The industrial scenario of the world has changed due to the globalization and liberalization of trade and competitive market economy. The main facet of Human Resources Management like the employee selection, hiring, retention, training and motivation are to be guided by the global perspective today. The competitive advantage of an advanced nation is for fetching globalised skills and growing knowledge of its workforce. During this technologically advanced period, every factor of production other than workforce skills can be duplicates anywhere in the world. The competent and skilled workforce doing multifaceted things keeps a company competitive. It helps to attracts foreign investment and economic development of the nation.

Employee satisfaction and retention are the main and complex task faced by the present organizations. The global economy opens a lot of opportunities to the qualitative persons. The concentration for the development of manpower resources is not only for attaining organisational goals but also to the satisfaction of the employees. The changes in the economy have affected either directly or indirectly the attitude and behaviour of the working people and the term job satisfaction has got relevance in this world. “The organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work” (Spector, 1997)\(^1\).

Job satisfaction is one of the important factors to be considered by the current organizations as it relate to its employees. Modern management concepts learn the importance of human resources of the organisation and concluded that it is the most valuable asset in an organization. The absence of
job satisfaction leads to fatigue and reduced organizational commitment. It is a predictor of quitting a job. No firm can accomplish its ultimate aims of profit maximization without satisfying its manpower. Nowadays, a widely acknowledged statement that, “a happy worker is a productive worker”.

Employees put their efforts for the success of the organizations. It is a true fact that man can never be fully satisfied within their life. As employees spend a major portion of their time in the work place and they will be satisfied in life only if they are satisfied in the job. By considering these factors job satisfaction is a matter of considerable importance for both the employers and employees.

The performance of human being is influenced by psychological and social factors such as family, age, sex, experience, education, job condition, feeling, welfare, recognition, wages and salaries, leadership, promotional opportunities, dealings with work group, work stress, control at work, work-life interface, material compensation and punishment they received and working environment.

Employees Satisfaction is the result of their acuity of how well their job provides those things which are viewed as significant. Surveys conducted on employees about their satisfaction in job has identified that job dissatisfaction is the root cause of job issues and low level of labour productivity.

1.1 INDUSTRIAL ORGANISATIONS IN INDIA

In India formal industrial organizations were emerged after the period of 1850s. Merchandise from Europe, developed its trade activities and established number of factories in India. Jute was the main industry, followed by steel, leather, coal, etc. After independence, India followed mixed economy as an extension model.
Industrial organizations were broadly classified as public sector including the administrative arm of the government and the private sector. Public sector organizations are the largest employers in the country and have huge investments. The approach of organizations to personnel management also underwent significant changes after independence. Various committees and enquiry commissions were appointed for studying the industrial situation and their recommendations led to the creation of labour and social security legislations.

Labour conditions are lawful in the industrial sector. Numerous legislations were introduced to protect workers. Our former Prime Minister, Jawaharlal Nehru, in a speech in the Loksabha on December 21, 1954, that “our policy must inevitably be one of raising production and increasing employment as rapidly as possible. In doing so, it is essential that the public sector should grow as rapidly as possible”.

Since the Indian economy is integrated with the global economy and the industrial sector especially public sector undertaking in India is significantly affected the changing situation due to disinvestment, privatization, restructuring, closure etc. These industries also practice downsizing, greater use of contract labourers, depends on outsourcing and externalization.

1.2 NEWSPRINT INDUSTRY SCENARIO

Newsprint industries are one of the important industries of the country. During the planning period Indian newsprint industries showed a rapid growth. This industry was operated under the protective tariff since 1925. Large number of paper mills operating in the public and private sector in the country today. But these industries have been suffering from various problems including high production cost, scarcity of raw material, problem of royalties and leases, overcapacity and under capacity utilizations, sickness of small and medium paper units etc.
India is blessed by its vast forest resources and these resources are used as raw materials to these industries. To improve the conditions of this industry, necessary steps must be taken by the government for higher capacity utilization through renovation and modernization of large mills, adopt measures like excise rebate to small units, abolition of custom duty on the import of paper pulps and wood chips, infrastructural support and withdrawal of control over price, production and distribution of white printing paper etc. Paper industries have to introduce plantation forestry in order to meet the scarcity of raw materials.

