3.1 JOB SATISFACTION

The term job satisfaction has widely used in scientific research, as well as in everyday life. Job satisfaction refers to the thoughts and feelings of people about their work. It is a combination of positive or negative feelings of workers towards their work.

The term Job Satisfaction is described differently by different authorities. Statt opined that Job satisfaction is the extent to which a worker is comfortable with the rewards from the job, particularly in terms of intrinsic motivation (Statt, 2004). In his opinion workers is satisfied with their job if they are properly rewarded.

In the words of Specter “job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job”. A worker employed in a business organization, come with their needs, aspirations and experiences which decide the outlook that he has discharge. Job satisfaction represents the extent to which expectations match the real awards.

In the words of Kaliski, “Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

Job satisfaction is an important aspect because most of the people spend a major portion of their life at their working place. The main features of job satisfaction are:
1. Job satisfaction cannot be seen, it can only be inferred.

2. It relates to one's feelings towards his / her job.

3. Job satisfaction is determined by how will outcomes meet the expectations.

4. Job satisfaction and job attitudes are used interchangeably. Positive attitudes towards the jobs are conceptually equivalent to job satisfaction and negative attitudes towards the job indicate job dissatisfaction.

   Job satisfaction is a specific subset of attitudes. Attitudes reflect one's feeling toward organizations and things. But job satisfaction refers to attitude towards a job. Satisfaction relates to the performance factors, dynamic and it keeps on changing. It can decline even more quickly than it developed. Thus, constant attention of managers needed.

3.2 THEORETICAL BASE OF SATISFACTION

The Hawthorne studies of Elton Mayo illustrated the effects of working conditions on workers’ productivity. The studies revealed that any changes in work conditions temporarily increase productivity. This result is not from the new conditions, but from the knowledge of being observed. This finding strongly support that people work not only for pay but also for the purposes other than pay. So, the researchers go to consider other factors that influence job satisfaction.

Taylor’s scientific management had a considerable impact on the study of job satisfaction. F.W Taylor, the father of scientific management in his book ‘Principles of Scientific Management,’ argued that there was no single way to perform any given work task. This book contributed to a change in industrial production philosophies that causing a shift from skilled labour and piecework towards the more modern of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased
productivity because workers were forced to work at a faster pace. However, workers became tired and dissatisfied. Thus, for leaving the researchers with a new question to answer regarding job satisfaction.

The Need hierarchy theory of Abraham Maslow’s laid the foundation for job satisfaction theory. This theory explains five basic needs to satisfy in life are physiological needs, safety needs, social needs, self-esteem needs, and self-actualization needs. This hierarchy model of need satisfaction served as a good basis for the development of job satisfaction theories.

3.3 MODELS OF JOB SATISFACTION

Different authorities developed different models for job satisfaction viz., affect theory, dispositional theory, opponent process theory, equity theory, discrepancy theory, two factor theory and social reference group theory.

3.3.1 Affect theory

Affect Theory (1976), is one of the job satisfaction model propounded by Edwin A. Locke’s Range. The main argument regarding this theory is that satisfaction is determined by a difference between what one wants in a job and what one has in a job. This theory also states that how much one value in a given aspect of work, moderates how satisfied/dissatisfied one becomes when expectations are/aren’t met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively if expectations are met and negatively if expectations are not met, when compared to one who doesn’t value that facet. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

3.3.2 Dispositional theory

Dispositional Theory found that people have inherent dispositions that cause them to have tendencies toward a certain level of satisfaction,
regardless of one’s job. This approach became a distinguished explanation of job satisfaction. Job satisfaction tends to be stable over time and across careers and jobs. It also indicates that identical twins have similar levels of job satisfaction.

### 3.3.3 Core Self-evaluations Model

Profounder of Self-evaluations Model, by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham in 1997 Judge et al. narrowed the scope of the Dispositional Theory. They argued that there are four core self-evaluations that determine one’s disposition towards job satisfaction, that is, self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem that is the value one places on his/her self and general self-efficacy that is the belief in one’s own competence lead to higher work satisfaction. An inner locus of control leads to higher job satisfaction. That means believing one has control over her\his own life, as opposed to outside forces having control. Lower levels of neuroticism lead to higher job satisfaction.

