CHAPTER II

CONCEPTUAL FRAMEWORK

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2.1 INTRODUCTION

In India industrial workers today constitute functionally a very significant part of the production process and they also contribute substantially to the nation's economy. But if we make an overall survey of the living and working conditions of industrial workers in our country, the need for and the necessity of labour welfare in India would immediately become apparent. These welfare facilities have become necessary to counteract the handicaps to which the workers are exposed, both in their work-life and folk-life and to provide opportunities and facilities for a harmonious development of the workers personality.

In their work-life workers have to work for long hours in unhealthy surroundings. The drudgery of the factory work continues to have adverse effects on them even after they knock off work. They are also far away from their village community. As most of them have migrated from rural areas, they are thrown into an uncongenial environment, which is strange to them. Such an unpleasant atmosphere created by the factory system makes it necessary to introduce various labour welfare measures.

In developing countries where paradoxically sub-standard socio-economic conditions exist despite the vast programmes for industrial development undertaken in a planned way, the provision of suitable labour welfare facilities designed to meet the needs of workers can go a long way in ensuring the efficiency, contentment and commitment of
the labour force. A proper organization and administration of welfare facilities can play a vital role in promoting better working conditions and living standards for industrial workers, and also increase their productivity, especially in developing countries (Kohli and Sharma, 1997).

During the fifties the idea of establishing socialism in India provided support for taking up measures to ensure labour security and labour welfare. India is not only a welfare state but also an entrepreneurial state. It had assumed on itself the responsibility of initiating and promoting economic development. It had to set the pace and provide the model for the private enterprise working in the country and also to ensure by its vested authority that the latter followed the model. The assumption of this responsibility by the State in the post — independence period, and the war-time experiences of the western capitalist societies together, are responsible for labour welfare to be given due social recognition and for some headway made towards their implementation through legislation. It needs to be emphasized that labour welfare as a function of State has come naturally as part of the characteristics of the twentieth century welfare state. By definition, a welfare state is a state that is no longer a passive onlooker or only a judge in a dispute, but an active participant in the daily life of the society, paying attention to all interests and claims. In India the jurisdiction of labour legislations is generally restricted to the organized labour or to the labour of only such industries, which comes under the purview of the factory law (Misra, 1971).

According to Kerkaldy (1981) ‘as a matter of fact the whole field of welfare is one in which much can be done to combat the sense of frustration of the industrial worker, to bring about maximum satisfaction, to relieve him of personal and family worries, improve
his health, to afford him a means of self-expression, to offer him some sphere in which he can excel all others, and to help him to a wider conception of life'.

The growth and progress of an organization depends upon workers' involvement and satisfaction at the work place. Job satisfaction can ensure industrial peace and high productivity. In order to be happy and well adjusted in one's work, one must feel a sense of satisfaction. Job satisfaction is influenced by various factors such as the work environment, personal factors, work itself, organizational climate and so on. Job satisfaction has its basis in various theories and schools of thought.

The present chapter will present a conceptual framework of labour welfare and job satisfaction focusing on the meaning, objectives, principles, approaches, theories to labour welfare and job satisfaction.

2.2 CONCEPT OF LABOUR WELFARE

Labour welfare is an extension of the term welfare and its application to labour. The term labour, labourer, workers, workman or employee are all used to refer to the wage earning human agents in the industry. Labour is any physical or intellectual activity applied in industrial production and one who performs it is a worker. According to the traditional economic theory labour can be defined as, "A factor of production which consists of manual and mental exertion and receives some return by way of wages, salaries or professional fees" (Railkar, 1990).

"Labour is any mental or physical activity performed with an intention of earning some material benefits in cash or in kind. The human agent (man, woman or child) who
performs such labour is a worker. A worker is attached to a private or public employer and receives wages for the performance of labour”.

The Government of India under the Indian Labour Legislation [Industrial Law Section 2 (1)] defined a worker as “a person employed directly or through any agency, whether for wages or not, in any manufacturing process, or in clearing any part of the machinery or premises used for manufacturing process, or in any other kind of work incidental to, or connected with the manufacturing process or the subject of manufacturing process. Labour is a fundamental factor of industrial production. It is a human agent with its own economic, cultural, social and also political aspirations. Labour is according to Ricardo and Marx, a source of all values. Everything valuable in the economic sense is a product of labour.

Welfare means faring and doing well. It is a comprehensive term and refers to the physical mental, moral and emotional well-being of an individual (Aswathappa, 2003). According to Hopkins (1955) “Welfare is fundamentally an attitude of mind on the part of management, influencing the method in which management activities are undertaken. Employers concerned with introducing or extending welfare programmes now or in the future must be concerned, not only with the past and current experience, but with developing trends”.

The concept of labour welfare has received inspiration from the concepts of democracy and welfare state. Democracy does not simply denote a form of government; it is rather a way of life based on certain values such as equal rights and privileges for all. The operation of welfare services, in actual practice, brings to bear on it different reflections representing the broad cultural and social conditions.
The Oxford dictionary defines *labour welfare* as “efforts to make life worth living for workmen”.

Chamber's dictionary defines welfare as a state of faring or doing well, freedom from calamity, enjoyment of health, prosperity, etc. Labour welfare work is also defined as “voluntary efforts on the part of the employees to improve the existing industrial system and the conditions of employment in their own factories”.

In a Resolution in 1947, the ILO defined labour welfare as “such services, facilities and amenities as adequate canteens, rest and recreation facilities, arrangements for travel to and from work, and for the accommodation of workers employed at a distance from their houses and such other services, amenities and facilities as contribute to improve the conditions under which workers are employed.

According to N. M. Joshi (1927) labour welfare work covers “all the efforts that employers make for the benefit of their employees over and above the minimum standards of working conditions fixed by the Factories Act and over and above the social legislations providing against accidents, old age, unemployment and sickness”.

Arthur James Todd (1993) defines welfare work as “anything done for the comfort and improvement, intellectual and social, of the employees over and above the wages paid, which is not a necessity of the industry”.

Labour welfare also referred to as betterment of employees, relates to taking care of the well-being of workers by employers, trade unions, and government and non-
governmental agencies. According to the Royal Commission on Labour (1931) “Labour welfare is a term which must necessarily be elastic, bearing a somewhat different interpretation from one country to another, according to the different social customs, the degree for industrialization and educational level of the workers”.

Report II of the ILO Asian Regional Conference (1947) defined labour welfare as a term which is understood to include such services, facilities and amenities as may be established in or outside the vicinity of undertakings to enable the persons employed in them to perform their work in healthy, congenial surroundings and to provide them with amenities conducive to good health and high morale.

The Encyclopedia of Social Sciences Vol. XV (1935) defines labour welfare as “voluntary efforts of the employers, to establish within the existing industrial system, working and sometimes living and cultural conditions for the employees, beyond what is required by law, the customs of the industry and the conditions of the market”.

Another view point provided by the Indian Conference of Social Work is that “Labour welfare services include such services as are rendered to workers and their families by industrial enterprises with the purpose of raising their moral, material, social and cultural levels and to adjust to a better life”. Labour welfare develops better workers, which in turn helps in the development of the community and society.

In the broader sense labour welfare is a convenient term to cover all those aspects of industrial life that contribute to the well being of the workers. Labour welfare refers to
any agency either statutory or voluntary, which aims at betterment of workers conditions (Srivastava and Devi, 1974).

According to Richardson (1960) “Labour welfare work refers to the efforts on the part of employers to improve within the existing industrial system the conditions of employment in their own factories. Any arrangement of working conditions, organization of social and sports club and establishment of funds by the firm, which contribute to workers health and safety, comfort, efficiency, economic security, education and recreation is labour welfare measure”.

The term labour welfare is very comprehensive and includes various types of activities undertaken for the economic, social, intellectual and moral benefit of the labour community (Kumar, 1994). Labour welfare implies the setting up of minimum desirable standards and the provision of facilities like health, food, clothing, housing, medical assistance, education, insurance, job security, recreation etc. Such facilities enable a worker and his family to lead a good work life, family life and social life (Sarma, 1996).