1.3 NEWSPRINT INDUSTRIAL SCENARIO OF KERALA

The Kerala Newsprint Mill (KNM), commenced its commercial operations in the state in 1983. The government of India, as a matter of policy, directed HPC, to take over and operate the said Mill. HPC acquired all the properties and assets as well as all the debts and liabilities belonged to the Newsprint Mill. HPC promoted and incorporated Hindustan Newsprint Limited (HNL) to meet the newsprint demands of the state. It is a fully owned Subsidiary of HPC. A Tripartite Agreement made between HPC, HNL and the Indian government in January 14th 1985, for the transfer of assets and properties, for the conclusion of KNM and incorporation of HNL. As per this agreement, HNL was entitled to the benefits and it was liable to discharge the obligations, under all contracts, agreements, engagements, assurances, licenses and permits in relation to the Kerala Newsprint Mill.

1.4 HINDUSTAN NEWSPRINT LIMITED

Hindustan Newsprint Limited (HNL), located at Vellore in the Kottayam District of the Kerala state, is a Government of India (Central Public Sector) Enterprise under the administrative jurisdiction of the Department of Heavy Industry, Ministry of Heavy Industries and Public
Enterprises. HNL was incorporated as a wholly owned subsidiary of the Hindustan Paper Corporation limited (HPC), on June 07

1.5 EARLIER STUDIES – A REVIEW

The ancient Indian text ‘Arthashastra’, mentioned the Personnel management systems with job description of a supervisor and performance linked pay for goldsmiths. In India the society was organized traditionally on the basis of occupation and was famous for craftsmanship. The goods made by traditional craftsmen were shipped to Europe and other Continents. But, even before that India had also industrial relations with the Arab countries and Southeast Asia. The employer-employee relationship during that period has been guided by the master-servant relation.

Job satisfaction has been investigated by a number of researchers in many disciplines. The origin of the job satisfaction studies were as old and back to the period of at least 1911. Taylor, the father of scientific management began to study workers and their work at that time. Taylor’s approach to job satisfaction was based on a pessimistic philosophy that man is motivated by money alone. Over the years, the emergence of the organisational development gives more consideration to the human elements. During these periods Edward Thorndike studied the relation between work and satisfaction. Some experts in this field suggest that the study of job satisfaction can be traced back almost 200 years, when the industrial revolution had begun to blossom in the U.S. But the main drawback of these studies revealed that they were focused on maximising productivity of workers.

Major research studies related to job satisfaction concluded that it is the positive feelings or likes of the employees towards his job. The job satisfaction concept is vital to industrial and organizational behaviour in many aspects. Many studies have established a strangely large impact on job satisfaction in the motivation of workers, while the level of motivation has an
impact on productivity and performance of business organizations. Unfortunately, in our area, job satisfaction has not still received the proper attention. However, some of the earlier studies considered for this work are mentioned below.

(Hoppock, 1935) observed that Job Satisfaction “as a combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job”. According to this approach, job satisfaction has been influenced by many external factors, but it remains something internal that has to do with the way how the employee feels. That is, job satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom (1964) opined that Job Satisfaction focused the role of the employee in the workplace. According to him, “job satisfaction as an affective orientation”. He also studied the relation between the role of employees in the organization and the job satisfaction and concluded that role of the employees in an organization increases their satisfaction.

Lawler and Porter (1967), gave their model of job satisfaction. They suggested that, a special importance was given on the impact of rewards on job satisfaction. According to this model the intrinsic and extrinsic rewards were not directly connected with job satisfaction, because of the employee’s perceptions regarding the deserved level of pay were significantly different.