### 3.3.4 Opponent process theory

Opponent process theory preludes two sets of processes. They are consisting of emotional events, such as criticisms or rewards. Primary processes give way to emotions. They are steady with the elements. Events that seem negative in manner will give rise to the feelings of stress or anxiety and events that are positive give rise to the feeling of relaxation or content. The other process is the opponent process, which induces feelings that deny the feelings in the primary processes. Events that are negative give rise to feelings of relaxation while events that are positive give rise to feelings of anxiety. A variety of explanations have been suggested to explain the uniformity of mood or satisfaction.
3.3.5 Equity theory

Equity Theory shows how a person’s views are fairness in regard to social relationships. During a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person’s puts forth. This theory suggests that if an individual thinks there is an inequality between two social groups or individuals, the person is likely to be distressed because the ratio between the input and the output are not equal.

3.3.6 Discrepancy theory

The Discrepancy theory explained that ultimate source of anxiety and gloominess arises when they has not fulfilled his responsibility. They feels the sense of anxiety and be apologetic for not performing well. If they are not being able to achieve their hopes and aspirations they will also feel gloominess. According to this theory, all individuals will learn their obligations and responsibilities for a particular function, over a time period, and if they fail to fulfill those obligations they are punished. Over time, these duties and obligations consolidate to form an abstracted set of principles, designated as a self-guide. Conflict and nervousness are the main responses, when an individual fails to achieve the obligation or responsibility. This theory also explains that if achievement of the obligations is obtained then the reward can be praise, approval, or love. These achievements and aspirations also outline a negligent set of principles. When the individual fails to obtain these rewards, they begin to have feelings of gloominess, dissatisfaction, or even depression.

3.3.7 Two-factor theory or Motivator-Hygiene Theory

The profounder of this theory is Frederick Herzberg. This theory attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are determined by different factors.
They are motivation and hygiene factors. An employee’s motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals (Hoskinson, Porter, & Wrench). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include those aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

Hackman & Oldham suggested that, Hertzberg’s original formulation of the model may have been a methodological object. The theory does not consider individual differences. On the other hand predicting all employees will react in an identical manner to changes in motivating/hygiene factors. Finally, this has been criticized that how the motivating/hygiene factors are to be measured.

3.4 MEASUREMENT OF JOB SATISFACTION

Job satisfaction can be measured whether there is affective or cognitive job satisfaction. The majority of job satisfaction measures are self-reports and based on multi-item scales. Several measures have been developed over the years, although they vary in terms of how carefully and typically they are conceptualized with respect to affective or cognitive job satisfaction. They also vary in terms of the extent and insistence of their psychometric authentication.

3.4.1 Affective job satisfaction

Affective job satisfaction is the extent of pleasurable emotional feelings, individuals have about their jobs. The tool to measure affective job satisfaction is Brief Index of Affective Job Satisfaction (BIAJS), clearly stated that affective as opposed to cognitive. The BIAJS differs from other job satisfaction measures.
It is being widely validated not just for internal consistency, reliability and chronological stability, convergent and criterion-related validity, but also for cross-population invariance by nationality, job level, and job type.

3.4.2 Cognitive Job satisfaction

Cognitive job satisfaction is the extent of individuals’ satisfaction with particular facets of their jobs. These factors are pay, pension arrangements, working hours, and numerous other aspects of their jobs. The Job Descriptive Index (JDI) is a specifically cognitive job satisfaction measure. It measures one’s satisfaction in five facets: pay, promotions and promotion opportunities, co-workers, supervision, and the work itself.

3.5 RELATIONSHIPS AND CONSEQUENCES OF JOB SATISFACTION

Job satisfaction is associated with life satisfaction. That means people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. But some researchers found that job satisfaction is not significantly related to life satisfaction when other variables such as non-work satisfaction and core self-evaluations are considered. Some of the relationship and there consequences are given below.

3.5.1 Job Satisfaction and Productivity

Job satisfaction has a rather unconfirmed correlation with productivity. Job satisfaction and job performance are directly related to one another. Majority of people believe that there is a positive relationship between these two. According to the research findings of Vroom conducted in 1964, the median correlation between satisfaction and performance is only 0.14. Lawler and porter found that there is more evidence to suggest that job performance leads to job satisfaction.
3.5.2 Job Satisfaction and Absenteeism

Job satisfaction and absenteeism has an inverse relationship. If the satisfaction is high, absenteeism is low and when satisfaction is low, absenteeism is high. Less satisfied employees are more likely to be absent from work due to avoidable reasons. Voluntary absenteeism as against unavoidable absenteeism which is due to illness or other emergency reasons. Management must be afraid of voluntary absenteeism because it is related to job satisfaction. Absenteeism can be modified by certain factors. People who believe that their work is important have lower absenteeism. Moreover, it is important to remember that while high job satisfaction will not necessarily result in lower absenteeism. But low job satisfaction will definitely bring about high absenteeism.

