CHAPTER V

FINDINGS, SUGGESTIONS AND CONCLUSION

Job satisfaction is a worker’s sense of accomplishment and success in the job. It is linked directly 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 implies enthusiasm and happiness with one’s work. It can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations.

In the present uncertain economy, the best-performing employers know their employees’ pulse and linking it to their business goals. There is a positive relationship between job satisfaction and performance of the employees. High job satisfaction may lead to high productivity, decreased turnover, improved attendances, and reduced accidents, less job stress and less unionization. So, wherever human resources involvement is needed to fulfil the required objectives, their positive attitude towards the work and organization as a whole is essential. Therefore, satisfaction of the human resources becomes one of the controversial issues of the modern world. Dissatisfied employees left the organization and they may search for better organizations. Retention of employees becomes an important function of the top management. If an employee is not satisfied with the job, there are chances for absenteeism, labour turnover, lower productivity, committing of mistakes, diverting energy for different types of conflict. Industrial output earns more foreign exchange through their export.
HNL is one of the profitable PSU in the state of 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 thousand employees. Industrial workers face many problems. Timely identification of the problem and finding a feasible solution is imperative; 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 with in the same organization. In order to keep them satisfied with the job, they may be given 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 a major portion of the total cost in every organisation. It is equally important in the case of employees as it determines his/her 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 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 main intention of this study was to measure the job satisfaction level of the employees of HNL. For this purpose employees were classified under two heads; Work force and Executives. Work force were again categorised as permanent workers, contract labourers and casual labourers. The variables selected for the study were grouped under five constructs viz; compensation packages, welfare measures, working conditions, training and development and industrial relations.
5.1 OBJECTIVES OF THE STUDY

The main purpose of the study was to find out the variables that affect the job satisfaction of employees and analyse the job satisfaction level of Work force and Executives of Hindustan Newsprint Limited, a centrally owned public sector undertaking situated in the state of Kerala. 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.

HYPOTHESES

Based on the above objectives, the following hypotheses were formulated for the purpose of this study;

\( H_{01} \) 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
There is no significant difference in the level of satisfaction of the Work force and Executives on the Training and Development

There is no significant difference in the level of satisfaction of Work force and Executives on Industrial Relations

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 is 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 was 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.

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 Cron Bache Alpha method. The questions which have an alpha value of more than 0.75 were highly relevant and were considered. Other questions were deleted.

Employees of HNL comprise the population of the study. The employees were categorised into executive and work force. The Executives’ category includes those employees who were coming in the supervisory level to top level executives with in the administrative department and in the
factory and are permanent in nature. The workforce category includes permanent workers, contract labourers and casual labourers working in the company. A stratified random sampling technique was adopted for selecting the sample respondents. The population is divided into different strata on the basis of their category. From each strata Thirty percent (30%) of employees were selected by giving equal weights to both male and female. Total number of employees selected as sample has come to 527. Out of these 72 executives, 180 permanent workers, 221 contract labourers and 54 casual labourers. Data were analysed and interpreted with the help of mathematical and statistical tools. The results were presented in the form of tables.

The major finding of the study were summarised under the following five heads:

1. Demographic Variables
2. Compensation Packages
3. Labour Welfare Measures
4. Work Environment
5. Training and Development
6. Industrial Relations

5.1.1 MAJOR FINDINGS OF THE STUDY

5.1.1.1 DEMOGRAPHIC VARIABLES

The study found that the demographic variables viz., gender revealed a male domination in HNL. Most of the respondents were male (473) and the rest were females. Male proportion in the executive category was 83 per cent, permanent workers were 90 per cent, contract labourers were 88 per cent and casual labourers were 93 per cent. The age wise analysis of the respondents revealed that the numbers of executives and permanent workers were more in the age group of 49 and above (48% and 37%). However, the number of
contract labourers and casual labourers were more in the age group in between 39 to 48 (34% and 44%). The variable marital status of the employees revealed the fact that majority of the respondents were married (95 %) and 0.05 per cent of the permanent workers were widowed. In the case of educational qualification 42 percent of the executives were graduate and 27 percent were post graduate, 19 percent of the permanent workers were graduate and 17 percent were post graduate, 10 percent of the contract labourers were graduate and 5 percent was post graduate, 21% of the casual labourers were graduate and 75 percent of the executives were technically qualified. 67 percent of the permanent workers had technical qualification. 64 percent of the contract labourers and 41 percent of the casual labourers were technically qualified. The variable nature of job explained that cent percent of the executives were skilled, 89 per cent of the permanent workers were skilled and 11 percent were semi–skilled, 86 per cent of contract labourers, were skilled and 14 percent were semi-skilled. Only 7 per cent of the casual labourers were skilled, 82 per cent were semi- skilled and 11 percent were unskilled.

5.1.2 Satisfaction level of work force and executives on compensation packages

The satisfaction level on compensation package was analysed by categorising into two construct viz., primary compensation package and supplementary compensation package.

5.1.2.1 Primary compensation package

Primary compensation package were examined with the help of the following variables, viz., salary/ wages, bonus/ commission, medical reimbursement, timely distribution of wages, periodic revision of wages, timely distribution on arrears on revision and norms for wage fixation.

1. The study found that the satisfaction level of employees on salary/ wages was comparatively very high in all the categories except in the
case of casual labourers. The mean score and SD of the executives, contract labourers’, permanent workers and casual labourers were 4.28 (0.451), 4.16 (0.407), 4.16 (0.416) and 3.70 (0.461) respectively. The casual labourers enjoyed a relatively high satisfaction. The permanent workers and contract labourers enjoyed the same level of satisfaction.

2. The executives and permanent workers had considerably high satisfaction with bonus/ commission. The mean score and SD of executives was 3.07(1.179) and permanent workers was 3.71 (0.876), which was above the mid value. However, the executives’ level of satisfaction was comparatively lower than that of permanent workers.

3. In the case of medical re-imbursement the satisfaction level of executives was relatively very higher as compared to permanent workers. The mean score and SD of the executives was 3.99 (1.028) and permanent workers was 3.71 (0.876).

4. All the categories of employees enjoyed a high level of satisfaction with regard to the timely disbursement of salary. However the satisfaction level of executives was marginally very high when compared to that of other categories of employees. The mean score and SD of executive 4.79 (0.409), permanent workers 3.99 (0.677), Contract labourers 3.66 (0.957) and casual labourers were 3.67 (0.476).

5. The employees had comparatively high satisfaction on the period of revision of pay. The mean score and SD of the executives was 3.44 (1.124) and the permanent workers was 3.97 (0.664), both are above the average.

6. The satisfaction level of executives was comparatively very high on the disbursement of arrears on revision. The mean score and SD of these employees were 4.17 (0.504) and 3.95 (0.654), above the mid
value. The satisfaction of permanent workers showed a marginally higher level.

7. The satisfaction levels of employees on norms for wage fixations indicated that both the categories were highly satisfied. The mean score and SD of executives were 3.58 (0.727) and permanent workers were 3.30 (1.013). But the satisfaction level was comparatively higher for executives than permanent workers.

8. The overall satisfaction of the employees found that there was a considerably high level of satisfaction on all the categories on primary compensation package.

9. The found that there was a significant difference in the level of satisfaction of executives in respect of the variables viz., salary/wages, medical re-imbursement, timely disbursement of salary and disbursement of arrears on revision and period of revision of pay and arrears. However, there was no significant difference in the level of satisfaction with regard to bonus and the norms for wage fixation. There was significant difference in the level of satisfaction of the permanent workers with regard to the primary compensation package except in the case of norms for wage fixation since the P values were less than 0.01. But in the variable norms for wage fixation there was no significant difference in the level of satisfaction (P value = 0.941).

10. In the case of contract labourers there was significant difference in the satisfaction level of the respondents regarding the wages and timely disbursement of wages (P value = 0.000<0.01). In the case of casual labourers there was a significant difference in the satisfaction level of the respondents on wages (P=0.004<0.01) and timely disbursement of wages (P value =0.002<0.01).
5.1.2.2 Supplementary Compensation Package

The supplementary compensation package were assessed on the basis of the following aspects, festival allowance, school opening allowance, education allowance, shift allowance, washing allowance, conveyance allowance, uniform allowance and shoe allowance.