In the words of Locke (1969), Job Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. He viewed that, Performance appraisal and experience were the factors that affecting job satisfaction. Higher level of performance was an indicator of satisfaction because the positive attitudes lead to better performance and job satisfaction.
In the words of Dayal and Saiyadain (1970), the top five factors leads to job satisfaction were achievement, work life, recognition, advancement and responsibility. These factors have a positive influence in the behaviour of workers and their attitudes towards job. These are the motivational factors, which help to attain the organisational objectives through satisfied employees.

Sinha (1974), opined that job satisfaction as a reintegration of effort produced by individual’s perception of fulfilment of his needs in relation to his work and the situation surrounding it. He considered the employees needs and satisfaction. The environmental factors also have an importance in job satisfaction.

Kanungo (1982), observed that, job satisfaction was the function of job’s capacity to satisfy one’s present needs. However, satisfaction with work as a normative belief about value of work in one’s life and was a function of one’s past cultural conditioning or socialisations.

Pandey and Prakash (1984) in their study stated that, achievement motivation was an important consideration in job satisfaction. They concluded that high achievement motivation provided more satisfaction than those with low achievement motivation.

Pratap and Srivastava (1985) justified in their study job satisfaction and organizational climate of public and private sector employees that there was a significant difference between public and private sector employees in terms of job satisfaction and organizational climate. He also stated that private sector employees were more satisfied that their organizational climate to be better.

Sharma and Sharma (1989), found a significant positive correlation between job satisfaction and organizational climate. They identified that these correlations were higher for subordinates in terms for leadership and
communication. It was higher for officers in interaction, influence, decision making and goal settings.

Locke and Latham (1990)\textsuperscript{12}, provided different model of job satisfaction. The objectives set at the highest level and high expectations for success in work provided achievement and success in performing tasks. Success was analysed as a factor that created job satisfaction. Performance, Intrinsic rewards, extrinsic rewards, perceived equitable rewards, self-efficiency, mediating mechanisms and high performance rewarded. He concluded that job satisfaction is under the influence of a series of factors such as the nature of work, salary, advancement opportunities, management, work groups and work conditions.

Sharma & Bhaskar (1991)\textsuperscript{13}, Justified in their study that recognition and appreciation were the most important determinants of job satisfaction. Objectivity and rationality emerged as powerful determinants of job satisfaction. They suggested the importance of recognition and appreciation for enhancing job satisfaction. Clearly specified objective increased efficiency and motivation to employees.

Mishra and Pattanay (1992)\textsuperscript{14}, concluded their study that there was a significant difference between respondents from private and public sector with regard to climate, satisfaction relationships on dimensions such as scope for advancement, monetary benefits, objectivity and rationality, recognition and appreciation, training and development, welfare facilities. These were influencing factors of job satisfaction.

Sinha and Singh (1995)\textsuperscript{15}, revealed that “the nature of work and human relations contributed directly to satisfying nature of the job in case of managers. They studied about the importance of the nature of work and its influence on the human behaviour.

Spector, (1997)\textsuperscript{16} Job satisfaction was the degree to which people liked
their jobs. The positive and negative attitude of the employee towards his work could be measured for finding about the satisfaction of a worker. Spector opined that Job satisfaction was simply how people feel about their jobs and different aspects of their jobs. It was the extent to which people like (Satisfaction) or dislike (dissatisfaction) their jobs.

Luthan (1998)\textsuperscript{17}, studied the job satisfaction from different angles. The first angle suggested that job satisfaction as an emotional response to a job situation, as such it could not be seen, it could only be inferred, the second view was that job satisfaction was often determined by how well outcome met or exceeded expectations and job satisfaction represented several related attitudes such as work itself, pay, promotion opportunities, supervision, co-workers, which were the most important characteristics of a job about which people have effective response.

Hossain and Islam (1999)\textsuperscript{18}, found a positive correlation between quality of work life and performance and job satisfaction and performance. Perceptions of quality of work life and job satisfaction were significantly higher among the small organisations, than the large ones.