One of the research study indicated that among work attitudes, job satisfaction is a strong predictor of absenteeism, suggesting that increasing job satisfaction and organizational commitment are potentially good strategies for reducing absenteeism and turnover intentions.

Recent research has also shown that intention to quit alone can have negative effects on performance, organizational deviance, and organizational citizenship behaviors. In short, the relationship of satisfaction to productivity is not as straight forward as often assumed and can be influenced by a number of different work-related constructs.

3.5.3 Job Satisfaction and Employee Turnover

Various research studies concluded a moderate relationship between job satisfaction and turnover. High employee turnover is a matter of concern for the management as it disrupts the normal operations and continuous replacement of employees who leave the organizations costly and technically undesirable. Managerial concern is mostly for the turnover which arises because of job dissatisfaction. The employers thus try to keep the employees
satisfied on their jobs to minimize the turnover. High job satisfaction cannot keep the labour turnover low, but considerable job dissatisfaction will definitely increase the employee turnover.

3.5.4 Job Satisfaction and Union Activities

It has been proved that satisfied employees are generally not interested in unions and they do not perceive them as necessary. Researchers suggested that job dissatisfaction has the major cause of unionization. The employees join the unions because they feel that individually they are unable to influence changes which would eliminate the causes of job dissatisfaction. The level of union activities is related to the level of job dissatisfaction. Low level of dissatisfaction results in only grievances while higher levels of dissatisfaction will result in employee’s strikes.

3.5.5 Job Satisfaction and Safety

When people are dissatisfied with their jobs, company and supervisors, they are prone to more accidents because dissatisfaction takes one's attention away from the task and leads directly to accidents. A satisfied worker will always be careful and attentive in his job, and the chances of accidents will be less.

Highly satisfied employees tend to have better physical and mental health, learn the new job related tasks easily, and have less job stress and unrest. Thus, employees will become more co-operative. Job satisfaction results from the employee’s insight that the job content actually provides employee the same values in the work situation to employees. High level of job satisfaction reflects a high morale.
3.6 THEORIES OF JOB SATISFACTION

The main theoretical approaches to job satisfaction are as follows:

3.6.1. Need Fulfillment Theory

This theory suggests that a person is satisfied when he gets from his job what he wants. The more he wants something or the more important it is to him, the more satisfied he is when he received it. In other words, "job satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied are actually satisfied". Vroom views satisfaction in terms of the positively valued outcomes that a job provides to a person. Thus, job satisfaction is positively related to the degree to which one's needs are fulfilled.

3.6.2 Equity Theory

Under this theory, it is believed that a person's job satisfaction depends upon his perceived equity as determined by his input-output balance in comparison with the input-output balance of others. Every individual compares his rewards with those of a 'reference group'. If he feels his rewards are equitable in comparison with others doing similar work, he feels satisfied. Job satisfaction is thus a function of the degree to which job characteristics meet the desires of the reference group.

3.6.3 Two Factor Theory

According to this theory satisfaction and dissatisfaction are interdependent of each other and exists on a separate continuum. One set of factors known as hygiene factors act as dissatisfies. Their absence causes dissatisfaction but their presence does not result in positive satisfaction. The other set of factors known as satisfiers lead to satisfaction.
3.6.5. Social Reference Group Theory

Reference group defines the way an individual looks at the world. According to this theory job satisfaction occurs when the job meets the interest, desires and requirements of a person's group. In other words, job satisfaction is a function of the degree to which the job meets the approval of group to which the individual looks for guidance in evaluating the world and defining social reality.

3.7 JOB SATISFACTION VARIABLES

Job satisfaction is function which is positively related to the degree to which one's personal needs are satisfied in the job situation. There are many factors that influence job satisfaction. They are categorized under two heads organizational factors and personal factors. Organizational factors include economic factors (compensation), work environment, welfare measures; industrial relations etc., personal factors include age, seniority, tenure, personality, work life balance etc.