1. The satisfaction level of executives (Mean score=3.33 and SD =0.949) on festival allowance was relatively higher and that of the permanent workers it was relatively very high (Mean Score=4.03 and SD =0.590).

2. The employees had marginally high satisfaction with the school opening allowances. The mean score of executives was 3.31(0.914) and permanent workers was 3.90 (0.670). However, the level of satisfaction was little bit higher for permanent workers than the executives.

3. The satisfaction of both the categories of employees was more than the average on education allowance. But as compared to executives (Mean Score 3.42 (0.884), the permanent workers had relatively high satisfaction (Mean Score3.68 (0.593).

4. The mean score and SD of both the categories of employees were 3.51 (0.822) and 3.41 (0.796) on shift allowance was above the mid value. As compared to executives the permanent workers recorded a marginally low level of satisfaction.

5. The satisfaction score of both the category of employees was relatively high on washing allowance. The mean score and SD of both the categories were 3.67 (0.605) and 3.81 (0.864), the satisfaction level of permanent workers was slightly higher than executives.

6. While comparing the result of both the categories, the executives’ level of satisfaction (Mean Score = 2.96 > 3 and SD is 0.911) was moderately low on conveyance allowance. While the satisfaction level
of permanent workers was (Mean score = 3.29 < 3 and SD is 0.787) relatively high.

7. All the categories of employees recorded a comparatively high satisfaction with regard to uniform allowance. The mean score and SD of all the categories of employees were 3.11(1.160), 3.89 (0.684), 3.97(0.770) and 3.90 (0.290). While analyzing the results, the executives’ level of satisfaction was marginally low as compared to others. All other categories had more or less equal level of satisfaction.

8. The satisfactions on shoe allowance of all the categories of employees were comparatively high. The mean score and SD of executives was 3.07 (1.179), permanent workers was 3.51 (0.780), contract labourers was 3.95 (0.730) and casual labourers was 3.59 (0.960). The results of the satisfaction level of executives were considerably low when compared to other categories of employees. The highest satisfaction was recorded in the case of contract labourers. The permanent workers and casual labourers had more or less same level of satisfaction.

9. The overall mean score and SD of executive category, work force category viz., permanent workers, contract labourers and casual labourers were above the average.

10. The study found that on the supplementary compensation there was significant difference at 1 per cent in the satisfaction level of the executives in festival allowance, conveyance allowance and washing allowance. The variables viz., school opening allowance, educational allowance and shift allowance were significant at 5 percent level. But there was no significant difference in the uniform allowance and shoe allowance.

11. While evaluating the result of the supplementary compensation of permanent workers explained that there was significant difference in
the satisfaction level of permanent workers on the variables viz., festival allowance, school opening allowance, education allowance, washing allowance, uniform allowance and shift allowance at 1 percent level. But in the variables viz., conveyance allowance and shoe allowance there was no significant difference in the satisfaction level.

12. The study mentioned that there was significant difference in the satisfaction level of contract labourers on supplementary compensation package, since the P value is 0.000, which was less than the value at 1 percent level (0.01).

13. The study cleared that there was significant difference in the satisfaction level of casual labourers on supplementary compensation package viz., uniform allowance and shoe allowance at 1 percent level (P <0.01).

5.1.3 Satisfaction level of Work force and Executives on Welfare Measures

Welfare measures were evaluated by dividing it into health welfare measures, terminal benefits, recreational facilities, perquisites and functioning of township.

5.1.3.1 Health welfare measures

i) The satisfaction level of executives and permanent workers were found to be comparatively very high on provision of medical facilities. The mean score of executives was 4.36 (SD 0.484), permanent workers was 4.17 (SD 0.574), contract labourers was 3.94 (SD 0.730) and casual labourers was 3.59 (SD 0.962). The contract labourers and casual labourers’ satisfaction were also higher than the average. While comparing the statistical results, it was understood that the satisfaction level of casual labourers was marginally lower.
ii) The level of satisfaction of woman employees was considerably high in welfare measures including maternity benefit. The mean and SD of executives was 3.71 (SD 0.971) and permanent women workers it was 3.36 (SD 0.526). The mean and SD of the contract labourers and casual labourers showed a result that 1.46 (0.760) and 1.43 (1.524) respectively, which was less than the average score and showed a marginally lower dissatisfaction.

iii) The satisfaction level of employees on the arrangement for prevention of occupational diseases was comparatively high. The mean scores of the executives was 3.99 (SD 0.489), permanent workers was 3.94 (0.526), contract labourers was 3.94 (SD 0.730) and casual labourers was 4.00 (SD 0.000). On examining these results, the satisfaction level of casual labourers was marginally very high.

iv) The satisfaction level of executives and permanent workers reports a relatively high level of satisfaction in the case of crèche facilities. The mean scores of these employees were 3.99 (SD 0.517), 3.62 (0.827), 2.00 (0.748) and 2.67 (0.932) respectively. In the case of contract labourers and casual labourers the satisfaction score was below the average and showed a marginally lower dissatisfaction.

v) The satisfaction of executives and permanent worker on the arrangements for the prevention of fatigue was marginally high. The mean score for executives was 3.60 (SD 1.195), for permanent workers was 3.72 (0.740), for contract labourers was 1.67 (0.648) and for the casual labourers was 2.13 (0.953). The contract labourers and casual labourers result showed a marginally lower value than the average.

vi) The satisfaction level on the canteen facilities was considerably high for executives and permanent workers. The mean scores of contract labourers showed a marginally higher level of dissatisfaction. The mean score of executives was 3.92 (SD 0.946), permanent workers
were 3.93 (SD 0.529). The mean scores of contract labourers was 1.66 (SD 0.652) and casual labourers was 2.67 (SD 0.932). As compared to casual labourers, the contract labourers have lower score. The executives and permanent workers had almost an equal satisfaction score.

vii) The overall satisfaction of employees revealed that the executives and permanent workers were relatively higher satisfaction. The contract labourers and casual labourers satisfaction score was below the average and shows a dissatisfaction level. This result gave a picture that the satisfaction level of casual labourers was marginally low as compared to others.

viii). While analysing the result of executives, it was found that there was significant difference in the satisfaction level on health welfare measures viz., provision of medical facilities, arrangement for prevention of occupational diseases, arrangement for prevention of fatigue and canteen facilities. But there was no significant difference in the level of satisfaction of women categories in their welfare measures viz., maternity and crèche facilities.

ix). On the basis of the study it was found that there was a significant difference in the satisfaction level on health welfare measures of the permanent workers except women welfare. The P value for ‘women welfare’ was 0.815, which is not significant.

x) It was observed that the response of contract labourers on health welfare measures indicated a significant difference in the level of satisfaction.

xi). The result of casual labourers on health welfare measures indicated that the difference in the level of satisfaction on provision for medical services, arrangement for prevention of occupational diseases,
arrangement for prevention of fatigue and canteen facilities was significant. But there was no significant difference in the satisfaction level of casual labourers on women welfare including maternity and crèche facilities.

5.1.3.2 Terminal Benefits

i) While considering the statistical result of gratuity scheme, the satisfaction score of executives (Mean score 4.10 (SD 0.561) was comparably very high and that of permanent workers (Mean score 3.66 (SD 0.793), it was relatively high.

ii) The satisfaction level of the executives in provident fund was relatively very high and that of permanent workers was relatively high. The mean score and SD of both the categories were 4.25 (0.645) and 3.66 (SD 0.756).

iii) On pension plan the executives and permanent workers had marginally high dissatisfaction. The mean scores of both the categories of employees were less than central value (3). The dissatisfaction level of the permanent workers was slightly lower when compared to executives. The mean scores of both the categories of employees were 2.18 (SD 0.793) and 2.41 (SD 1.128).

iv) With respect to group insurance scheme, the mean score of the executives was (2.18 (SD 0.793) and 2.41 (SD 1.128), which were less than central value (3). Whereas, the permanent workers result showed a lesser value (mean score is 2.94 (SD 1.433), than the average.

v) The satisfaction level of employees on welfare fund, (Mean score 3.71 (SD 0.795) showed a relatively high level of satisfaction. But the permanent workers result was (Mean score 2.96 (SD1.477), which was less than the mid value and showed a little dissatisfaction.
vi) The overall satisfaction level of executives and permanent workers on terminal benefits indicates a comparably high level. The mean score of executives was 14.51 (SD 1.997) and permanent workers was 13.26 (SD 1.993).

vii) The study found that in the case of terminal benefits there was significant difference in the level of satisfaction of executives on all variables except group/accident insurance scheme.

viii) By examining the result of permanent workers it was found that, the variables viz., gratuity scheme, employees’ provident fund and pension plan, showed a significant difference in the level of satisfaction at 1 percent. Rest of the variables viz., group insurance scheme and welfare fund; there was no significant difference.