Lam, Zhang, H.Z and Baum, T.G (2001)\textsuperscript{19}, in their study examined the relationship between demographic characteristics of hotel employees, their job satisfaction and the importance of job variables, found that there were significant differences between demographic variables and job characteristics. The training and development programmes, particularly for newcomers and well-educated employees and a TQM approach might help to improve employees’ satisfaction levels with their jobs.

Gazioglu and Tansel, (2002)\textsuperscript{20}, believed that job satisfaction trends could affect the labour market behaviour and influence the work, productivity, work effort, employee absenteeism and labour turnover. It was considered as a strong predictor of overall individual well-being, as well as a good predictor of intention or decisions of employees to leave a job.
Christen, Iyer and Soberman (2006)\textsuperscript{21}, provided a model of job satisfaction presented in which the following elements were included as job related factors. It included the following factors such as role perceptions, job performance and firm performance, job factors and Job satisfaction.

Biswas and Varma (2007)\textsuperscript{22}, observed that HR practices in India were increasingly geared towards improving the way individual employees perceived their day-to-day working environment, or the way they perceived the psychological climate in the workplace.

Nguyen, Taylor and Bradley (2007)\textsuperscript{23}, stated that organisations must know how to motivate their employees, because more satisfied employees’ clock in more profits, there is lower employee turnover, and this lead to high productivity..

Aziri, (2008)\textsuperscript{24}, viewed job satisfaction represents a feeling that appeared as a result of the perception that the job enabled the material and psychological needs.

Yilmaz (2009)\textsuperscript{25}, found that job satisfaction was the attitude of the employees towards their work, which was the consequences of the comparison between their emotions, thoughts and tendencies towards their work and tendencies towards their work and working environment.

Indranil Bose and Mudgal (2012)\textsuperscript{26}, in their study “Factorial influence on workers job Satisfaction in Kolkata leather units”, analyzed that several factors can influence a person’s level of job satisfaction, such as information, involvement, orientation, independence, increased recognition personal growth opportunities and professional development and well defined career paths gave the workers a clarity of the career vision causing high job satisfaction. Work life balance or recognition of the social needs proper rewarding etc. was important for job satisfaction.
It is observed from the available literature that various factors influenced the job satisfaction are motivation, compensation, work environment, recognition, welfare measures, training, quality of work life and opportunity for personal development. The work environment and the attitude of people in public and private sector undertakings are different. A few studies have been conducted on the impact of various factors on job satisfaction. News print industry is one among the labour intensive industry in India which is purely dependent on the performance of all personnel in the organization. So personnel satisfaction is assumed as the key factor that results in the success of every undertaking. Research on these areas cannot be identified.

Studies of job satisfaction of public sector employees in India and around world are rarely found. However a comparative study for measuring the job satisfaction level of the work force and executives in the same organisation could not be found. HNL is one of the labour intensive industries of Kerala and the study of job satisfaction level of employees becomes inevitable. The present study is quite relevant and justifiable, as it makes an attempt to fill the research gap.

### 1.6 STATEMENT OF THE PROBLEM

Job satisfaction is a worker’s sense of accomplishment and success in the job. It is directly related to productivity as well as to the personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one’s efforts. It can be considered as one of the main factors, when it comes to the efficiency and effectiveness of business organizations.

Wherever human resources are required to fulfil the organisational objectives, their positive attitude towards the work and organization as a whole is essential. High job satisfaction may lead to higher productivity, decreased turnover, improved attendances, and reduced accidents, less job stress and less unionization. There is a positive relationship between job
satisfaction and performance of the employees. Therefore, satisfaction of the human resources becomes one of the controversial issues of the modern world. Dissatisfied employees leave the organization and they may search for better organizations. Retention of employees becomes an important task of the top management. If employees are not satisfied with the job, there are chances for absenteeism, labour turnover, lower productivity, committing of mistakes and diverting energy for different types of conflict. Industrial output earns more foreign exchange through their export.