According to C.P John (1998) the term labour welfare in its broad connotation refers to a state of living of an individual or a group in a desirable relationship with the total environment – ecological, economic, and social.

Vaid (1970) considers labour welfare as an “expression of the assumption by industry of its responsibility for its employees.”
The Committee on Labour Welfare (1969) formed to review the labour welfare scheme, described it as “social security measure that contributes to improving the conditions under which workers are employed in India”.

According to the Report of National Commission of Labour (1969) the concept of labour welfare is necessarily dynamic, having a different interpretation from country to country and from time to time and even in the same country, according to its value system, social institution, degree of industrialization and general level of social and economic development. Even within one country its content may be different from region to region.

Labour welfare is a term that lends itself to several meanings. And it has never held the same significance in every country (Goyal, 1995). Sometimes the concept is very wide and is more or less synonymous with conditions of work as a whole. It may include not only the minimum standard of hygiene and safety laid down in general labour legislation but also such aspects of working life as social insurance schemes, measures for protection of women and young workers, limitations of hours of work, paid vacations and so on. In other cases the definition is much more limited and welfare in addition to general physical welfare conditions is mainly concerned with the day – to – day problems of workers and the social relationships at the place of work. The concept of labour welfare, which originated with the desire for a humanitarian approach to ameliorate the sufferings of the working class, later became a utilitarian philosophy, which worked as a motivating force for labour and for those who were interested in it (Kohli and Sharma, 1997).
2.3 NATURE OF LABOUR WELFARE

Labour welfare has two aspects: negative and positive. On the negative side, labour welfare is concerned with counteracting the baneful effects of the large scale industrial system of production – especially capitalistic, and so far as India is concerned – on the personal/family, and social life of the worker. On its positive side, it deals with the provision of opportunities for the worker and his/her family for a good life as understood in its most comprehensive sense (Moorthy, 1968).

The constituents of labour welfare, according to C. P. John (1998), include working hours, working conditions, safety, industrial health insurance, workmen’s compensation, provident fund, gratuity, pensions, protection against indebtedness, industrial housing, rest rooms, canteens, crèches, wash places, toilet facilities, lunches, cinemas, theaters, music, reading rooms, holiday rooms, worker’s education, co-operative stores, excursions, playgrounds, and scholarship and other help for education of employee’s children.

In India, the framework of providing welfare measures to workers consists of statutory and voluntary measures, the former being taken by the management and the latter being achieved through collective bargaining agreements (Madhumathi and Desai, 2003). The statutory framework and collective agreements prescribe the minimum targets to be achieved regarding welfare measures. It is because the government is not sure that all the employers are progressive minded and will provide basic welfare measures, that it introduced statutory legislation from time to time to bring about some measure of uniformity in the basic amenities available to industrial workers (Monappa, 1985).
In addition to the statutory framework, the collective bargaining agreements reached at industry and company levels also determine the nature and extent of welfare measures.

The approach towards non – statutory welfare activities, which are voluntary and based on 'paternalism' or 'philanthropic motives' or 'on account of aggressiveness of unions' or 'care and well being of employees', is changing. It is being realized that these welfare activities are more difficult to budget than salary. They often turn out to be more expensive and difficult to manage than have been visualized. They have become items of strife. Under such circumstances managements will become more careful about these activities, trying to observe their repercussions, that is, the cost and benefit of these measures to the organization. Management will consider the motivational effect of such activities on work and other productive behaviour (Selvarani, 1995).

2.4 OBJECTIVES OF LABOUR WELFARE

The objectives of labour welfare have progressively changed over the decades. From the primitive policing and placating philosophy of labour welfare, it gradually moved to the era of paternalism with philanthropic objectives. There are efforts made by some employers to give a humanitarian outlook to their employee-welfare programmes. The recent thinking in labour welfare, however, is more oriented towards increasing productivity and efficiency of people at work. Today labour welfare has become a comprehensive concept concerned with the development of total human personality embracing physical, mental, social, psychological and spiritual aspect of the employees' well being (Sarma, 1996).

The objectives of welfare activities can be viewed as purely humanitarian to enable workers to enjoy a fuller and richer life - partly economic to improve the efficiency of the
workers, and partly civic - to develop among them a sense of responsibility and dignity, and thus make them worthy citizens of the nation.

The following motives and considerations have prompted employees to provide welfare measures (Sarma, 1996):

- Some of the early philanthropic and paternalistic employees tried to improve the working and living conditions of their workers by providing various welfare measures.

- Some of them took recourse to welfare work to win over their employee's loyalty and to combat trade unionism and socialistic ideas.

- Some employers provided labour welfare services to build up a stable labour force, to reduce labour turnover and absenteeism and to promote better relations with their employees.

- At present, labour welfare has been conceived by some employers as an incentive and good investment to secure, preserve and develop greater efficiency and output from workers.

- One of the objectives for provision of welfare activities in recent times by certain employers is to save themselves from heavy tax on surplus.

- The purpose behind provision of welfare amenities by some companies is to enhance their image and to create an atmosphere of goodwill between labour and management and also between management and the public.

- Employers provide welfare facilities to fulfill the future needs and aspirations of labour, so that they experience job satisfaction.
Objectives of labour welfare measures as proposed by John (1998) are summarized below:

- Enabling workers to live richer and more satisfactory lives.
- Contributing to the productivity of labour and efficiency of the enterprise.
- Enhancing the standard of living of workers by indirectly reducing the burden on their purse.
- Enabling workers to live in peace and harmony.
- Based on an intelligent prediction of the future needs of the industrial workers, designing policies to cushion off and absorb the shocks of industrialization and urbanization to workers.
- Fostering administratively viable and essential developmental outlook among the workforce and
- Discharging social responsibilities.

2.5 PRINCIPLES OF LABOUR WELFARE

Certain fundamental Principles are involved in the concept of labour welfare. The following are the more important among them (Kohli and Sharma, 1997):

- **Principle of Social Responsibility**

  Industries have a social responsibility towards the society. Social responsibility means the obligations of the industry to pursue those policies, to take such decisions and to
follow those lines of action that are desirable in terms of the objectives and values currently prevailing in the society. This principle is based on the social conception of industry and its role in the society, that is, the understanding that social responsibility of the State is manifested through industry. It is assumed that labour welfare is an expression of an industry's duty towards its employees. Industry is expected to win the co-operation of the workers, provide them security of employment, fair wage and equal opportunity for personal growth and advancement, and make welfare facilities available to them.

- **Principle of Democratic Values**

The principle of democratic values of labour welfare concedes that workers may have certain unmet needs for no fault of their own, that industry has an obligation to render them help in gratifying those needs, and that workers have a right of determining the manner in which these needs can be met and of participation in the administration of the mechanism of need gratification. The underlying assumption to this approach is that the worker is a mature and rational individual who is capable of taking decisions for himself/herself.

- **Principle of Adequacy of Wages**

The third principle of labour welfare is adequacy of wages, it implies that labour welfare measures are not a substitute for wages. It will be wrong to argue that since workers are given a variety of labour welfare service, they need to be paid low wages. Right to adequate wage is beyond dispute.
- **Principle of Efficiency**

The fourth principle of labour welfare lays stress on the dictum that to cultivate welfare is to cultivate efficiency. Even those who deny any social responsibility for industry, do accept that an enterprise must introduce all such labour welfare measures that promote efficiency (Marshall 1950). It has been often mentioned that workers education and training, housing, and diet are the three most important aspects of labour welfare, which always accentuate labour efficiency.

- **Principle of Co-responsibility**

The sixth principle of labour welfare recognizes that the responsibility for labour welfare lies in both employers and workers and not on employers alone (Moorthy, 1958). Labour welfare measures are likely to be of little success unless mutuality of interest and responsibilities are accepted and understood by both the parties, in particular the quality of responsibility at the attitudinal and organizational level.