3.7.1 ORGANIZATIONAL FACTORS

3.7.1.1 Economic Factors

Economic factors have a major role in job satisfaction of workers. Monetary compensation constitutes a part of total reward system. The various elements included in the compensation are grouped under the head compensation package. One of the main factor affecting industrial relations is the salary or wage. Employee’s salary is more than a means of satisfying their physical needs it provides them a sense of recognition and determines their social status. It is considered as one of the main factor of motivation. Financial compensation with economic security is definitely an important input in the organizational goal of maximizing returns.

Adams theory recognizes the dynamics of working environment as well as changes in the capacity or potential contribution of the employees. It
assumes that employees seek to balance their perception of contribution and equitable payment. This happens in comparison to the contribution and payment of other persons. Adams points out that “if the ratio of one’s outcomes over one’s effort is seen as more or less than the ratio of another outcome over effort in equity occurs. Since existence of inequity is psychologically painful, an attempt is made to restore the equilibrium by either changing one’s effort or expectation of outcome or changing the person in comparison”. This theory tries to emphasize that one’s perception could be the basis of dissatisfaction / satisfaction with one’s compensation.

Compensation package consists of primary compensation package and supplementary compensation package. Primary compensation refers to basic pay in the form of wages and salaries. Supplementary compensation consists of incentives and variable payments based on either individual output or output of the group as a whole. Again this package can be categorized as payments during employments and after employment.

**During Employment Package**

It basically consists of four components the basic salary, cash allowances, bonus and non-cash perquisites.

**Basic salary**

It means basic salary of employees. Basic salary is worked out on the basis of job evaluation. Basic salary is a range with top and base clearly defined. It is also called scale.

**Increment**

An increment is simply an addition in the basic salary. Increment value is fixed. But employees can get additional or accelerated increments in a year.
**Wage incentives**

Wage incentives refer to the performance linked compensation paid to employees to improve motivation and productivity. This is related directly or indirectly to productivity and profitability. According to the national commission on labour “wage incentives are designed to stimulate human effort by rewarding the person, over and above the time rated remuneration for improvements in the present or targeted results”.

In the word of Suri, “a wage incentive scheme is essentially a managerial device of increasing a worker’s productivity. Simultaneously it is a method of sharing gains in productivity with workers by rewarding them financially for their increased rate of output.

**Fringe benefits:**

It include Provident Fund, Gratuity, medical care, hospitalization, accident relied, health and group insurance, canteen, uniform, recreation and the like.

**Perquisites**

Perquisites are provided to the employees as part of service package. It may be in kind or in cash. These include car, club membership, paid holiday, stock option scheme, furnished house etc and are allowed to executives.

**Non-monetary benefits**

It includes challenging job responsibilities, recognition, growth prospects, competent supervision comfortable working conditions, job sharing and flexible time.

**Factors influencing the Wage Mix**

1. Employee Benefits
2. Worker’s Compensation
3. Social security

4. Unemployment Insurance

Worker’s compensation provides financial support to employees suffering a work-related injury or illness. Social security, as established in the Social Security Act of 1935. The act was expanded to cover disabled employers.

Unemployment insurance provides financial support to employers who are laid off for reasons they cannot control. The most common benefits are pension plans and medical and hospital insurance. The Equal Pay Act (EPA) 1963 prohibits unequal pay for men and women who perform equal worth. Equal work means jobs that require equal skill effort, and responsibility and are performed under similar working conditions. The difference in pay is due to a seniority system, a merit system, an incentive system based on quantity and quality or any other factor than seniority. The law does not permit any exceptions.

Compensation after Employment

The employee has left the organization either voluntarily or on superannuation, they can continue to draw certain kinds of benefits from it. These may be in the form of pension, gratuity, limited medical facilities and purchases from co-operatives societies.

Supplementary Compensation Package

Supplementary Compensation Package includes allowance as DA, HRA and other forms of allowances like festival allowances, school opening allowances, uniform allowances etc. These are to compensate for the extra efforts needed to perform ones normal duties.
3.7.1.2 Welfare measures

Welfare measures consist of statutory welfare measures and non-statutory welfare measure. Arthur James Todd, “Labour welfare means anything done for the comfort and improvement, intellectual or social, of the employees over and above wages paid which is not a necessity of the industry”.