HNL is one of the profitable PSU in Kerala. It is the only public sector undertaking producing newsprint paper in the state of Kerala. Company provides direct and indirect employment to more than thousands of employees. Employees are the backbone of any organisations and the core competency of an organisation depends on the skill and knowledge of the employees. Industrial workers face many problems. Timely identification of the problem and finding a feasible solution is vital otherwise it leads to frustration and any other mode of disturbances. Therefore, it is essential to measure the job satisfaction level of the employees in the organization. The various factors affecting job satisfaction varies between workers and executives within the same organization. In order to keep the employees satisfied with the job, they should be provided with adequate and fair compensation, welfare facilities, better working conditions, security, safety, proper motivation, supervision, better industrial relations, bargaining power and sound grievance settlement mechanism.

Compensation constitutes the most important cost in every organisation. It is equally important in the case of employees as it determines their standard of living and status in society. It affects a person economically, socially and psychologically. The Factories Act included various provisions for the welfare of the employees and the matters regarding working conditions. The companies must compulsorily follow the requirements as per
the provisions of the Factories Act. The employees are provided with proper training and development opportunities and maintain good industrial relations within the organisation. All these factors are the key indicators for measuring job satisfaction. The present study is an attempt to find out the influence of compensation package, welfare measures, work environment, training and development facilities and industrial relations on job satisfaction of the executives and work force of HNL.

In HNL, the total number of contract labourers and casual labourers are more than or almost equal to the number of permanent workers. Their efforts and contribution to the organization are also important and the measurement of their satisfaction is quite reasonable.

1.7 SCOPE OF THE STUDY

The main intention of the study is to compare the job satisfaction level of different categories of employees of HNL. For this purpose employees are classified under two heads viz., Work force and Executives. Work force are again categorised as permanent workers, contract labourers and casual labourers. More specifically, the study attempts to measure the satisfaction level of work force and executives on compensation packages, welfare measures, working conditions, training and development and industrial relations. The assessment has been made by considering the perception of sample employees of Hindustan News Print Limited, Vellore, Kerala. The study is confined to HNL, which is the only public sector undertaking producing newsprint paper in the Kerala state.

1.8 OBJECTIVES OF THE STUDY

The main purpose of the study is to compare the job satisfaction level of the work force and executives of the Hindustan Newsprint Limited, Kerala and measure the job satisfaction level of these employees. For this purpose, the following objectives are formulated.
1. To measure the job satisfaction level of Workforce and Executives of HNL on Compensation Packages.

2. To analyze the job satisfaction level of Workforce and Executives of HNL on Labour Welfare Measures.

3. To study the Work environment of the organization and measure the satisfaction level of Workforce and Executives of HNL on Work environment

4. To analyze the satisfaction level of Workforce and Executives of HNL on Training and Development provided by the company.

5. To assess the satisfaction level of Workforce and Executives of HNL on Industrial Relations of the company

1.9 HYPOTHESES OF THE STUDY

Based on the above objectives, the following hypotheses were formulated.

$H_{01}$ There is no significant difference in the level of satisfaction of the Work force and Executives on the aspects of Compensation packages

$H_{02}$ There is no significant difference in the level of satisfaction of the Work force and Executives on Welfare Measures.

$H_{03}$ There is no significant difference in the level of satisfaction of the Work force and Executives on Work environment

$H_{04}$ There is no significant difference in the level of satisfaction of the Work force and Executives on the Training and Development

$H_{05}$ There is no significant difference in the level of satisfaction of Work force and Executives on Industrial Relations
1.10 WORKING DEFINITIONS

The following terms are made clear for the unambiguous analysis and reporting of this study.

1.10.1 Executives

In general sense executive means a person or group of persons having administrative or supervisory authority within an organisation. In this study executives of HNL include those persons working in the supervisory level and executive level. That is, from plant supervisors to top level executives of the administrative department.

1.10.2 Work Force

Work force means pool of labourers. The term work force is used to express the total workers employed in the company. Work force includes persons employed directly or through any agency and who are engaged in the manufacturing/production process or any other kind of work connected with the manufacturing/production process. The worker force of HNL is categorized as permanent workers, contract labourers and casual labourers.