5.1.3.4 Recreational Facilities

i) Both the categories of employees’ satisfaction scores were considerably high with the facilities at club. The mean scores of executives and permanent workers were 4.28 (SD 0.451) and 3.72 (SD 0.814) respectively. But the satisfaction level of executives was proportionately very high as compared to permanent workers.

ii) The satisfaction level of both the categories of employees were almost high and more or less equal in’ Functioning of library and reading room’. The mean score of executives was 3.61 (SD 1.108) and permanent workers was 3.58 (SD 0.945).

iii) The mean score of executives and permanent workers on the variable ‘Facilities at indoor stadium’ was relatively high value. The mean score of executives was 3.62 (SD 0.956) and permanent workers was 3.24 (SD 0.907) respectively. The satisfaction score of permanent workers was comparatively lower than that of executives.
iv) The mean score of the executives was 3.04 (SD 1.399) and that of permanent workers was 3.13 (SD 1.038), showed the result that both the categories had higher satisfaction.

v) The employees satisfaction score was less than the average on the variable space for ‘play ground’. The mean score of executives was 2.76 (SD 1.327) and permanent workers was 2.73 (SD 0.271). Both the categories of employees had somewhat same level of dissatisfaction.

vi) The overall satisfaction on recreational facilities showed that both the categories had almost high satisfaction. The mean score of executives is 15.09 (SD 3.179) and permanent workers were 14.22 (SD 3.227). However on examining the result, the permanent workers had a proportionately lower level of satisfaction than the executives.

vii) The study found that on recreational facilities, all variables except entertainment facilities at park and play ground, there had significant difference in the satisfaction level of executives. The p value of variables viz., facilities at club, functioning of library and reading room, facilities at indoor stadium is 0.000, which was less than significant value. For the variables viz., facilities in the park and play ground there was no significant difference in the level of satisfaction.

viii) The result of the permanent workers on recreational facilities pointed out that there was significant difference in level of satisfaction on the facilities at club, functioning of library and reading room and play ground and facilities at indoor stadium. However, there was no significant difference in the level of satisfaction on entertainment facilities at park.
5.1.3.5 Perquisites

i) Both the categories of employees enjoy an equal level of satisfaction on housing facilities (Mean scores were 3.90 (0.952) and 3.90 (SD 0.702).

ii) The mean scores of the executive category and permanent workers on arrangements of housing loans were 3.57 (SD 0.962) and 3.92 (SD 0.667), showed a relatively high score of satisfaction. However, the satisfaction level of executives was marginally lower than that of the permanent workers.

iii) The satisfaction level of employees on Family welfare was above average high. The mean score of executives was 3.35 (SD 0.922) and permanent workers was 3.81 (SD 0.748). As compared to executives’ permanent workers satisfaction level was relatively more.

iv) The mean scores of employees on Education facilities showed that the executives’ satisfaction level was marginally lower than that of the permanent workers. The mean scores of employees were 3.76 (SD 0.569) and 3.85 (SD 0.713) respectively.

v) The satisfaction level of employees on ‘Hire purchase loan arrangement’ was proportionately high. The mean score of the executives was 3.76 (SD 0.569) and that of permanent workers was 3.81 (SD 0.741). While comparing the table result, permanent workers was comparably more satisfied than that of executives.

vi) The satisfaction level of employees on ‘Holiday homes’ (Mean scores 3.22 (SD 0.773) and 3.40 (SD 0.978), was marginally high. The result showed that the permanent workers were more satisfied than the executives.

vii) The mean scores of employees were (executives 3.36 (SD 0.810) and permanent workers 3.67 (SD 0.903) on ‘Free or subsidized
refreshment’ showed a comparatively high score. As compared to executive category the permanent workers satisfaction score was more.

viii) The mean score of employees was 3.71 (SD 0.701) and 3.94 (SD 0.922), showed comparatively high level of satisfaction on LTC. The level of satisfaction of executives was little lower when compared to permanent workers.

ix) The mean scores of both the categories of employees were 3.75 (SD 0.436) and 2.98 (SD 1.347) respectively. The executive category was relatively high satisfaction on post retirement medical benefits. But the permanent workers satisfaction score was below the mid value showed a dissatisfaction level.

x) The mean score of executives on arrangement of department tour was 3.74 (SD 0.581) and that of permanent workers was 3.84 (SD 0.624), showed a relatively higher level of satisfaction. But the satisfaction level of the permanent workers was slightly lower than that of executives.

xi) The mean scores of the employees were 3.74 (SD 0.581) and 3.41 (SD 0.824) respectively. The satisfaction level of executives was comparatively higher than that of the permanent workers on distribution of umbrella, sachet Milk and soap, although they had a comparatively high score of satisfaction.

xii) The mean score of executive category was 2.44 (SD 1.221) and 3.49 (SD 0.912) which was less than the moderate value on consideration in kind for achieving higher productivity and permanent workers’ score showed a relatively high level of satisfaction.

xiii) The mean score of both the categories were 3.93 (SD 0.657) and 3.91 (0.640) were relatively high satisfaction with the facilities for the parking of vehicles of employees.
xiv) The overall satisfaction level of employees on perquisites was relatively high. However, the executives’ level of satisfaction was marginally low as compared to permanent workers.

xv) The study relating to executives on ‘Perquisites’ indicated that there was a significant difference in the satisfaction level on almost all the variables viz., housing facilities, arrangement of housing loans, educational facilities to children, hire Purchase loan arrangement, holiday homes, LTC, Post-retirement medical benefit, arrangement of department tour, distribution of umbrella, sachet milk and soap, consideration in kind for higher productivity, vehicle parking facilities, as the P values were less than the hypothesised value except free or subsidized refreshment and family welfare scheme.

xvi) The satisfaction level on ‘Perquisites’ of permanent workers revealed that there was a significant difference in the response on the variables viz., arrangement of housing loan, family welfare scheme, educational facilities to children, hire purchase loan arrangement, free or subsidized refreshment, LTC, arrangement of department tour, distribution of umbrella, sachet milk and bath soap, gift for higher productivity and vehicle parking facilities. In the case of holiday homes and post retirement medical benefit there was no significance difference in the level of satisfaction.

5.1.3.6 Functioning of Town Ship

i) On evaluating the result on banking facilities, executives, permanent workers and casual labourers enjoy a comparatively very high level of satisfaction, but contract labourers’ satisfaction level was marginally low as compared to others. The executives score was 4.25 (SD 0.436), permanent workers score was 4.18 (SD 0.689), the mean score of contract labourers was 3.32 (SD 1.040) and casual labourers was 4.00
(SD 0.000). The highest level of satisfaction was recorded among the executives.

ii) The mean score of executives and permanent workers relating to the services provided by the cooperative societies (mean score 4.25 (SD 0.436) and 4.18 (SD 0.744) showed a relatively very high level of satisfaction.

iii) The mean scores and SD of the executives, permanent workers, contract labourers and casual labourers were 3.58 (0.746), 3.79 (1.025), 4.04 (0.617) and 3.61 (0.492) respectively. The satisfaction level was comparatively very high in the case of contract labourers on internet facilities. All other categories had more or less equal level of satisfaction.

iv) The workers were relatively high satisfaction with the functioning of the supermarket. The mean score of permanent workers (4.17 and SD 0.656), executives (3.96 and SD 0.895), contract labourers (3.91 and SD 0.701) and casual labourers (3.72 and SD 0.878), showed a comparatively high level. But a relatively very high satisfaction was reported in the case of the permanent workers. The satisfaction level was lower in casual labourers than others.