According to recommendation 112 of ILO’s occupational health services should be established in or near of place of employment for the purpose of;

a) Protecting the workers against any health hazard arising out of work or conditions in which it is carried on.

b) Contributing towards worker’s physical and mental adjustment and

c) Contributing to establishment and maintenance of the highest possible degree of physical and mental well being of the workers.

d) health as:

i) The promotion and the maintenance of physical, mental, and social well-being of workers in all occupations;

ii) Prevention among workers of ill-health caused by the working conditions;

iii) Protection of workers in their employment from risk resulting from factors adverse to health; and

iv) Placing and maintenance of the worker in an occupational environmental adapted to his physical and psychological equipment.

v) Thus, modern concept of health anticipates and recognizes potentially harmful situations and applies measures to prevent disease and infirmity.
Health Welfare

Health is a state of complete physical mental and social well-being and not merely the absence of disease. It is the outcome of the interaction between the industry and his environment.

Significance of Occupational Health

Workers spend major portion of their times in industrial settings. In many industries, workers are exposed to various types of health hazards. If the working conditions are not proper workers cannot concentrate on work. Ill health will affect the workers and to be absent from work. The result will be high rate of absenteeism and labour turnover. It affects the quality of work and the firm’s resources will be wasted.

In recent years, increasing attention is being paid to industrial health and safety because of the pressure from trade unions, implementation of labour laws and changes in the attitudes of employers. National Commission on Labour and other committees have stressed the creation and maintenance of good environment in the work place and working time as possible.

3.7.1.3 Work Environment

Work environment has an important bearing on the efficiency and satisfaction of the employees. The issues of working environment have become more important today as it was later.

3.7.1.4 Working Condition

Working conditions means the condition in which a person performs their works is considered as working conditions. It includes but not limited to such things as amenities, physical environment, stress and noise levels, degree of safety or danger the like. In the content of machines or equipment, working conditions means the operational areas.
Working conditions affecting Health

Cleanliness, lighting, temperature and ventilations, freedom from noise, dust control measures, occupational working space and seating arrangements, occupational hazards and diseases affecting the health of employees.

“Prevention is always better than Cure”.

In order to protect the health of employees from various occupational hazards, proper measures are taken. These measures can be classified under two heads:

Preventive measures

This includes pre-employment and periodic medical examination, removal of health hazards, and check over women and other workers exposed to special risk, training of and educating workers in keeping health and hygiene, etc.

Curative Measures

It consists of treatment for the affected workers. Use of less toxic materials, providing protection devices, controlling noise, dust fumes, etc. are some of the convenient and inexpensive measures that can be taken by employees to prevent health hazards.

Statutory Provisions Concerning Health

The Factories Act, 1948 lay down the various provisions relating to employees health. They are explained below;

Cleanliness

Every factory shall keep clean and free from effluvia arising from any drain, privy or other nuisance, accumulation of dirt and refuse shall be removed daily by some effective method. The floor of every work room shall be cleaned at least once in every week by washing, using disinfectant where necessary. Effective means of drainage shall be provided, walls, partitions, ceilings, doors, windows etc, shall be painted, varnished, white colour washed
in the prescribed manner.

**Disposal of waste and effluents**

Every factory shall be made arrangement for the treatment of waste and effluents due to manufacturing process carried on therein.

**Ventilation and Temperature**

Effective and suitable provision for securing and maintain in every work room the circulation of fresh air and such a temperature as will secure to workers therein reasonable conditions of comfort and prevent injury to health. The walls and roofs shall not be exceeded but keep as low as practicable. The process which produces high temperature shall be separated from the workroom by insulating the hot parts or by other effective means.

**Dust and Fumes**

Dust or fumes or impurity of such a nature as is likely to be injurious or offensive to the workers is given off as a result of the manufacturing process being carried on in a factory. Effective measures can be taken in the factory for prevention of inhalation or accumulation of dust and fumes in work rooms.

**Artificial Humidification**

Every factory in which the humidity of the air is artificially increased, the water used for the purpose shall be taken from a public supply or other source of drinking water or shall be effectively purified.

**Overcrowding**

There shall be in every workroom of a factory at least 9.9 cubic meters for the factories existing before this act and 14.2 cubic meters for factories built after this act of space for every worker. In calculating such space, no account shall be taken of any space which is more than 4.2 meters above the level of the room’s floor.
Lighting

As per the Factories Act, every part of a factory, where workers are working or passing there shall be provided and maintained with sufficient and suitable lighting, natural or artificial or both. All glazed windows and sky lights used for lighting. It shall be kept clean and free from obstruction. Effective provision shall be made to prevent glaze and the formation of shadows. In hot and humid climate, employees feel tired and sleepy, provided with sufficient number of ventilators, fans, coolers/ heaters, air conditioners to maintain right temperature and humidity.