1.10.2.1 Permanent workers

Permanent workers are those whose nature of appointment as permanent workers as confirmed in writing by the corporation and whose names are entered the daily muster roll of the company as permanent workers. The employees named as workers in plant and clerical staff of the administration department is included in the category of permanent workers.

1.10.2.2 Contract Labourers

A major portion of the total work force of HNL consists of contract labourers. Contract labourers are hired labourers. They are hired either directly by the company as contract labourers or through a contractor.
1.10.2.3 Casual Worker

HNL employs a significant number of casual labourers for various activities. A casual worker is a worker who works on a temporary basis/on daily wages. Casual labourers have limited entitlements to benefits and little or no security of employment and fewer rights.

1.11 METHODOLOGY

The Study was descriptive and analytical in nature and is carried out to make a comparative analysis of the job satisfaction level of the work force and executives of HNL.

1.11.1 Data Source

Both primary and secondary data were used for the study. Secondary data were collected from various records of HNL, official website of the company, journals and magazines issued by the company etc. For collecting general information about job satisfaction, various books, journals, website, relevant studies etc were considered.

Primary data were collected directly from the respondents. A pre-tested structured interview schedule was used for collecting primary data from the sample respondents. Separate interview schedule was prepared and issued to each category of employees. A five point Likert’s scale ranging from highly satisfied to highly dissatisfied groups, used for measuring the level of job satisfaction among the respondents. Direct interview method was also adopted for collecting primary information from various officials, workers representatives and leaders of the recognized trade unions of the company.

1.11.2 Pilot Study

A pilot survey was conducted before finalising the interview schedule. Responses of twenty five persons each belonging to the executives and the work force were collected and analysed. The validity of the schedule was tested based on the data obtained from the pilot study. The reliability of the
questions contained in the schedule was tested by using Cronbach Alpha. The questions which have an alpha value of more than 0.75 are highly relevant and were considered and the rest of the questions were deleted.

1.11.3 Population of the study

Employees of HNL comprised the population of the study. The employees have been are categorised into work force and executive. The Executives’ category included those employees who are coming under the supervisory level to top level executives with in the administrative department and factory and are permanent in nature. The workforce category includes permanent workers, contract labourers and casual labourers working in the company. There were in all, 1638 employees in HNL as on 1/1/2011 comprising of 241 executives and 1,397 work forces. Out of 1,397 employees in the work force category, 603 were permanent workers, 738 were contract labourers and 162 were casual labourers. Table 1.1 lists out the distribution of the population of the study at the time of collecting data.

**Table 1.1 Distribution of the population of the study**

*(As on 1/1/2011)*

<table>
<thead>
<tr>
<th>Category</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>219(91)</td>
<td>22(9)</td>
<td>241(100)</td>
</tr>
<tr>
<td>Work force</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanent</td>
<td>546(91)</td>
<td>57(9)</td>
<td>603(100)</td>
</tr>
<tr>
<td>Contract</td>
<td>651(88)</td>
<td>87(12)</td>
<td>738(100)</td>
</tr>
<tr>
<td>Casual</td>
<td>168(93)</td>
<td>12(7)</td>
<td>180(100)</td>
</tr>
<tr>
<td>Total</td>
<td>1466(90)</td>
<td>170(10)</td>
<td>1638(100)</td>
</tr>
</tbody>
</table>

**Source: Secondary Data**

(Figures in the parentheses are percentages)
1.11.4 Sample Size

For calculating the sample size the following formula was used.

\[ X = Z(c/100)^2 \cdot r \cdot (100-r) \]

\[ N = N \cdot x/(N-x) \cdot E^2 + X \]

\[ E = \sqrt{N-n \cdot x/n \cdot (N-1)} \]

Where,

- \( n \) = population size
- \( R \) = fraction of responses that you are interested in
- \( Z(c/100) \) = critical value for the confidence level \( c \).

The sample size calculated by applying this formula is 461\(^2\). However, an effort was taken to ensure that the result were more acceptable with a better level of generality the sample size was determined at thirty percent by eliminating the non-responding people.