v) The mean scores of the executives, permanent workers, contract labourers and casual labourers on post, and telephone communication services were 4.17 (SD 0.375), 4.12 (SD 0.714), 3.69 (SD 0.607) and, 4.00 (SD 0.000) respectively pointed out that all the employees except contract labourers enjoyed a relatively very high level of satisfaction. Contract labourers’ satisfaction score was more than the average but less than others scores.

vi) The satisfaction level of all employees other than contract labourers on consumer stores and ration shop was comparatively very high. The
mean scores of executives, permanent workers, contract labourers and casual labourers were 4.17 (SD 0.375), 4.15 (SD 0.713), 3.53 (SD 0.783) and 4.00 (SD 0.000) respectively. However, the contract labourers’ satisfaction level was marginally lower as compared to others.

vii) The overall satisfaction level of employees on township reveals that executives and permanent workers were proportionately high satisfaction, while the contract labourers and the casual labourers satisfaction level was relatively high. The mean score and SD of employees is 20.97 (2.164), 21.14 (3.572), 14.18 (2.156) and 16.13 (0.890).

viii) The study found that there was a significant difference in the satisfaction level of the executives in all variables viz., banking facilities, worker’s co-operatives Societies, super markets, post and tele-communication services, consumer stores, and ration shop except internet services. However, in the case of internet services there was no significant difference in the level of satisfaction among respondents.

ix) While examining the study, it was found that there was a significant difference in the level of satisfaction of permanent workers in the functioning of township.

x) The level of satisfaction of contract labourers in internet services, super market and telecommunication services there was a significant difference is noted in the study. In all these cases the P=0.000<0.01. In the banking services and consumer stores and ration stores there was no significance difference. That is, the P=0.780 in the banking services and P=0.282 in the consumer stores and ration stores.

xi). There was a significant difference in the satisfaction level of casual labourers on functioning of township in all aspects except internet
services. In the banking facilities, super markets, post and telecommunication and consumer stores and ration shop. In the case of internet services, the P value = 0.134 which was not significant.

5.1.4 Satisfaction level of Work force and Executives on Work Environment

The construct work environment is analysed after dividing it into the following groups viz., working conditions, work schedule, job safety and security, work life balance, communication, motivation and supervision.

5.1.4.1 Working Conditions

The working conditions were analysed under two heads. Major findings relating to each of these heads are given below.

5.1.4.1.1 Physical facilities at work site

i) The mean score and SD of ‘Lighting and Temperature’, the executive category of employees had relatively higher satisfaction. Mean score and SD are 4.19 (0.399). While in the case of work force category, the casual labourers enjoyed a relatively high level of satisfaction. Mean score and SD were 3.91 (0.293). The permanent workers and contract labourers had almost same level of satisfaction. Mean score and SD were 3.41 (0.796) 3.42 (0.809). By analysing the mean and SD of ‘lighting and heating’, the executive category of employees were relatively high satisfaction. While in the case of work force category, the casual labourers enjoyed a relatively high level of satisfaction. The permanent workers and contract labourers had almost same level of satisfaction about lighting and temperature.

ii) The executive category and casual labourers were comparably highly satisfied with the facilities of “ventilation and doors”. The score values of both the categories were 4.19 (SD 0.573) and 4.00 (SD 0.000) support the above statement. The permanent workers and contract labourers enjoyed more or less same level of satisfaction. The mean
score and SD were 3.29 (0.787) and 3.26 (0.793) respectively. The permanent workers and contract labourers enjoyed more or less same level of satisfaction.

iii) The workers were highly satisfied with the latrines, urinal and spittoons provided by the company. While in the case of executives’ category of employees, the satisfaction level was comparatively very high as compared to others. In the work force category casual labourers had a higher score than the average, while the permanent workers and contract labourers had almost same level of satisfaction.

iv) While considering the level of satisfaction in each category of workers, the satisfaction level was comparatively high for the executives (Mean score= 4.28 and SD 0.451), for the permanent workers and contract labourers, satisfaction level was almost same (Mean score=3.89 and SD 0.684 and 3.91 SD 0.692). The level of satisfaction of casual labourers (Mean score and SD 3.48(0.771) was also high, but little lower than other categories of employees.

v) The satisfaction level of employees in the facilities at rest rooms and dining room and room for storing and drying clothes showed a relatively very higher level of satisfaction for all employees except executives. The mean score and SD of executives, Permanent workers, Contract labourers and casual labourers were 3.46 (0.821), 4.00 (0.529), 4.04 (0.521) and 4.00 (0.000) respectively. The satisfaction level of executives was marginally high, but lower level as compared to others.

vi) The level of satisfaction of executives and permanent workers on overall physical facilities was relatively very high and for contract labourers and casual labourers, it was relatively high.

vii) The test results of the executives under physical facilities at work site
explain that there was a significant difference in the satisfaction level of the executives on all aspect except rest room, dining room and room for storing and drying clothes. In the case of rest room, dining room and room for storing and drying clothes which showed no significant difference in the level of satisfaction.

Viii) In the case of the permanent workers on physical facilities at work place indicated that there was a significance difference in the satisfaction level.

ix) There was a significant difference in the satisfaction level of contract labourers on physical facilities viz., ventilation and doors, urinal facilities, drinking water facilities, rest rooms & dining room at work site except lighting and heating.

x) By analysing the result of the casual labourers on physical facilities at work site, there was a significant difference in the satisfaction level on lighting and heating, ventilation and doors, urinal facilities, rest rooms & dining room except in the case of drinking water facilities.

5.1.4.1.2 Atmospheric Conditions at the work place

1. The mean score and SD reveal the fact that the satisfaction level of the executives (4.14 and (0.348) and casual labourers (4.00 (0.000) are comparatively very high on seating arrangements. However, the permanent workers’ (3.93 and (0.539) and contract labourers’ (3.91 and (0.692) satisfaction level was comparatively high.

2. While analyzing the result of cleanliness of the factory, the satisfaction level of executive category and contract labourers was very high. The satisfaction level of permanent workforce and the casual labourers were high. Whereas, the casual laborers’ satisfaction level was slightly lower as compared to others.

3. The level of satisfaction of the employees on temperature control
measures was different. All the categories of employees except contract labourers have a comparatively higher level of satisfaction. The mean score and SD of the employees were 3.64 (0.810), 3.53 (0.696), 4.10 (0.576) and 3.67 (0.752). The score of contract labourers was relatively very high. The result of permanent workers showed a comparatively lower level of satisfaction.

4. The level of satisfaction of employees on dust control measures was very high in the case of contract labourers and all other categories are highly satisfied. The mean score and SD of all the categories of employees were 3.71 (0.879), 3.59 (0.658), 4.14 (0.489) and 3.70 (0.743).

5. All the category of employees except contract labourers was highly satisfied with the “maintenance of building”. The mean score and SD are (executives) 3.86 (0.969), (permanent workers) 3.79 (0.616), (contract labourers) 4.20 (0.476) and (casual labourers) 3.76 (0.725). Among the various categories of employees, the contract labourers’ level of satisfaction was very high.

6. The contract labourers and casual labourers had a very high level of satisfaction on the exit door facilities. The mean score of the employees were 3.92 (SD 0.946) for executives, 3.94 (SD 0.504) for permanent workers, 4.12 (SD 0.591) for contract labourers and 4.00 (SD 0.000) for casual labourers.

7. The mean score of different categories of employees were 4.19 (SD 0.399) for executives, 3.93 (SD 0.507) for permanent workers, 4.00 (SD 0.552) for contract labourers and 3.56 (SD 1.076) for casual labourers. The mean scores of different categories of employees concluded that the level of satisfaction of executives and contract labourers was proportionately very high as compared to others on compound walls. The permanent workers and casual labourers had
higher score, whereas, the casual labourers’ satisfaction score was marginally low as compared to others.

8. The mean score of executives, permanent workers, contract laborers and casual laborers are 3.62 (SD 0.999), 3.96 (SD 0.428), 3.97 (0.534) and 3.76 (SD 0.725) respectively. The satisfaction level of employees on passages was comparatively high for all the categories of employees. The level of satisfaction of executives was comparatively lower than other categories of employees.