- **Principle of Totality of Welfare**

The final principle of labour welfare is that the concept of labour welfare must permeate throughout the hierarchy of an organization and accepted by all levels of functionaries in the enterprise.

- **Principle of Re-personalization**

The development of the human personality is given here as the goal of industrial welfare which according to this principle should counteract the baneful effects of the industrial system. Therefore, it is necessary to implement labour welfare facilities
both inside and outside the factory, that is provide intramural and extramural labour welfare facilities.

- **Principle of Co-ordination or Integration**

This Principle plays an important role in the success of welfare services. Welfare is a total concept. From this angle, a co-ordinated approach will promote healthy development of the worker in his work, home and community. This is essential for the sake of harmony and continuity in labour welfare facilities.

**2.6 APPROACHES TO LABOUR WELFARE**

A study of the approaches to labour welfare is desirable for management, the workers and the general reader. For the general reader, a study of approaches is essential because his/her knowledge of the subject is incomplete without knowledge of these approaches, and knowledge of these approaches enables the manager and the worker to have a better perspective on welfare work. Moreover the various approaches to labour welfare reflect the attitudes and beliefs of the agencies, which are engaged in welfare activities. The different approaches to labour welfare reflect the evolution of the concept of welfare.

Researchers (Railkar, 1990; Kohli and Sharma, 1997) have noted the following approaches to labour welfare:

- **Paternalistic Approach**

The Paternalistic Approach to labour welfare can be traced back to the beginning of the modern industrial system where there was hardly any difference between management and ownership. The owners could have first hand information of the
living and working conditions of the workers. The employers felt that they were responsible for the moral and material well-being of persons employed by them. The underlying assumption of this approach is that it takes for granted that the workers belong to a different and inferior social category, in need of help and charity. This assumption colours the nature of welfare schemes. These schemes are imposed from above (managers being wiser than workers) and the attitude of the employer seems to be ‘I have done so much for you, now you should respect me and be loyal to me’. It may work in the initial stages of the factory system where the workers come from the villages. But with the changes in the attitudes of the people in general and industrial workers in particular, this attitude is resented and welfare measures are not accepted as charity.

- **Atomistic Approach**

This approach demanded that every individual should be left as free as possible. Every individual can attain his own best interest only under the conditions of maximum freedom. Therefore in the matters of labour welfare this view was completely opposed to any welfare promoting activities undertaken by the government or any social or public agency. According to this view the scope of labour welfare activities should be as little as possible. This hypothesis is based on three important principles, which are as follows:

- Society in its natural form is made up of individuals. They are un-organized and un-coordinated. Under such a natural society every individual is self-centered.
Such an individual always acts in a calculated manner. An individual always need a secure life. He is engaged in the activities of self-preservation. He will therefore act in such a manner that his self or personal interest will always be maximized.

Every individual throughout the life will act in such a manner that helps to promote his self-interest. He is always in the pursuit of this objective. He fulfills it to the best of his ability.

The Atomistic approach was based on the individualism and rationality concept of the early 19th century. This approach came under strong criticism in the 19th century itself and by the end of the 19th century extreme atomistic views had almost disappeared. It was increasingly felt necessary to take a more liberal and progressive view of labour welfare activities.

Mechanistic Approach

With the beginning of the 20th century labour welfare and labour relations have been moving towards a more sympathetic approach. Efforts to increase efficiency of labour have become a matter of fundamental importance. It was observed that if labour administration is more scientifically managed then there is considerable scope for improving efficiency of labour. Such an approach to scientific management of the industry leads to the 'mechanistic' view about, labour welfare. It treats worker as 'labour' performed in some 'mechanical units' such as 'hours of work', 'man – days', 'man – hours'. Its emphasis is on the scientific and effective methods of production. Such an approach is greatly favoured by the employers and management. However, it is strongly opposed to by the trade union organization. This approach is based on the 'stimulus and response' relationship. The essence of the scientific management and mechanistic approach is the 'carrot and stick' method that it advocates. Under this
approach welfare activities such as social security measures, better economic justice or healthy and hygienic atmosphere at the place of work are not found necessary in order to promote over all development of the personality of workers. Therefore this approach takes a highly restrictive view of labour welfare activities.

- **Humanistic Approach**

The Australian sociologist Elton Mayo advocated this approach. Mayo finds that what is more important is to treat labour as a human element of production. Therefore it was necessary to take a fresh and more sympathetic view of labour welfare. Humanistic approach is based on human relationships, which was missing in the earlier approaches to labour welfare. The human factor was particularly missing in the administration of the industry and Mayo discovered the importance of informal relations between groups of workers and stressed sociality of man. The approach considered human personality, attitudes and sentiments of workers, while promoting labour welfare. Therefore the humanistic approach to labour welfare takes an enlightened view about labour welfare.

### 2.7 THEORIES OF LABOUR WELFARE

There are various theoretical justifications suggested which may induce the employers to promote different welfare activities. The following are the theories on labour welfare (Railkar, 1990):

- **Religious theory**

  Welfare activities are considered to be necessary under this theory on the basis of religious principle. It is an attempt to appeal to the religious sentiments of the
employer. It may also be interpreted as if an employer wants to come out purified from his sinful acts of exploitation and profit making. Religious appeal demands sharing the fruits of progress and wealth partly with your fellow beings. Even God will not tolerate too much selfish and acquisitive tendency. Therefore making some compromises with the working class becomes the religious duty of every employer.

- Philanthropic theory

Closely related to religious principle is the theory of charity or philanthropy. This theory goes a step ahead and argues that everyone should have brotherly relations with the rest of mankind. It is a duty of the rich to help the poor. Mutual help within the society alone will help to promote a peaceful and cooperative atmosphere.

- Trusteeship theory

The theory takes a paternalistic attitude towards industrial production and ownership of resources. The entrepreneur, according to this theory, is not an owner but only a trustee and looks after the productive activities. It is the duty of the entrepreneur to distribute and use the wealth wisely in the larger interest of every workman who contributes to the production of wealth. The entrepreneur is therefore only like a big brother or elderly member of the family in charge of the overall welfare of all his employees. Mahatma Gandhi was a strong advocate of the trusteeship theory of labour welfare activities.

- Policing theory

According to this theory welfare is a legal or statutory responsibility of the employer. Under this theory every employer is compelled to make available minimum comforts
to the working class such as minimum rate of wages, minimum safety, security provisions, promote payment of wages and other benefits. According to this theory employers are compelled to contribute to the minimum facilities under the fear of punishment. The State regulation, supervision, inspection of the industrial premises helps to ensure satisfactory fulfillment of the 'police function' of the entrepreneur in promoting welfare.

- **Placating theory**

According to this theory employers promote welfare not as a matter of charity, but as a fruit of sustained efforts on the part of the working class. It is a matter of right of the working class to organize itself into militant unions, to plan agitation activities and compel the employers to concede more and more facilities to the working class. Therefore stronger the working class unity, greater would be the benefits in the form of welfare provisions. The employers are frightened not by the laws of the State, but by the unity of the workers that compels them to placate or satisfy the working class.

- **Efficiency/Functional criterion**

According to this theory welfare promoting activities are demanded on the grounds of efficiency or functional criterion. There is an attempt to relate additional expenditure on the welfare promoting activities on one hand and resultant increases in the productive efficiency of the workers, on the other. It is argued that every addition to the welfare promoting activity is found to pay rich dividends in the course of time. Therefore the theory takes a commercial approach to labour welfare activities.
- **Public relations theory**

  According to this theory, welfare activities are provided to create a good impression on the minds of the workers and the public, particularly the latter. Clean and safe working conditions, a good canteen, crèche and other amenities, make a good impression on the workers, visitors and the public. Some employers proudly take their visitors around the plant to show how well they have organized their welfare activities.