Drinking Water

In every factory, effective arrangements shall be made to provide and maintain at suitable points conveniently situated for all workers employed therein a sufficient supply of wholesome drinking water.

Latrines and Urinals

In every factory sufficient latrines and urinals accommodation of prescribed types shall be provided conveniently situated and accessible to workers. Separate closed accommodation shall be provided for male and female workers. Such accommodation shall be adequately lighted and ventilated. All such accommodation shall be maintained in clean and sanitary conditions at all times.

Spittoons

In every factory there shall be provided sufficient number of spittoons at convenient places and they shall be maintained in clean and hygienic conditions. No person shall spit within the premises of a factory except in the spittoons.

Employee safety

Safety refers to the absence of accidents. It is the protection of workers from the danger of accidents. Due to rapid industrialization, mechanical
chemical, electrical and radiation hazards have increased. Every year lakhs of employees are injured in factories, mines, ports, railways, etc., leading to partial or total disablement.

As per the Factories Act, 1948 it is “an occurrence in an industrial establishment causing bodily injury to a person who makes him unfit to resume his duties in the next 48 hours”.

Industrial safety and efficiency are directly related to each other. Safety measures prevent accidents and ensure regular flow of work. Safety also helps to improve the morale and productivity of workers. Surveys and studies reveal that whatever safety measures are good, labour productivity is high. This is so because employees can concentrate on their work with confidence and without fear.

There are many reasons for industrial accidents. That may due to unsafe working conditions, the job itself, work schedules, psychological conditions, defective equipments, unguarded machinery, lack of proper supervision and various other factors like inexperience in using machinery and equipments, unhappy family life etc.

**Measures for Industrial safety**

**Safety Policy**

Every industrial establishment should formulate and implement a safety policy. Once the policy has been formulated then formulate a safety programme. The main objective of the programme should be to reduce the number of accidents and to develop safe working habits among its employees.

**Safety committee**

Every large organization should constitute safety committee. This committee consists of the representatives of both employer and employees. The safety programme should be arranged by this committee.
**Safety engineering**

Safety engineering includes guarding of machines, material handling equipments, safety devices, ergonomics, and plant maintenance general house-keeping. As per the Factories Act, in every factory, dangerous part of any machine shall be securely fenced/ by safeguards of substantial construction which shall be constantly maintained and kept in position while the parts of machine they are fencing are in motion or in use.

The hoists and lift shall be of good mechanical construction, sound material and adequate strength and shall be sufficiently protected by enclosures fitted gates. Every lifting machines and chain rope and lifting tackle, all floors, stairs, passages and gangways shall also be properly maintained.

**Safety Education and Training**

Safety education and training should be provided to workers, supervisors and executives to develop safety consciousness and safe working habits.

**3.7.1.4 Training and Development**

The beginning of training could be traced to the store Age. During that time people started transferring knowledge through signs and deeds of others. Vocational training started during the period of Industrial Revolution started when apprentices were providing direct instruction in the operations of machine. It is increasingly recognized as a most important organizational activity.

Training has to help employees updated and effective. Training has unnecessarily been given undue importance and that the experience on the job is good enough to develop necessary skills and efficiency to perform the job. The major advantages of training are:

1. Training can shorten the time required to reach minimum efficiency.
2. Cost of training is much less than cost of gaining expenses.

3. The element of predictability is for less when compared to the outcome of a well conceived and conducted training programme.

Training refers to teaching lower level of employees how to perform their personal jobs efficiently. On simple terms training refers to the process of importing specific skills. Development means helping managers and professional employee’s to identify the necessary skills needed for their present and future jobs. It also refers to the learning opportunities designed to help employees grow.

Training Phases

1. Need Assessment
2. Design
3. Training Methods
4. Evaluation

Importance of Training

1. Trained employees perform effectively by using better methods of work. It leads to higher productivity.
2. Uniformity of work methods and procedures helps to improve the quality of product or service.
3. A systematic training programme helps to reduce the time and cost of training involved in learning.
4. Trained employees use more economically material and machinery.
5. Well trained employees tend to be self-reliant and motivated. Control and guidance can be reduced. Therefore supervisory cost is reduced and the span of supervision can be enlarged.
6. Trained personnel adopt the right work methods and make use of the prescribed safety devices. Therefore, the frequency of accidents is reduced. Health and Safety of employees can be improved.