9. The mean score and SD of employees were 3.72 (0.791) for executives 3.97 (0.402), for permanent workers, 3.69 (0.801) for contract labourers and 4.00 (0.000) for casual labourers. The mean score and SD of employees showed a relatively very high level of satisfaction for casual labourers and a relatively high level of satisfaction for others on disposal of waste and effluence.

10. The satisfaction level of all employees except contract labourers on chemical composition of the air and humidification is proportionately very high. The mean score of executives was 4.00 (SD 0.000), permanent workers was 4.03 (0.421), contract labourers was 3.65 (SD 0.843) and casual labourers was 4.00 (SD 0.000). The contract labourers’ satisfaction level was relatively high in this aspect.

11. The overall satisfaction level of contract labourers was comparatively very high as compared to others in the case of atmospheric conditions at the work site. The level of satisfaction was marginally low in the case of casual labourers than others.

12. The study revealed that there was a significant difference in the satisfaction level of executives on atmospheric conditions at work place.
13. It was found that permanent workers satisfaction level on the atmospheric conditions indicates that there was a significant difference in the satisfaction level of permanent workers on all aspects viz., sitting arrangements, cleanliness of the office, dust control methods, maintenances of office building, exit doors, compound walls, passages, disposal of waste and effluence, chemical composition of the air and artificial humidification except temperature control measures. There was no significance in the level of satisfaction of temperature control methods. The test result of contract labourers explained that there was significant difference in the satisfaction level of contract labourers.

15. The result of the casual labourers showed that there was a significant difference in the satisfaction level of respondents on the atmospheric conditions at the work site.

5.1.4.2 Work schedule

1. The satisfaction level of executives on working time was comparatively very high where as the permanent workers’ satisfaction level was relatively high. The satisfaction level of permanent workers was marginally lower than that of executives.

2. The satisfaction level of executives (mean and SD 4.11 (0.723) on leisure time was relatively very high, but it was relatively high in the case of permanent workers (mean and SD 3.97 (0.573).

3. The mean and SD of both the categories on sick leave and medical leave were 3.90 (0.952) and 3.99 (0.528) respectively. By comparing the result, it is inferred that the satisfaction level of executives was slightly lower than that of permanent workers.

4. The satisfaction level of the executives on shift time was relatively very high and that of permanent workers it was relatively high. The
mean score and SD of executives and permanent workers on the shift time was 3.90 (0.952) and 4.04 (0.700).

5. The employees’ satisfaction level was moderately very high in leave recordings. The mean score of the employees were 4.11 (SD 0.519) and 4.18 (SD 0.416). The satisfaction level of executives was inaudibly lower as compared to other category.

6. The executives had fairly high level of satisfaction with the maintenance of attendance register, whereas, the permanent workers satisfaction level was somewhat very high. The mean score and SD were 3.90 (0.952) and 4.13(0.518) respectively for executives and permanent workers.

7. The mean score and SD of the result indicates that the executives’ satisfaction was relatively very high (Mean score 4.26 and SD 0.444). The permanent workers’ satisfaction level in this aspect was noticeably high (Mean score 3.88 and SD 0.931).

8. The overall satisfaction level of employees on work schedule was reasonably very high. The mean score of the executives and permanent workers showed that the satisfaction level was marginally lower in the case of permanent workers.

9. There was a significant difference in the satisfaction level of executives and permanent workers on all variables considered for work schedule. There was a significant difference in the satisfaction level of the permanent workers on the work schedule.

5.1.4.3 Job Safety and Security

5.1.4.3.1 Safety Measures

1. The satisfaction level of executives and casual labourers on instructions about the use of explosive or inflammable were comparatively very high. But in the case of permanent workers and
contract labourers, it was relatively high satisfaction in this aspect.

2. The satisfaction level of employees on safety committee except executives is fairly very high. The mean score of the executives 24.93 (SD 3.435) and permanent workers was 24.60 (SD 2.850). The executives were relatively high satisfaction in this aspect.

3. The satisfaction level of executives (mean and SD 4.21 and 0.555) and permanent workers on services of Safety Officers and Fire force (mean and SD 4.03 and 0.554) was moderately very high and the contract labourers (mean and SD 3.65 and 0.815) and casual labourers (mean and SD 3.87 and 0.339) had moderately high satisfaction in this regard.

4. All the categories of employees except executives were relatively higher satisfaction on the services of watch and ward securities. However the executives’ satisfaction level was very high.

5. The satisfaction level of executives and permanent workers had relatively higher score on the availability of equipment for the protection of eyes. But the contract labourers and casual labourers had lower score. The mean score and SD of these employees were 3.99 (0.639), 3.97 (0.564), 2.37 (1.115) and 2.22 (0.904). By comparing the result the satisfaction level of executives and permanent workers was almost equal, where as the dissatisfaction level was slightly lower in the case of contract labourers.

6. All the categories of employees had comparatively highly satisfied on the periodic examination of appliances. The mean score of these categories were 3.97 (SD 0.410), 3.93 (SD 0.648), 3.58 (SD 0.967) and 3.13 (SD 1.082). On examining these result the casual labourers satisfaction level was comparatively lower than that of others.

7. The executives’ satisfaction level on guarding of machines was somewhat very high (Mean and SD is 4.08 and 0.402). But in the
category of permanent workers (mean and SD is 3.94 and 0.726) and contract labourers (mean and SD 3.79 and 0.850), they had marginally higher satisfaction and the casual labourers (mean and SD is 2.41 and 0.962) had dissatisfaction score.

8. The satisfaction level of executives was quietly very high on the availability of material handling equipment. The mean score of these employees are 4.06 (SD 0.648), 3.96 (SD 0.592), 3.29 (SD 1.038) and 3.11 (SD 1.160). Other categories of employees had proportionately higher satisfaction on this aspect.

9. All the categories of employees had relatively higher satisfaction on distribution of safety devices. The mean score and SD are 3.87 (0.529), 3.97 (0.548), 3.23 (1.162) and 3.19 (0.933). On assessing the level of satisfaction, it was a little bit lower in the case of casual labourers than others.

10. All the employees’, except casual labourers’ satisfaction level on fencing of machinery, hoists, and lifts floor stairs were relatively high. Considerably a very high level of dissatisfaction was recorded in the case of casual labourers. The mean score of the employees were 3.99 (SD 0.778), 3.94 (SD 0.557), 3.86 (SD 0.658) and 1.96 (SD 1.009).

11. The overall mean and SD of all the categories of employees were 37.41 (2.336), 36.01 (4.612), 31.87 (3.498) and 28.28 (3.659), showed a higher score of satisfaction.

12. The test result on job security and safety implied that there was a significant difference in the satisfaction level of the executives.

13. The test result made it cleared that the satisfaction level of permanent workers was significantly different on job safety and security.

14. There was significant difference in the satisfaction level of contract labourers on job safety and security in equipment for protection of
eyes, safety of building, periodic examination of appliances, guarding of machines, fencing of machinery, hoists and lifts floors stairs and means of access, services of safety officers and fire force, watch and ward security services except availability of material handling equipments and distribution of safety devices.

15. While analysing the test result, it was clear that there was significant difference in the level of satisfaction of casual labourers on all aspects of job security and safety except periodic examination of appliances and availability of material handling equipments.

5.1.4.3.2 Safety Programme

1. The mean and SD of executives and permanent workers showed a relatively higher satisfaction on ‘organizing safety week and awards’. By comparing the result it was understood that the satisfaction level of executives was slightly lower than that of permanent workers. The mean score and SD of executives and permanent workers were 3.89 (0.779) and 3.98 (0.506).

2. The level of satisfaction of executives and permanent workers on ‘pasting of safety posters in the factory and slide shows’ was moderately high. The satisfaction level of executives (Mean score=3.87 and SD=0.786) was marginally lower than the permanent workers (Mean score score=3.93 and SD =0.485).

3. In the case of ‘the regularity of safety inspection’ both the categories of employees showed a considerably high level of satisfaction. The mean score and SD of the employees were 3.99 (0.356) and 3.87 (0.573). On examining this result the level of satisfaction was a little bit lower in the case of permanent workers.