- **Social theory**

  The social obligation of an industrial establishment has been assuming great significance these days. The social theory implies that a factory is morally bound to improve the conditions of the society in addition to improving the conditions of its employees. Labour welfare should gradually become social welfare.

  It can be noticed from the above theoretical explanations on labour welfare that no single theory can explain the large variety of welfare activities that are provided by the modern industrialists for the benefit of the working class. Therefore total welfare programmes in modern times can be said to be an outcome of a composite effect of several theoretical considerations.

2.8 **SCOPE OF LABOUR WELFARE**

The scope of welfare activities calls for a comprehensive analysis that has been aptly considered by the Labour Investigation Committee (1946), Government of India. The Labour Investigation Committee has clearly mentioned the scope of such activities "For our part we prefer to include under welfare activities anything done for the intellectual,
physical, moral and economic betterment of the workers, whether by employer, by
government or by other agencies, over and above what is laid down by law or what is
normally expected as part of contractual benefits for which the workers may have
bargained”. Thus, under this definition we may include housing, medical and educational
facilities, nutrition (including provision of canteens), facilities for rest and recreation, co-
operative societies, day nurseries and crèches, provision for sanitary, accommodation,
holidays with pay, social insurance measures undertaken voluntarily by employees,
including sickness and maternity benefits schemes, provident funds, gratuities and
pensions, and so on.

The scope of labour welfare can be interpreted in different ways, in different countries,
depending upon the stages of economic development, political outlook and social
philosophy. In some countries the use of welfare facilities provided is confined to the
workers employed in the undertaking concerned, while in others the workers families are
allowed to share in many of the benefits which are made available” (ILO report II – Asian
Regional Conference, 1947).

The subject of labour welfare facilities is a very broad one covering a wide field of
amenities and activities. In order to obtain a clearer understanding of its scope, we may
examine the ways in which labour welfare is classified. Labour welfare work can be
broadly divided into two categories: a) statutory and non – statutory or voluntary and b)
intra-mural and extra-mural welfare facilities.

Statutory welfare consists of those provisions of welfare work, which depends for its
implementation on the coercive power of the government. The government enacts certain
rules of labour welfare to enforce the minimum standards of health and safety of workers. The employers are required by law to fulfill their statutory obligations on welfare. *Non-statutory welfare* measures include all those activities, which employers undertake for the welfare of their workers on a voluntary basis.

The Committee of experts on welfare facilities for industrial workers constituted by the ILO in 1963 had divided the welfare services in two groups:

- **Intra-Mural Welfare Facilities:** These welfare amenities are those provided within the premises of the establishments such as latrines and urinal, washing and bathing facilities, crèches, rest shelters and canteens, arrangements for drinking water, arrangements for prevention of fatigue, health services including occupational safety, administrative arrangements within plant to look after welfare, uniforms and protective clothing, and shift allowance.

- **Extra-Mural Welfare Facilities:** These are welfare amenities provided outside the establishment such as maternity benefit, social insurance measures, including sports, cultural activities, library and reading room, holiday homes and leave travel facilities, workers co-operatives including consumers co-operative stores, fair price shops and co-operatives including co-operative credit societies, vocational training for dependence of workers, other programmes for the welfare of women, youth and children and transport to and from the place of work.

Thus, labour welfare is very comprehensive and embraces activities provided by employers, State, trade unions and other agencies to help workers and their families in the context of their industrial life. The scope of labour welfare however cannot offer limited facilities within
or near the undertaking, nor can it be so comprehensive as to embrace the whole range of social welfare or social services. It follows therefore that all extra-mural and intra-mural welfare activities, as well as statutory and non-statutory welfare measures undertaken by the employer, the government, trade unions or voluntary organizations fall within the scope of labour welfare. In this sense, even social security measures, education, cultural activities and industrial housing come within the scope of labour welfare.

The statutory welfare facilities are covered under the following Acts namely: Factories Act (1948), Workmen’s Compensation Act (1923), Maternity Benefits Act (1961), Employees’ State Insurance Act (1948), Employees’ Provident Fund and Miscellaneous Provisions Act (1952), Payment of Gratuity Act (1972), Employees’ Pension Scheme (1995). The non-statutory welfare facilities include housing, recreation, education/training, subsidized loans and other such facilities that are voluntary in nature.

2.9 STATUTORY WELFARE FACILITIES

Various Acts have been implemented, from time to time, by the Government of India which have defined the statutory welfare activities (Kumar, 2003):

FACTORIES ACT (1948)

The State regulation of the working conditions in factories in India started only in 1881 when the first Indian Factories Act was passed. Prior to this enactment the Government had a policy of non-interference towards labour. Therefore, the Factories Act (1881) was the Government’s first step to safeguard the interest of the workers. This Act was subsequently amended in 1911, 1922, 1923, 1926 and in 1931 and from time to time various provisions regarding fixation of daily hours of work, employment of children,
employment of full time inspectors, prohibition of heavy work for women in factories were added. On the basis of the recommendations of the Royal Commission on Labour, the Act came out to be amended again in 1934 when the factories were divided into two classes: seasonal and perennial. The maximum hours of work for adults in perennial factories were fixed at 10 per day and 54 per week. In seasonal factories the limit was fixed at 11 per day and 60 per week. This act was further amended in 1935, 1940, 1945 and 1946 to incorporate 10 annual paid holidays for adults and 14 for children and to reduce the hours of work in perennial factories to 48 hours per week and 9 per day, as the maximum.

In 1947 the Government of India introduced a bill, which after certain modifications become law and came into effect from 1st April 1948. The Factories Act (1948) in this present shape aims at providing security and a fair deal to the workers.

The objectives of the Act clearly show that the said regulation is intended for the benefit and welfare of workers. The Act is a social piece of legislation and it aims primarily at protecting workers employed in factories against industrial and occupational hazards. Therefore, this Act imposes certain obligations upon the owner/occupier to provide such conditions as are conducive to health and safety of the workers.

The scope and coverage of the Factories Act applies to factories all over India including the Sate of Jammu and Kashmir. It defines the ‘factory’ as any premises including the premises thereof:
• Wherein ten or more workers are working on any day of the preceding twelve months and in any part of which a manufacturing process is being carried out with the aid of power or is ordinarily so carried on.

• Wherein twenty or more workers are working or were working on any day of the preceding twelve months and in any part of which a manufacturing process is being carried on without the use of power.

The Factories Act (1948) is a central legislation but its administration is done by the State Government through their representative inspectorates. The State Government is empowered to grant exemptions, appoint inspectors and surgeons for certifying children and adolescents as fit for work in factories, registering and licensing factories, collecting license fee and framing necessary rules for giving effect to achieve the purpose of the Act. Provisions have been incorporated in the Act itself for the imposition of punishment for violating the provisions of the Act.

Main provision of the Factories Act (1948)

The Factories Act (1948) makes it statutory for employers to provide certain minimum welfare facilities that will improve the working conditions of workers. These include the following:

☐ Health

Under health provisions of the Act the following facilities are to be provided by the employer:

(a) Cleanliness: Section 11 of the Act reveals that every factory shall be kept clean and free from effluvia arising from any drain, privy or other nuisance and in particular
accumulation of dirt and refuse shall be removed daily by sweeping or by other effective method from the floors and benches of work — rooms, staircases and passages and disposed off in a suitable manner. The floor of every room shall be cleaned at least once in every week by washing using disinfectant where necessary or by some other effective method. All inside walls and partitions, ceilings shall be varnished at least once in every period of five years; white washing shall be carried out at least once in every period of fourteen months.

(b) **Ventilation and Temperature:** Section 13 of the Act stipulates that effective and suitable provision shall be made in every factory for securing and maintaining in every work room adequate ventilation by the circulation of fresh air, and such temperature as will secure to workers therein reasonable conditions of comfort and prevent injury to health. The State Government may prescribe standard of adequate ventilation and reasonable temperature for any factory or class of description of factories or part thereof.