7. Proper training can develop positive attitudes among employees. Job Satisfaction and morale are improved due a rise in the earnings and job security of employees. Training reduces employee grievances because opportunities for internal production are available to well trained personnel.

8. Training enlarges the knowledge and skills of the participants. Therefore well trained personnel can grow faster in their career.

9. A sound training programme helps to improve the climate of an organization. Industrial relation and discipline are improved.

10. Resistance to change is reduced. Organizational stability is enhanced as the training helps to reduce employee turnover and absenteeism.

3.7.1.5 Performance Appraisal

The most important role of a manager or a supervisor is to “motivates, encourage, build, train, reinforce and modify behavior of his subordinates” (Yager, 1981). Performance Appraisal is an objective method of judging the relative worth or ability of an individual employee in performing their tasks. If it is objectively done, the appraisal can help to identify a better worker from a poor one. This approach looks at the outcome only. It does not focus on the utilization of resources and human efforts in achieving this outcome.

A better Performance Appraisal system should focus on the individual and his development. The development focus of appraisal is rather new and has come as a result of research in behavioral science. Performance Appraisal has direct linkage with such personnel systems as selection, training, mobility etc. Well developed job description can be extremely useful in not only selecting people but also evaluating them on the same criteria.
3.7.1.5 Industrial Relation

The term industrial relations commonly denote “employee-employer relations in both organized and unorganized sectors of the economy. The concept of industrial relation is very broad based, drawing heavily from variety of disciples like social sciences, humanity behavioral science, laws etc. In fact industrial relation encompasses all such factors that influence behavior of people at work. A few such important factors are institutions, characters, methods, contents etc. The institutions include government, employer, trade unions, union and association federations, labour court tribunals etc. The characters aimed to study the role of workers, union and employers federation officials’ arbitrators etc. Collective bargaining, grievance redressal machinery, dispute settlement, gheraos, bandh and lockouts etc are the methods. Contents include the pay and other monetary as well as non-monetary demands of the workers, hours of work, leave with wages, welfare etc.

Importance of Industrial Relations

Prior to the Industrial Revolution the problem of the Industrial Relation was exactly non-extent as the owners were themselves produces or the production was carried out by the family members themselves. However, with the Industrial Revolution in Europe and its subsequent impact on the entire globe the scenario changed considerably. As with the emergence of factories, the cottage industries were thrown in back gear, which compelled a large number of workers to leave their farms and become wage earners in factories with meager wages under tiring working conditions.

Promotion and Transfers

In every organisation there should be a sound base for promotion for the promotion of better industrial relations. The main problem faced before the organisation is the criterion for promotion. It may be either on the basis of
seniority or on the basis of their merits. A transfer is a change in job assignment. The transfer is to meet the organisational requirement, to meet employees’ request to adjust the work force, to penalize the employees etc. Formulation of fair promotion and transfer policies is the necessary factor in every organisation.

3.7.2 PERSONAL FACTORS

Some of the important personal factors are:

3.7.2.1 Age and seniority

With age, people become more mature and realistic and less idealistic so that they are willing to accept available resources and rewards and be satisfied about the situation. With the passage of time, people move into more challenging and responsible positions. People who do not move up at all with time are more likely to be dissatisfied with their jobs.

3.7.2.2 Tenure

Employees with longer tenure are expected to be highly satisfied with their jobs. Tenure assures job security, which is highly satisfactory to employees. They can easily plan for their future without any fear of losing their jobs.

3.7.2.3 Personality

Some of the personality traits which are directly related to job satisfaction are self assurance, self esteem, and maturity, and decisiveness, sense of autonomy, challenge and responsibility. Higher the person is on Maslow's needs hierarchy, the higher is the job satisfaction. This type of satisfaction comes from within the person and is a function of his personality.

3.7.2.4 Work Life Balance

Work life balance in its broadest sense is defined as a satisfactory level of involvement or fit between the multiple roles in a Pearson’s life. Work life
balance for any one person is having the right combination of participation in paid work and other aspects of their lives. This combination will change as people move through life and have changing responsibilities and commitments in their work and personal lives. Accordingly, in addition to providing a healthy work environment, management must ensure that the employee is happy with him and has a positive outlook on life.
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