4. The overall mean score on safety programme, the executives and permanent workers had a relatively higher satisfaction.
5. The test result points out that there was significant difference in the satisfaction level of executives and permanent workers on safety programmes.

**5.1.4.4 Work Life balance**

1. The statistical result of the employees on work life balance spell out that the executives’ satisfaction level was very high. The satisfaction level of work force categories’ was high. By comparing the result of work forces the level of satisfaction was lower in the case of casual labourers.

2. By comparing the result of equality of gender the executives’ satisfaction level was reasonably very high (mean =4.07 and SD=0.954). The satisfaction level of work force categories’ was relatively high. Mean and SD were 3.91 (0.663) for permanent workers, 3.81 (0.645) for contract labourers and 3.63 (0.592) for casual labourers. By comparing the result of work forces the level of satisfaction was lower in the case of casual labourers.

3. By comparing the result of all the categories of employees, it was elucidate that their satisfaction level on leave adjustment for family related matters and social function was fairly high. The level of satisfaction of executives was slightly lower than that of others. The mean score of executives was 3.78 (SD 0.859), permanent workers was 3.93 (SD0.560), contract labourers was 3.81 (0.601) and casual labourers was 3.87 (0.478).

4. The level of satisfaction on ‘family involvement in company functions’ of all the categories of employees were relatively high. By analyzing the result, the casual labourers’ level of satisfaction (mean= 3.74 (SD0.997) is lower than that of executives’ (mean =3.86 (SD
0.997), permanent workers (mean =3.88 (SD 0.619) and contract labourers’ (mean =3.79 (SD 0.533).

5. The study revealed that the overall satisfactions of all the category of employees were relatively high on Work Life Balance.

6. The study found that there was significant difference in the satisfaction level of executives, permanent workers and contract labourers on work life balance.

7. There was significant difference in the satisfaction level of casual labourers on work life balance. In the case of leave adjustment for family matters and social function and family involvement in the company’s function.

5.1.4.5 Communication

1. For all the categories of employees except casual labourers level of satisfaction was comparatively very high on effectiveness of communication system. Among them, the level of satisfaction of contract labourers was a bit low. The casual labourers enjoyed a relatively high satisfaction in this aspect. The mean score and SD of executives, permanent workers and contract labourers were 4.19(0.399), 4.11(0.554) and 4.03(0.526) respectively.

2. The result on regularity in communication indicates that the executives’ and permanent workers satisfaction level was relatively very high. The satisfaction level of contract labourers and casual labourers was higher than the average.

3. All the categories of employees had comparatively higher score on the functioning of different channels of communication. By comparing these results, the level of satisfaction of contract labourers was marginally lower than that of others. The mean score and SD of executives, permanent workers, contract labourers and casual labourers
these employees were 3.99 (0.911), 3.96 (0.704), 3.29 (1.194) and 3.72(0.810) respectively.

4. The executive category of employees’ satisfaction level was relatively very high on the regularity in the collection feedback of communication. The work force categories’ satisfaction level was relatively high in this aspect. By examining the result of the work force categories, the satisfaction level had a tad lower in the case of casual labourers.

5. Overall satisfaction level of employees on communication indicated that the satisfaction level of executives’ had a relatively very higher satisfaction. The satisfaction level of work force category was fairly high.

6. It was found that that there was significant difference in the satisfaction level of executives, permanent workers, contract labourers and casual labourers and permanent workers on communication.

5.1.4.6 Motivation

1. The statistical result of the employees on team spirit and co-operation showed that they had relatively higher satisfaction. The mean score of the executives was 4.22 (SD 0.419), and permanent workers was 3.98 (SD 0.454).

2. The employees of had fairly high satisfaction with the opportunity to develop skill and knowledge. The mean score of executives was 4.08 (SD 0.278) and permanent workers was 3.96 (SD 0.505).

3. The employees were comparatively highly satisfied in taking challenges. The mean score of the executives was 3.79 (SD 0.768) and permanent workers was 3.82 (SD 0.636). While analysing these results the executives were more interested in taking new challenges.

4. By analysing the statistical result on timely and meaningful recognition for small victories it was inferred that the work forces’ satisfaction
showed a higher score than that of the executives’. The mean score of executives was 3.58 (SD 0.900) and permanent workers was 3.68 (SD 0.774).

5. The employees were relatively highly satisfied with the promotion and transfer policies. The mean score of the executives was 3.72 (SD 0.791) and permanent workers was 3.66 (SD 0.742). By comparing these results it was understood that a marginally lower level of satisfaction was recorded in the case of executives.

6. The mean score of the executive and permanent category of employees on respect for diverse range of opinion, ideas and knowledge showed a higher satisfaction. The mean score of the executive category of employees was 3.71 (SD 0.795) and of permanent workers was 3.69 (SD 0.749). The work force level of satisfaction was lower as compared to executives.

7. The mean score of executives on ‘sufficient authority’, and permanent workers showed equal high level of satisfaction. The mean score of executives was 3.79 (SD 0.768) and permanent workers was 3.79 (SD 0.707).

8. The workers’ satisfaction level was found to be fairly high on freedom allowed on the job. The mean score of executives was 3.11 (SD 1.478) and permanent workforce was 3.93 (SD 0.496). By comparing the results the executives’ satisfaction level was above moderate level, but as compared to permanent workers it was slightly low.

9. The overall satisfaction of employees on motivation was relatively high in both the categories of employees.

10. The study revealed that there was significant difference in the satisfaction level of the executives and permanent workers on all the aspects considered for analyzing ‘motivation’.

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5.1.4.7 Supervision

1. On the style of supervision the executives satisfaction level was comparatively very high (mean and SD is 4.01(0.544). In the case of permanent workers it was relatively high (mean=3.91(SD 0.552).

2. Both the categories were highly satisfied with the leadership quality of the supervisor. The mean score was 3.76 (SD 0.702) and 3.91 (SD 0.525). The satisfaction level was much lower in the case of executive category.

3. The mean score of the executives and that of permanent workers on the problem solving capacity of the supervisor indicated that they had proportionately higher satisfied in this regard. The satisfaction level of executives was comparatively lower than that of permanent workers.

4. The statistical result indicates that executives’ level of satisfaction on knowledge of the supervisor was relatively high (Mean score=3.58 and SD (0.835) and the permanent workers’ level of satisfaction was very high (Mean score= 4.10 and SD =0.388).

5. The mean scores of the executives and permanent workers on the supervisors communication skill were 3.85 (SD 0.522) and 4.01 (SD 0.436) respectively. This result makes clear that the executives’ level of satisfaction was moderately high and that of permanent workers it was very high.

6. The executives were highly satisfied on the following aspects viz., integrity, punctuality and honesty of the supervisors (mean=3.87 (SD 0.786). The permanent workers level of satisfaction was fairly very high in this aspect (mean=4.03 (0.365).

7. The overall satisfaction level of executives and permanent works on supervision was comparatively high.

8. The study showed that there was significant difference in the level of satisfaction among executives and permanent workers on supervision.
5.1.5 Satisfaction level of Workforce and Executives on Training and Development

For the purpose of analysis, the training and development construct was categorised into two sub construct viz; Training and Development.

5.1.5.1 Training

1. The satisfaction level of employees on training programme was relatively high. The mean score and SD of executive category of employees on training program were 4.08 (0.278), which showed a relatively very high level of satisfaction. While the mean score and SD of permanent workers were 3.58 (0.692), showed a high level of satisfaction, but it is relatively lower than that of the executives.

2. The mean score and SD on the duration of the training programme of executives and permanent workers are 3.79 (0.768) and 3.46 (0.712) respectively, showed a moderately high level of satisfaction for both the categories. However, the level of satisfaction of permanent workers was marginally lower than that of executives.

3. The statistical result regarding infrastructural facilities for training explained that the mean score and SD for executives were 3.94 (0.886) and that of permanent workers it was 3.57 (0.685). But in the case of permanent workers, the level of satisfaction was comparatively low.

4. The response relating to areas covered in training made clear that all the categories of employees had a comparatively high level of satisfaction, since the mean score and SD of both the category of employees were 3.61 (0.491) and 3.51 (0.681).