1.11.5 Sample Selection

The number of employees has been selected from the records of the HNL. A stratified random sampling technique was adopted for selecting the sample respondents. For the purpose of selecting sample, the population was first divided into different strata on the basis of the category of employees, then from each stratum thirty percent (30\%) of employees have been chosen by giving equal weights to both males and females. Total number of employees selected as sample has come to 527. Out of this 72 executives, 180 permanent workers, 221 contract labourers and 54 casual labourers (Table 1.2).
Table 1.2 Sample distribution of the respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Executives</th>
<th>Permanent Work force</th>
<th>Contract</th>
<th>Casual</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>66</td>
<td>162</td>
<td>195</td>
<td>50</td>
<td>473</td>
</tr>
<tr>
<td>Female</td>
<td>6</td>
<td>18</td>
<td>26</td>
<td>4</td>
<td>54</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
<td>180</td>
<td>221</td>
<td>54</td>
<td>527</td>
</tr>
</tbody>
</table>

Source: Secondary Data

1.11.6 Data Analysis

Data were analysed and interpreted with the help of mathematical and statistical tools. The results were presented in the form of tables.

Percentage analysis was used to analyse the demographic variables. Descriptive statistics like Mean and SD were computed for measuring the satisfaction of each category of the employees on each variable.

The attitude of the employees towards the factors influencing job satisfaction was measured with the help of directional non parametric technique Binomial test. The test has been administered with mid value in the instrument (3) as the cutoff point and the test proportion as 0.50. The test has been applied after converting data into dichotomous structure namely, moderate or below and high. The level of significance is fixed at 5 per cent.

Kruskal Wallis Test was applied for the factor wise comparison of the variables. The computer programme Statistical Packages for the Social Science (SPSS version 17), has been also used to analyse the data.

1.12 PERIOD OF STUDY

The study covers a period of ten years from 2001-2011. This period was particularly chosen because during this period significant changes were taken place in the Indian industrial sector due to the influence of the
globalization policy. There was a drastic change in the industrial scenario because of the changes made by the government in the industrial policies. In order to compete with the global environment, HNL has made several changes and developments in its own strategies during this period. Job Satisfaction has got more relevance in this world because productivity and employee retention are the important consideration during this period.

1.13 LIMITATIONS OF THE STUDY

1. There was conspicuous unwillingness on the part of labour force of the selected sample units to provide sufficient and relevant information.

2. Employees were reluctant to spend their time to fill the interview schedule because the time constraints and the tight scheduling of their work.

3. There is the possibility of biased responses of primary data, which is inherent in sample surveys. However conscious efforts were made to verify such contradictions at the source itself and minimize them to the extent possible.

1.14 ORGANISATION OF THE REPORT

The study is presented in five chapters. The reporting scheme is explained below.

Chapter I - Introduction

The first chapter includes introduction of the study, review of the literature in order to find the research gap and to establish the relevance of the present study, statement of the problem, scope of the study, objectives, hypotheses of the study, methodology, period of study and the limitations of the study.
Chapter II - Company profile

The second chapter provides company profile – Hindustan Newsprint Limited.

Chapter III – Job Satisfaction – An Overview

The third chapter contains the Theoretical view of the study Job satisfaction.

Chapter IV – Analysis of the job satisfaction level of the work force and Executives

The chapter four deals with the analysis of the various construct formulated for measuring the job satisfaction level of work force and executives viz.,

4.1- Analysis of the Demographic Variables

4.2 - Analysis of the factor Compensation Packages and Job satisfaction

4.3- Analysis of the factor Welfare Measures and Job satisfaction

4.4- Analysis of the factor Work Environment and Job satisfaction

4.5 – Analysis of the factor Training and Development and Job satisfaction

4.6- Analysis of the factor Industrial Relations and Job satisfaction

4.7- Analysis of the overall comparison of the job satisfaction level

Chapter V - Findings, Suggestions and Conclusions

The chapter five contains findings of the study, suggestions and possible conclusions.
References


27. Rao Soft