(c) **Artificial Humidification:** Section 15 maintains that in respect of all factories in which the humidity of the air is artificially increased, the State Government may prescribe standard of humidification, make rules for regulating the methods used for artificially increasing the humidity of the air, prescribe the test for determining the humidity, etc. Water used for the purpose shall be taken from a public supply or other sources of drinking water.
(d) **Lighting:** According to Section 17 of the Act sufficient and suitable lighting shall be provided and maintained in every part of the factory where workers are working or passing. It may be artificial, natural or both.

(e) **Drinking Water:** Section 18 of the Act states that in every factory drinking water shall be provided and maintained at suitable points. If in a factory 250 or more workers are ordinarily employed provision shall be made for cold drinking water during hot weather by effective means.

## Welfare

Under welfare following facilities are to be provided by the employee:

(a) **First-Aid Appliances:** Section 45 lays down that in every factory first-aid boxes shall be provided and maintained and these shall be in an easy access during all working hours.

(b) **Canteens:** Section 46 contains the provisions regarding canteen facilities in any factory where 250 or more workers are ordinary employed, a canteen shall be maintained by the occupier for the use of workers. Foodstuffs to be served and charges to be made there shall be stated clearly. A committee of representative of workers and management shall manage it.

(c) **Shelters and Rest Rooms:** Section 47 provides that in every factory wherein more than 150 workers are ordinarily employed, adequate and suitable shelters, rest-rooms and lunch rooms with provisions for drinking water where workers can eat meals brought by them, shall be provided and maintained. These should be kept clean, lighted and ventilated and shall be maintained in cool and clean conditions.
Safety

The Act provides that every factory should follow certain safety norms such as fencing and covering of dangerous parts of machines, cleaning and lubricating dangerous machines, periodical examinations of appliances such as hoists, goggles, safety hats and gloves and prevention of fire and risks.

Holidays and Leave with Wages

The Act provides that the maximum number of hours for an adult worker is 48. The first day of the week shall be weekly holiday. Compensatory holidays will be allowed if the weekly holidays are lost. Daily working hours shall not be more than nine. The worker shall be allowed interval after every six hours of continuous work. The period of spread over shall not exceed 10½ hours a day. The leave with wages is allowed to those workers who have worked for at least 240 days in a preceding calendar year. Earned leave is allowed at the rate of one day for every 20 days of work. Earned leave that can be accumulated and carried forward to the next calendar year is not to be more than 30 days.

PAYMENT OF WAGES ACT (1936)

Wages perform several cardinal functions in an economy. They are a recompense for work as a factor of production; they provide means for allocation of human resources among skills, industries, occupations and regions. Wages also have an efficiency function to perform. Productivity linked earning tends to increase efficiency of a worker and motivates him to contribute his best in achieving organizational goals. Moreover, wages influence the structure of distribution of national income. Therefore, effective wage administration assumes a greater significance in an industrial economy.
Since, the Payment of Wages Act, 1936 was designed as a protective piece of labour legislation to protect the workers from the wickedness of the employers, its effectual enforcement and implementation must be emphasized in an industrial system where the workers have been uncompassionately and capaciousely robbed of their hard earned money in the past.

The chief **objective** of the Act is to ensure that the wages paid to employees are disbursed by the employer within the prescribed time limit and that no deduction other than those authorized by law are made by the employer. It prescribes the enforcement machinery and lays down the penalties for contravention of the provisions.

The Act applies to the whole of India and to persons employed in industry/factory/railways or to the employee of a contractor working for a railway administration. The State Governments are empowered to extend the application of the whole or part of the Act to any class of persons employed in any industrial establishment, by issuing three months' notice of their intention to do so, and then a notification in the official gazette.

**Main provisions of the Payment of Wages Act (1936)**

The brief explanation of the main provisions is as under:

Wages mean all remuneration (whether by way of salary, allowances or otherwise) expressed in terms of money or capable of being so expressed which would, if the terms of employment, expressed or implied, were fulfilled, are payable to a person employed in respect of his employment or of work done in such employment, includes:
(a) Any remuneration payable under any award or settlement between the parties or order of a court;

(b) Any remuneration to which the person employed is entitled in respect of overtime work or holidays or any leave period;

(c) Any additional remuneration payable under the terms of employment;

(d) Any sum which by reason of termination of employment of the person employed is payable under any law, contract or instrument which provides for the payment of such sum, whether with or without deduction but does not provide for the time within which the payment is to be made;

(e) Any sum to which the person employed is entitled under any scheme framed under any law for the time being in force; but does not include any bonus, the value of any house accommodation, any contribution paid by the employer to any pension or provident fund, any traveling allowance, any gratuity payable as the termination of employment.

According to Section 3, every employer shall be responsible for the payment of all wages to the person employed by him under this Act.

Section 5(1) of the Act provides that wages of every person employed in any railway, factory or industrial establishment employing less than 1000 persons shall be paid before the expiry of 7th day and on 10th day to the employee of the concern employing more than 1000 persons. This date is counted from the last day of the wage period in respect of which the wages are payable. The violation of this provision is punishable with a fine, which may extend upto Rs. 500.
Section 7(2) of the Act states that deductions from the wages of an employed person shall be made only in accordance with the provision of the Act. The authorized deductions under the Act are: fines, and deductions for absence of duty, damage/loss, amenities and services provided by the employer, recovery of advances or adjustments of over payment of wages, income-tax, housing accommodation, provident fund, deductions under order of the court, deductions for co-operative societies, and insurance scheme.

WORKMEN'S COMPENSATION ACT (1923)

The Workmen’s Compensation Act (1923) was amended several times and applies to workmen who are employed in factories, mines, plantations, transport and construction work, railway and certain hazardous occupations. The Central and State Government are empowered to extend the scope of the Act to any class of persons whose occupations are considered hazardous. Workers covered by the Employee’s State Insurance Scheme are not entitled to benefits under the Workmen’s Compensation Act.

The Act provides for the payment of compensation by employers to workmen and their dependents for personal injury caused by accidents arising out of and in the course of employment and for death or disablement as a result of contracting certain occupational diseases. The amount of compensation depends on the nature of the injury and the average monthly wages and age of the workmen. Compensation for death is payable to the dependents of workmen. The minimum and maximum rates of compensation payable for death and disablements have been fixed and is subject to revision from time to time. The Act is administered by State Government through Commissioners for Workmen’s Compensation. The Commissioners are entrusted with the settling of disputed claims, the
disposal of claims for injuries resulting in death and the revision of the periodic payments.

MATERNITY BENEFIT ACT (1961)

The Maternity Benefit Act (1961) enacted with a view to achieving uniformity in matters relating to maternity protection, applies to all factories, mines and plantations, except to those to whom the Employee’s State Insurance Act applies.

The Maternity Benefit Act provides for the payment of cash maternity benefit for certain periods before and after confinement, and grant of leave and other facilities to women employees, on conditions prescribed in the Act. The qualifying period of service shall be eighty days during a span of 12 months. The benefit is payable for a maximum period of 12 weeks revised to 6 months. Apart from the Central Maternity Benefit Act, 1961, which permits the payment of a medical bonus, some State Acts include additional benefits, such as free medical aid, maternity bonus, provision of crèches and additional rest intervals. In order to safeguard the interests of pregnant women workers, both the Central and State Acts provide that such women shall not be dismissed; nor can a woman worker be discharged during the period of maternity leave.

The administration of the Act in all the States is the responsibility of factory inspectorates. Whereas in the Coal Mines, the Coal Mines Welfare Commissioner is in charge of it, the Director General of Mines Safety is in charge of mines other than coal.
EMPLOYEES' STATE INSURANCE ACT (1948)

The Employees' State Insurance Act (1948) applies in the first instance to all non-seasonal factories run with power and employing 10 or more persons and factories run without power and employing 20 or more persons. Under the enabling provisions contained in the Act, the Act is being extended by the State governments to new classes of establishments, namely shops, hotels, restaurants, cinemas, including preview theatres, road motor transport undertakings, and newspaper establishments employing 20 or more persons.