5. On the variable trainer’s performance, the mean score and SD of the executives was 3.92 (SD 0.467) and permanent workers was (Mean=3.60, SD 0.648). As compared to executives the level of satisfaction of permanent workers was marginally lower.
6. In the case of executives and permanent employees on utility of the programme, the mean score were 3.60 and (SD 0.914) and 3.58 (SD 0.651), which showed almost equal high level of satisfaction in this regard.

7. An analysis of the level of satisfaction of the employees with regard to the external training facilities revealed that both the categories of employees have almost equal high level satisfaction (mean score 3.50 (SD 0.904) and 3.55 (SD 0.687)).

8. While comparing the overall satisfaction of executives and permanent workers on training had relatively high. However, the level of satisfaction of the permanent workers was a little bit lower than that of the executives.

9. The study found that there was a significant difference in the level of satisfaction among executives regarding training viz., duration of the programme, infrastructural facilities for training and trainers performance. However in the case of variables viz., areas covered for training and external training facilities and utility of the programme there was no significant difference in the level of satisfaction.

10. The study revealed there was a significant difference in the satisfaction level of permanent workers at 1 percent level in the variable training opportunities. While, in the variable external training programme level of satisfaction was significant. The variables viz., duration of the programme (P=0.263), areas covered (P=0.205) and utility of the programme (P=0.006), there was no significant difference at 1 percent and 5 percent level. However, there was a significant difference at 5 percent in the satisfaction level of the variables infrastructural facilities for training (P=0.002) and trainer’s performance (P=0.002).
5.1.5.2 Development

The development construct was divided into two parts viz., Performance appraisal for development and Career development opportunities.

5.1.5.2.1 Performance Appraisal

1. The mean score and SD of executives in the ‘Performance evaluation criteria’ were 3.99 (0.118) which showed comparatively high level. The permanent workers satisfaction score was higher than the average (3.54 and 0.750). The ‘performance evaluation criteria’ showed a comparatively higher score on both the category of employees.

2. Regarding ‘method of appraisal’ the mean and SD of executives showed a value (4.08, (0.278), which was relatively very higher and the permanent workers response showed a relatively higher value (3.52 (0.736). But the level of satisfaction of permanent workers was comparatively lower than that of executives.

3. As far as the ‘Periodicity of review of performance’ was concerned, the mean score and SD of executives were 4.14 (0.512). The mean score and SD of the Permanent workers were 3.46 (0.704). By comparing the result of the executives there was a trivial decrease in the satisfaction level of the permanent workers.

4. The satisfaction level of executives were relatively very high in the ‘Regularity of review’ (mean score = 4.06 and SD (0.441). The satisfaction level of permanent workers (Mean score =3.51 and SD (0.721), showed a higher value than the average. However the permanent workers satisfaction was much lower as compared to executives in this aspect.

5. The overall mean and SD of executives and permanent workforce showed a high level than the average. However, the level of
satisfaction of the permanent workers was low as compared to the executives.

6. The study found that there was a significant difference in the satisfaction level of the executive category of employees on all variables considered for the development programme.

7. The study found that there was a significant difference in the level of satisfaction of the permanent workers at 5 percent on the variables of performance appraisal viz., evaluation criteria (P=0.044), and regularity of review of performance (P=0.263). However there was no significant difference in the satisfaction level on methods of appraisal (P=0.062) and periodicity of review (P=0.823).

5.1.5.2.2 Career Development

The variables selected for studying the satisfaction level of career development programme were career development opportunities, career development counselling.

1. The mean score and SD 3.99 (0.517) of the executives and permanent workers was 3.49 (0.721), showed a relatively high level of satisfaction. However, as compared to executive, there was a marginal decrease in the satisfaction score among permanent workers.

1. In the case of facilities for career counseling the mean score and SD 3.62 (0.911) of executive and the permanent workers (mean score and SD 3.45 (0.749) showed a moderately higher value. However, as compared to executives, there was a slight decrease in the satisfaction score among permanent workers.

2. On analyzing the satisfaction level on the variable career planning assistance the employees’ category of both executives and permanent workers showed a relatively high level of satisfaction. There was a
small increase in the level of satisfaction of executives than permanent workers.

3. The variable career development facilities of executive category of employees showed a relatively very high level. The permanent workers satisfaction was relatively high. The mean score and SD both the categories were 4.07 (0.589) and 3.41 (0.723). The overall score of the executives and permanent workers had almost equal high satisfaction with the career development programme. However, the level of satisfaction of the permanent workers was marginally lower than that of the executives.

4. On evaluating the variable career development programme, there was a significant difference in the satisfaction level of executives and permanent workers on the variables for study under career development programme.

5.1.6. Satisfaction level of Workforce and Executives on Industrial Relations

For the purpose of study the industrial relations of employees were grouped into our viz., employee relations, management relations and social relations.

5.1.6.1 Employee relations

1. The mean score and SD of the satisfaction level of executives and permanent workers on the ‘superior and subordinate relations were 4.49 (0.530) and 4.00 (0.351), showed a very high level. But the permanent workers satisfaction level was lower than that of executives.

2. With respect to relations between superiors, the satisfaction level was relatively very high in the case of executives and it was high in the case of permanent workers. The mean score and SD of both the categories were 4.28 (0.451) and 3.98 (0.539).
3. As far as relation with Association/union was considered, it showed a relatively very high level of satisfaction in both the categories of employees. The mean score and SD of executives were 4.24 (0.428) and that of permanent workers were 4.06 (0.392) respectively.

4. The overall score of the satisfaction of executives and permanent workers were comparatively high. The overall score of mean and SD was 10.16 (0.953) and 9.41 (0.794).

5. The study found that there was a significant difference in the satisfaction level of the executives and permanent workers in the case of employee relations within the organization.

5.1.6.2 Management Relations

This construct is further classified into two viz., Workers participation and Discipline and grievance settlement.

5.1.6.3 Workers participation

1. In the case of formation and functioning of various committees showed that both the category of employees were comparably high satisfaction and have an almost equal level of satisfaction. The mean and SD of both the categories were 3.93 (0.256) and 3.92(0.527) respectively.

2. Functioning of joint management councils the employees were comparably highly satisfied. The mean score was 3.81 (SD 0.573) and 3.78 (SD 0.695) respectively, prop up this fact. However, there was marginal decrease in the satisfaction level of permanent workers than executives.

3. The satisfaction level of employees on formation and functioning of shop councils was comparatively high satisfaction. The result of the employees’ satisfaction level showed a distinct range. The mean score and SD of both the categories were 3.49 (SD 0.822) and 3.83 (SD
0.639). The satisfaction level of executive category was marginally low as compared to permanent workers.

4. The mean score of the executives and permanent workers showed the result that they have relatively high satisfaction. The mean score of the executives was 3.89 (SD 0.316) and permanent workers was 3.95 (SD 0.426) respectively. But as compared to the result of both the categories there was a slight decrease in the satisfaction level of executives than permanent workers.

5. The satisfaction level of the employees on the ‘democratic control over decisions’ showed that both the categories were comparatively highly satisfied. The executives mean score was 3.88 (SD 0.838) and permanent workers was 3.91 (SD 0.476). While analyzing the mean score the executives and permanent workers showed that there was a small decrease in the level of satisfaction of executives than permanent workers.

6. Overall satisfaction level of executives showed a comparatively high level of satisfaction and the result of the permanent workers was very high. The mean score and SD of both the categories were 15.93 (1.346) and 16.43 (1.831). While evaluating these results the satisfaction level of executives was a bit lower than that of the permanent workers.

7. The study found that there was a significant difference in the satisfaction level of executive at one per cent level on the formation and functioning of various committees, functioning of joint management councils, participation in the welfare and safety programme and democratic control over decisions. In all these cases the P value was 0.000. Whereas there was a significant difference in the satisfaction level of executives on the formation and functioning of shop councils at 5 per cent level.
8. The study found that there was a significant difference in the satisfaction level of permanent workers on management relations, since the P value is $0.000 < 0.01$.

