and organisation of the report.

The second chapter deals with the theoretical framework of the concept and review of the related study.

The third chapter gives a brief sketch of the study area, Neyveli Lignite Corporation Limited, Neyveli.

The fourth chapter deals with the analysis and interpretation of socio-economic background of the employees in NLC Limited, Neyveli.

The fifth chapter analyses the growth of NLC Limited, Neyveli.

The sixth chapter is devoted to the analysis and interpretation of determinants of employees' satisfaction in NLC Limited, Neyveli.

The seventh chapter presents the summary of the findings and suggestions based on the study and it also includes conclusion of the study.