The Employees' State Insurance Act applies only to persons whose aggregate remuneration does not exceed Rs. 6,500/- per month recently revised to Rs. 10,000/- per month. An insured person, entitled to benefits under this scheme, is not eligible to claim similar benefits under the Workmen's Compensation Act and the State Maternity Benefit Act.

The benefits provided by the Employees' State Insurance are:

- Free medical treatment (including specialized services such as cardiological and pathological services) in case of sickness and employment injury.

- Free maternity care for women employees. The maternity benefit is admissible for 12 weeks, of which not more than 6 weeks may precede the expected date of confinement.

- In the case of employment injury disabling the employee for more than seven days, a cash disablement benefit, which is roughly half the employee's wages for the duration of the disability, is allowed.
• In the case of total permanent disablement, a life pension equal to about half the employee's wages, and in the case of partial but permanent disablement, a proportion of the amount that may fall due as life pension.

• If the injury proves fatal, the half-wage benefit takes the form of a pension for the family or dependants of the deceased.

The scheme is financed out of a fund built from contributions collected from employees and employers and grants from the Central and State Governments.

The Act is administered by a Corporation in which employers, employees, the medical profession, the Central and State Governments and Parliament are represented. A Medical Benefit Council functions in an advisory capacity. A standing committee of the Corporation is responsible for general supervision, but executive responsibility at headquarters lies with the Director-General.

To secure co-operation of all levels, regional boards and local committees have been set up, on which are representatives of labour, employers, State Governments and the Corporation. In order to settle disputes speedily, the Act provides for the setting up of Employees' Insurance Courts by State Governments.

EMPLOYEES’ PROVIDENT FUND AND MISCELLANEOUS PROVISIONS ACT (1952)

While provident fund schemes were common in some government employments and with enlightened employers, the first legislative measure to cover industrial workers was the
Coal Mines Provident Fund and Bonus Schemes Act (1948). Though in the initial years the Act ran into opposition, both from employers and workers, after some time the misgivings on both sides were dispelled, and the Act got off to a good start.

Encouraged by the success of the Coal Mines Provident Fund Scheme and faced with the persistent demand made to the Central Government for the extension of similar benefits to workers employed in other industries, the Employees' Provident Fund and Miscellaneous Provisions Act was passed in 1952. (Since 1971, it is known as the Provident Fund and Family Pension Fund Act).

The Act provides insurance against old age, retirement, discharge, retrenchment or death of the workers. It is against these risks that the schemes guarantee the necessary protection to workers and their dependants. The Act and the scheme are extended to the whole of India. It applies to factories and establishments falling under any notified industry employing 20 or more persons.

To become eligible for membership of the Fund, a worker must have completed one-year's continuous service, or worked for 240 days during a period of 12 months.

The employees have to contribute at the rate 6 1/4 per cent of the basic wage, dearness allowance and retaining allowances, if any, including the cash value of food concessions given to them. The employers too, have to contribute at the same rate. Workers, if they so desire, can contribute more, subject to a maximum of 8 1/4 percent. With effect from January 1, 1963, the statutory rate of provident fund contribution has been raised to 8 1/4
per cent in respect of certain industries/classes of establishments employing 50 or more persons in a few specified industries.

A Central Board of Trustees, consisting of the representatives of the Central and State Governments, employers and workers, administers the scheme. There are a number of regional offices, each under a regional commissioner. There are also regional committees, whose function is to advise the Central Board.

**PAYMENT OF GRATUITY ACT (1972)**

The Payment of Gratuity Act, 1972 is applicable to factories, mines, oil fields, plantations, ports, railways, motor transport undertakings, companies, shops and other establishments. The Act provides for payment of gratuity at the rate of 15 days wages for each completed year of service subject to a maximum of Rs. 3,50,000. In the case of seasonal establishment, gratuity is payable at the rate of seven days' wages for each season. The Act does not affect the right of an employee to receive better terms of gratuity under any award or agreement or contract with the employer.

In case of misconduct of the employee, which involves financial loss to the management, an amount equal to the loss directly suffered by the employer by reason of such misconduct is liable to be forfeited from the gratuity due to the employee. The Act also provides for the punishment of the employer who fails to pay gratuity to an employee. Thus, gratuity has now become a statutory service condition, and its quantum has no bearing on the size of the profit of the organization or similar extraneous consideration.
EMPLOYEES' PENSION ACT (1995)

This Act was introduced for the industrial workers with effect from 16 November 1995. Under the Scheme, pension at the rate of 50 per cent pay is payable to the employees on retirement/super-annuation on completion of 33 years' contributory service. A minimum 10 years' service is required for entitlement to pension. Depending upon the salary and service of the employee at the time of death the scheme also provides for grant of family pension ranging from Rs. 450 per month Rs. 2,500 per month. In addition, children pension at the rate of 25 per cent of widow pension subject to a minimum of Rs. 115 per child is also payable up to two children.

The schemes are financed by diverting a portion of the employers' and employees' contribution to the Employees' Provident Funds with an additional contribution by the Central Government.

2.10 CONCEPT OF JOB SATISFACTION

Work is important to men and job satisfaction plays a major role in general satisfaction. High job satisfaction is a hallmark of a well-managed organization. Job dissatisfaction on the part of the employees may lead to industrial unrest (Goyal, 1995).

The subject of job satisfaction has attracted the attention of scholars for a very long time resulting into a large body of academic literature (Campbell et. al., 1976; Wright and Hemilton, 1978; Oshagbami, 1996).
Job satisfaction is derived from the Latin words ‘satis’ and ‘facere’ meaning ‘enough’ and ‘to do’ respectively. Job satisfaction denotes a process of gaining desired things at the desired level on the job (Chelliah, 1998).

Job satisfaction is very important in organizational behaviour because it was assumed that high satisfaction leads to high employee performance (Gosh, 1994). When people perform better, they will get higher rewards, which will lead to greater satisfaction. But if rewards are seen as inadequate for one’s level of performance dissatisfaction will occur.

Hoppock (1935) was the first industrial psychologist to provide the concept of job satisfaction in his classic work ‘Job Satisfaction’. He defined job satisfaction as ‘any combination of psychological, physiological and environmental circumstances, that cause a person to say – I am satisfied with the job’. He proposed the following six major components of job satisfaction: individual reactions to unpleasant situations, facility of adjusting with other individuals, standing in the socio-economic group with which one has identified, relationship between the demands of the job and the worker’s abilities, interest and training, security and loyalty. Hoppock determined that job satisfaction is a combination of psychological, physiological and environmental conditions providing satisfaction to the person with his/her job.

Researchers have defined job satisfaction as an attitude.

Job satisfaction is a general attitude, which is a result of many attitudes in three areas, namely specific job factors, individual characteristics, and group relationships outside the job (Blum, 1956).
Job satisfaction is a person's attitude towards the job. Like other attitudes, it represents a complex assemblage of cognitions, emotions and behavioural tendencies. Job satisfaction typically refers to attitudes of a single employee. It may also refer to the general level of attitudes within the group. Attitude denotes a persistent tendency of an individual to feel, believe and react in a particular way towards some object. Attitude is a process by which individuals learn as a result of experience, to orient themselves towards objectives and goals (Rajagopalrao, 2002-03).

According to Saiyadain (2002) job satisfaction is an end state of feeling, which may influence subsequent behaviour. It implies a positive emotional state, which may be totally unrelated to productivity. It is the end feeling experienced after a task is accomplished or an activity has taken place whether it is a highly individualistic effort or a collective endeavour. These tasks/activities could be very minute or large. They may be easily observable or could just be experienced. But in all cases, they satisfy a certain need. The feeling could be positive or negative depending upon whether the need is satisfied or not and could be a function of the efforts of the individual on one hand and on the other the situational opportunities available to him.

Sinha (1974) describes job satisfaction is a distributive phenomenon. In other words, job satisfaction refers to a general attitude towards work by an individual worker.