5.1.6.4 Discipline and Grievance settlement

1. The level of satisfaction of executives on ‘distribution of standing orders’ was comparatively very high and was high in the case of permanent workers. The mean score and SD of the employees were 4.15 (0.362) and permanent workers was 3.81 (0.746).

2. The mean score of the executive on ‘Policy and procedure for disciplinary action’ showed a relatively very high level of satisfaction and that of permanent workers indicated a higher score than average.

3. The satisfaction level regarding the permanent workers was relatively high on the functioning of grievance redressal committee. The mean score of the executives was 4.15 and SD (0.362) and the permanent workers was 3.79 and SD (0.707). While evaluating the result, it was found that the level of satisfaction of permanent workers was marginally lower than that of executives.

4. With regard to the ‘timely settlement of disputes, both the categories of employees had comparatively higher satisfaction. The mean score and SD of both the categories were 3.75 (0.835) and 3.76 (0.759). The satisfaction level of executives and work force is almost equal.

5. The satisfaction level of employees with regard to ‘Redressal mechanism’ was highly satisfied. The mean score of executives was 3.85 (SD 0.365) and permanent workers were 3.63 (SD0.852). By comparing the result the satisfaction level of executives was more than that of permanent workers.

6. The mean score and SD of the executives and permanent workers on the variable ‘Provision for appeal was 3.68 (SD 0.853) and 3.84 (SD
0.702). The satisfaction level of permanent workers was relatively higher than that of the executives.

7. On the variable ‘Ground for negotiation’, consultation and discussion’, the satisfaction score of executives was 4.08 (SD 0.231) and permanent workers were 3.95 (SD 0.426). The satisfaction score of executives was comparatively very high and it was ‘high in the case of permanent workers.

8. With ‘Functioning of Association’ the mean score of executives was 4.06 (SD 0.231) and permanent workers were 3.91 (SD 0.546). By comparing the result the satisfaction level of executives was comparatively very high and permanent workers it was high.

9. The overall results of both the category of employees showed a relatively high level of satisfaction on ‘discipline and grievance settlement’. The mean score was 28.27 (SD 1.285) and 26.83 (SD 4.043) in both categories of employees. As compared to executives, the level of satisfaction of permanent workers was marginally low.

10. The study found that there was a significant difference in the level of satisfaction of executive and permanent workers on the discipline and grievance settlement mechanism.

5.1.6.4 Social Relations

1. The satisfaction level of executives on the fulfilment of social responsibilities was relatively very high (mean and SD= 4.21 and 0.555), and that of permanent workers it was higher than the average (mean and SD =3.35 and 1.189).

2. Both the categories of employees were comparatively highly satisfied with the fairness of policies relating to social commitment. But the satisfaction level of executives was more as compared to permanent workers.
3. The mean score of the timely issue of policies of both the categories of employees were 4.01 (SD 0.393) and 3.53 (0.835), which revealed the fact that the executives’ satisfaction level was comparatively very high and that of permanent workers it was high.

4. The level of satisfaction on “Regularity in fulfilling the social commitment” was more than the average in the case of both the categories of employees. But the satisfaction level of permanent workers was slightly lower as compared to the executives. The mean score of the executives was 3.93 (SD 0.256) and 3.26 (SD1.005).

5. The overall satisfaction level of the executives was relatively very high on social relations. However, the satisfaction level of the permanent workers was relatively high.

6. There was a significant difference in the level of satisfaction of the executives on social relations, since the P value =0.000, which was less than 0.01.

7. The test result revealed that there was a significant difference in the level of satisfaction of permanent workers on the variables fulfilment of social responsibilities and timely issue of policies and fairness of policies there was a significant difference in the satisfaction level. In the case of regularity in fulfilling social commitment, it was not significant.

5.1.7 Overall Satisfaction Level of Employees

The comparative analysis of the job satisfaction level of employees on compensation packages, welfare measures, work environment, training and development and industrial relations revealed that the permanent workers and executives were satisfied on all of these constructs formulated for the study. However, the summated score of all the categories of employees revealed the fact that the permanent workers had comparatively more satisfaction than executives, contract labourers and casual labourers.
5.2 SUGGESTIONS

On the basis of the study the following suggestions were proposed.

1. The executives’ level of satisfaction on conveyance allowance was moderately low as compared to permanent workers. Various modes of conveyance facilities are available and proper arrangements are made to provide necessary facilities after obtaining the information and suggestions from the executives or from their representatives.

2. The contract labourers and casual labourers response showed a dissatisfaction score in the case of women welfare including maternity benefits. There is no such statutory protection for the welfare of the women employees of contract and casual labourers. But they are come under the ESI benefits. So, the government should make necessary provision for the welfare of women employees through ESI Act. The management put this matter to the attention of the concerned authority for consideration.

3. The contract labourers and casual labourers were highly dissatisfied in the case of arrangement for the prevention of fatigue. But the executives and permanent workers are highly satisfied. It can occur as a result of various factors that may be work-related, lifestyle-related or a combination of both. Company should identify the exact reason for fatigue through proper counseling to the employees. Counseling provides a channel to share the grievances of the employees and seek valuable guidance. It helps to increase the mental health and reduce the laziness of the employees. It is a necessity to develop a counseling cell in every organization as there is large number of problems faced by every employee in their family life and work life.

4. In the case of the group insurance scheme the permanent workers score was less than the average and was considered as dissatisfied. The
reason for dissatisfaction is risk coverage of the scheme is very low. Industrial workers are more prone to accidents. The company should give consideration to include more coverage through group insurance and notice it to the concerned authorities to change the provision to include more schemes.

5. The permanent workers were dissatisfied on the welfare fund. The welfare fund may be instituted either as per Factories Act or by the company itself. The company compulsorily constitute the welfare fund and strictly follow the provisions in the Act or necessary modification are made by the concerned authorities after obtaining the suggestions and ideas from the employees.

6. The executives and permanent workers were highly dissatisfied on pension plan of the company. A nominal amount is available in the form of pension and it is not sufficient to meet the cost of living of the employees after retirement. Therefore, the company should give proper consideration to the pension plan within the purview of the policy of the company.

7. The analysis of the result showed that the permanent workers were dissatisfied with the post retirement benefit. Retired employees and their families are covered under this scheme. However, the premium towards this scheme is made jointly by the employees and the company. The company should try to avoid the contributions from employees and more benefits are included through this scheme.

8. The executives are dissatisfied in the case of gift to the employees as provided by the company for the achievement of higher productivity or profitability. The executives’ level of expectation is not considered by the company, which may be the reason for this dissatisfaction. This may be in the form of kitchen appliances or other electrical equipment.
The company should collect the opinion of the employees through their leaders before finalizing the items.

9. The contract labourers and casual labourers are highly dissatisfied in the case of the availability of equipment for the protection of eyes under the construct of job security and safety. But the executives and permanent workers level of satisfaction is high. The differences in the opinion are considered seriously and necessary arrangements are made to distribute safety devices and arrange safety training programme frequently.

5.3 CONCLUSION

Industrial labour occupies an important place in the economic development of the country because of its contribution to national income. A happy industrial worker will be a greatest asset to the organisation and also the nation. But dissatisfied industrial labour act as a devil on the development of the industrial sector. Organizations recognized that to remain competitive in the liberalized environment, a strong people management system was required. The major findings of the study show that there is significant difference in the satisfaction level of different categories of employees on various aspects considered for the study. However, by analyzing the overall satisfaction level of employees of HNL revealed that employees enjoy a comparatively higher level of satisfaction. But the summated score of responses for comparing the overall satisfaction score revealed the fact that all the categories are satisfied but the satisfaction score of permanent workers is relatively higher than that of executives. The challenges in economic development put demands the companies not only to attract employees, but also to retain them and motivate them to attain the higher results.
5.4 Scope for Further Research

The present study aims at to make a comparison of the job satisfaction level of the executives and workforce category of HNL. For the purpose of study the major factors affecting job satisfaction of employees were only considered. The study is focused only on the employees of this company. Scope for the research study of the organisation’s performance, comparison of the employees’ satisfaction with other public sector undertakings in Kerala or study the employee’s satisfaction level of newsprint industries in India, study of human resources practices within the organisation or comparison with other organisations etc are possible areas for research study.