A person with a high level of job satisfaction holds very positive attitudes about the workplace and conversely, a person dissatisfied with the job embraces negative attitudes towards the job environment. The opposite of job satisfaction is 'job alienation' (Gosh, 1994).
According to Newstorm and Davis (1993) job satisfaction is a set of favourable or unfavourable feelings and emotions with which employees view their work. Job satisfaction is an affective attitude- a feeling of relative likes or dislikes.

Job Satisfaction is a person’s attitude or emotional response (either positive or negative) towards his/her place of work (McCormick and Ilgen, 1980; Beck, 1990; and Nkerewem, 1990).

The term job satisfaction is viewed as “a positive attitudes towards one’s work, which is global in nature and which results from many specific job related experiences” (Sharma and Bhaskar, 1991).

Another view on job satisfaction suggests that it is an attitude that an individual has about his job. It results from his perception of his job and the degree to which there is a good fit between the individual and the organization (Reilly III, et. al., 1991).

The term job satisfaction refers to employee’s general attitudes towards his job. To the extent that a person’s job fulfils his dominant needs and is consistent with his expectations and values, the job will be satisfying (Tripathi and Reddy, 1991).

According to Ganguli (1994) job satisfaction is an attitude that results from a balancing and summation of many specific likes and dislikes experienced in connection with the job. It is the employees’ judgement of how well the job on the whole is satisfying his various needs.
Job satisfaction represents an attitude rather than behaviour and hence is the outcome of the difference between the actual and expected receipts of rewards from a job (Manickavasagam and Sumathi, 2000).

Job satisfaction is viewed as an overall complex of attitudes that is generated by individual attitudes and factors inherent in the worker and conditions that emanate from the social environment of work (Sinha, 1958).

Paul E Spector (1997) describes job satisfaction simply as how people feel about their jobs and different aspects of their jobs. It is the extent to which people like or dislike their job. As it is generally assessed, job satisfaction is an attitudinal variable.

Arnold (1986) views job satisfaction as "the amount of overall positive affect (or feelings) that individuals have towards their job. When we say that an individual has high job satisfaction we mean that the individual generally likes and values his job highly and feels positively towards it".

Job satisfaction according to Karrir and Khurana (1996) refers to an attitude that arises from the qualities of job and job-associated conditions. This attitude may be a potent factor in cause or modification of certain kinds of behavior.

Job satisfaction can be defined as the extent of positive feelings or attitudes that individuals have towards their job. When a person says that he has high job satisfaction it means that he really likes his job, feels good about it and values his job highly (Rao et. al., 1991).
Haque (2004) describes job satisfaction as a set of favorable or unfavorable feelings and emotions with which an employee views his/her work.

In the words of Narchal (1984) ‘job satisfaction consists of those outward and inward manifestations, which gives an individual a sense of accomplishment in the performance of his work. It may be taken as a summation of employees’ feelings in the areas, which are directly or indirectly connected with the job.’

Blum and Naylor (1986) define job satisfaction as a general attitude of the workers constituted by their approach towards the wages, working conditions, control, promotion related with the job, social relations in the work, recognition of talent and some similar variables, personal characteristics and group relations, apart from the work life.

One of the aspects that can lead to dissatisfaction is one’s attitude towards one’s job (Herzberg, 1957).

According to Srivastava (2001) job satisfaction is the result of various attitudes possessed by an employee towards his job. These attitudes are related to specific factors such as wages, conditions of work, advancement opportunities, prompt settlement of grievances, fair treatment by employer and other fringe benefits.

Bullock (1952) explains job satisfaction as an attitude, which results from a balancing and summation of many specific likes and dislikes, experienced in connection with the job. Robbins (1993) too has defined job satisfaction as an employee’s general attitude towards his job.
Job satisfaction is a general attitude towards one's job and evaluation of how well the job meets the expectations (Mills, 1976).

Job satisfaction according to Afza (2005) refers to the persistent feelings a person has towards his work.

Job satisfaction is a general attitude, which is the result of many specific attitudes. The amount of satisfaction that one derives from his present job is an indicator of his job satisfaction (Joshi, 1999).

Job satisfaction reflects the attitude, which results from a balancing, and summation of many specific likes or dislikes experienced in connection with a job. The mixture of feelings, attitudes and sentiments that contribute to a general feeling of satisfaction gives rise to job satisfaction (Joseph, 2001).

According to McCormick and Ilgen (1987) the positive attitudes towards the job are conceptually equivalent to job satisfaction and negative attitudes towards the job are equivalent to job dissatisfaction.

Glimmer and Srivastava (1989) concluded that satisfaction or dissatisfaction at the job is the result of various attitudes the person holds towards the job, towards related factors and towards life in general.

However some psychologists have rejected the concept that job satisfaction depends on individual attitudes. They are of the view that job satisfaction is more a function of job
condition than of personal factor (Ahmed, 1975). Thus, job satisfaction can also be viewed from a different perspective.

The concept of job satisfaction has also been described as a reaction to the work condition/environment.

According to Hoppock (1935) job satisfaction is the expression of an employee’s evaluation of his own work life.

Job satisfaction has been defined as the effective reaction to one’s job (Aryee, 1992).

According to Metha (1978) work satisfaction refers to the employee’s perception of the working conditions, employees’ influences and autonomy, the support they get from peers and subordinates and the nature of job. These together describe what he calls work satisfaction.

It is the extent to which an employee is pleased or satisfied with the content and environment of his work (Hano, 1983).

Blum (1956), and Van de Ven and Fery (1980) described job satisfaction as an effective reaction of feelings of employees with job, supervision, co-workers, pay, and his/her current and future career progress.

In the industrial context if somebody likes or dislikes his co-workers, supervisors or reward system, it shows his job satisfaction. If his attitude to the above factors is positive,
we say he is satisfied, and if his attitude is negative, we say he is dissatisfied (Srivastava, 1974).

The term job satisfaction refers to the "employee's attitude towards his work environment. It represents a predisposition to respond in a favourable or an unfavourable way to persons or objects in one's environment" (Steers and Porter, 1979).

According to Vroom (1967) job satisfaction is the reaction of the workers against the role they play in their work.

Locke (1976) regards job satisfaction as 'a pleasurable or positive emotional state resulting from the evaluation or appraisal of one's job experience'.

Job satisfaction emphasizes the specific task environment in which an employee performs his or her duties (Mowday et al., 1982).

Chelliah (1998) perceives job satisfaction as the persistent feeling towards distressable aspects of a job situation. Job satisfaction may be global or specific. Sometimes it is referred to as an overall feeling of satisfaction, that is, satisfaction with the situation as a whole (global satisfaction). At other times it refers to a person's feeling towards specific dimensions of the work environment (fact or specific satisfaction).

In the opinion of Hano and Page (1983) job satisfaction is the extent to which an employee is pleased or satisfied with the content and environment of his work.
Job satisfaction is further explained on the basis of *job facets*.

Job satisfaction is a multifaceted phenomenon and is influenced by three groups of factors a) personal factors b) job factors and c) groups factors (Joshi, 2001).

According to Pestonjee (1973) job satisfaction can be taken as a summation of employees' feelings in four different areas. Two of these areas encompass factors directly connected with the job (intrinsic factors) and the other two include factors not directly connected with the job (extrinsic factors), which are presumed to have a bearing on job satisfaction. These four areas are nature of work, management, social relations and personal adjustment.

Job satisfaction refers to how people feel about their jobs and different aspects of their jobs (Spector, 1997).

Job attitude can be defined as an overall feeling about one's job or career or in terms of specific facets of the job or career (example compensation, autonomy, co-workers) and can be related to specific outcomes, such a productivity (Wright, 1997).

Job satisfaction according to Panda (2001) is a feeling of affiliation that a person derives from his job and the context in which he operates.

Sinha and Agarwal (1971) defined job satisfaction as a persistent effective state, which has arisen in the individual as a function of the perceived characteristics of the job in relation to his frame of reference.
Job satisfaction is not only the result of aspects related to the work 'on the job' area but also a product of 'off the job' environment (Pestonjee, 1973; Dwivedi and Pestonjee, 1975).

Job satisfaction is the positive orientation of an individual towards all aspects of the work situation (Vroom, 1996).

Work satisfaction refers to the employee’s perception of the working conditions, employee’s influence and autonomy, the support they get from peers and subordinates and the nature of the job (Patra, 1991).

In the opinion of Harrell (1964) job satisfaction is derived from and caused by many different factors, which may broadly be divided into three headings – personal factors, factors inherent in the job and factors controlled by the management.

Joseph (2001) views job satisfaction as a reflection of the overall attitude of workers towards the work, co-workers, the organization, the culture, the environment and the social group at large.

Michael Argyle (1989) describes job satisfaction as the positive rather than the negative emotions experienced at work or as a reflective, cognitive state of satisfaction with the work, the pay and other aspects of the job. Job satisfaction refers to the effective orientation on the part of the individual towards work roles they are presently occupying.
Some researchers have defined job satisfaction in terms of *perceived need satisfaction*.

Smith (1955) has defined job satisfaction as an employee’s judgment of how well his job has satisfied his various needs.

Job satisfaction is generated by an individual’s perception of how well his job on the whole is satisfying to his various needs. The need fulfillment theory lays stress on satisfaction as a function of the present level of an individual's needs, goals, rewards, expectations etc. Under certain conditions high levels of performance may lead to high levels of satisfaction (Porter and Lawler, 1968).

According to Malhotra, Shruti, and Sachdeva (2001) job satisfaction is an individual’s emotional reaction to the job. It is a person’s attitude towards the job and is a result of employee’s perception of how well his job provides those things that are viewed important.

Sinha (1974) defines job satisfaction as a “reintegation of affect produced by an individual’s perception of fulfillment of his needs in relation to his work and the situation surrounding it”. It is a distributive phenomenon. In other words, job satisfaction refers to a general attitude towards work by an individual worker.

Job satisfaction has most commonly been used to refer to a person’s conscious wants, desires or motives from his job (Dhawan, 1999).

Job satisfaction is a function of the degree of congruence between individual’s needs and the goal of the organization (Locke, 1976).
Keith Davis (1981) views job satisfaction as the degree of congruence between one's expectations of the job and the reality that the job provides.

Job satisfaction refers to the degree to which an individual's needs, expectations and desires are fulfilled by his job in an organization (Nayyar, 1994).

Job satisfaction indicates the inner fulfillment derived from being engaged in a piece of work. It is essentially related to human needs and their fulfillment through work (Venkatachalam et al., 1998).

Cormick and Tiffin (1979) have described job satisfaction as 'a function of the degree of need satisfaction desired from or experienced in the job'.

According to Chelliah (1998) those jobs, which provide the worker a chance to fulfill their interest, give satisfaction. Every individual has some needs and desires that need to be fulfilled. Any job, which fulfills these needs, provides satisfaction.

Saiyadain (2002) defines job satisfaction as the end feeling experienced after a task is accomplished or an activity has taken place whether it is highly individualistic effort or a collective endeavour. These tasks/activities could be very minute or large. They may be easily observable or could just be experienced. But in all cases, they satisfied a certain need. The feeling could be positive or negative depending upon whether need is satisfied or not and could be a function of the efforts of the individuals on one hand and on the other the situational opportunities available to him.
Sinha (1974) defines job satisfaction as a “reintegration of affect produced by an individual’s perception of fulfillment of his needs in relation to his work and the situation surrounding it”.

Brown (1962) feels that since a job is very much instrumental in the satisfaction of these needs, an individual may displace these feelings to the job.

The ways through which authority treats their employees and fulfils their needs and expectations have a profound impact on the attitudes of the employees towards their jobs, which in turn have an effect on the ability to accomplish their work (Hossain, 2000).

According to Manickavasagam and Seemathi (2000) the job calls satisfying when there is a match between the characteristics of the job and the needs of the individual.

Researchers have also explained job satisfaction or dissatisfaction in terms of whether the job fulfills or blocks people’s aspirations.

Job satisfaction or dissatisfaction is a function of perceived relationship between what one expects and obtains from one’s job and how much of importance or value he attributes to it (Mobley and Locke, 1970; Locke, 1976; and Kemelgor, 1982).

Feelings of satisfaction or dissatisfaction are complicated and varied. Working people may be satisfied with many of the conditions of their employment and still be markedly dissatisfied with other features of the job or of their working lives (Komhauster, 1944).
According to Brown (1962) job dissatisfaction occurs when conditions at work and life are such that they block the gratification of strongly desired human needs. It appears that the phenomenon is more likely to occur at higher levels. The nature of the job and the rewards (both physical and psychological) it offers are hardly adequate to gratify these needs (physical, security, social and egoistic) to a desired extent at lower occupational levels. This may lead to a feeling of deprivation since a job is very much instrumental in the satisfaction of these needs, an individual may displace these feelings to the job.

Job satisfaction is the favorableness or unfavorableness with which employees view their work (Wanous and Lawler, 1972).

Job satisfaction results when a job fulfills or facilitates the organizational attainment of individual’s values and standards, on the other hand dissatisfaction occurs when the job is seen blocking such attainment (Locke et. al., 1990).

According to Srivastava (2004) the feeling of satisfaction and dissatisfaction depends upon the gratification of various needs of the workers. Workers with passage of time come to develop a number of needs. When workers are able to perceive gratification of their various needs by the management, they will feel satisfied and in turn will develop favourable or pro-management attitude. But when workers fail to perceive gratification of various needs they remain dissatisfied and in the course of time develop unfavourable or anti-management attitudes.
Job satisfaction has also been explained on the basis of the individual's personality. Downey et. al. (1975) have reported that job satisfaction is an interactive function of individual’s personality and organizational climate.

To conclude, the concept of job satisfaction is a comprehensive one. Although job satisfaction refers to an employee’s general attitude towards his job, it is the result of various attitudes the employee holds towards the job, towards job related factors and towards life in general. Job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to feel that he is satisfied with his job. Job satisfaction is dynamic in nature. It is an attitude which results from a balancing summation of many specific likes and dislikes experienced in connection with the job. Thus job satisfaction is the attitude of an employee, resulting from a favorable relationship between his perception of how well his job can fulfill his various needs, his expectations and aspirations, and the extent to which these are actually fulfilled by the job. It expresses the amount of agreement between one’s expectations of the job and the rewards that the job provides. Job satisfaction is a part of life satisfaction.

2.11 SCHOOLS OF THOUGHT ON JOB SATISFACTION

The study of job satisfaction can be divided into various schools of thought (Bhatia 1983):

The first school – the psychological needs school - is exemplified by psychologists such as Maslow, Herzberg, Likert and others. They see motivation as the central factor in job satisfaction and they concentrate their attention on stimuli, which are believed to lead to
motivation. The needs of individuals for achievement, recognition, responsibility, status and advancement are the stimuli.

The second school devotes its attention to leadership as a factor of job satisfaction. Psychologists like Blake, Mouton, and Fiedler see the behavior of supervisors as an important influence on employee attitudes and direct their observations at leadership style and the response of subordinates.

The third school, strongly represented the Manchester Business School by Lupton, Gowler and Legge, approaches job satisfaction from quite a different angle and examines the effort-reward bargain as an important variable. This leads to a consideration of law under which the wages and salaries of particular groups are constructed and the influence of factors such as overtime pay and the state of labour market and employees' attitude.

Yet another school of thought approaches job satisfaction from an entirely different perspective and views management ideology and values as the important factors. The kind of legislation formulated by management, which is the result of management's ideology, and the employees perception of the legitimacy of this, have an influence on job satisfaction.

Behavioural scientists concentrate on the content of work and on the job design factors.

Some contributors, thinking on the subject, include the Herzberg School; seem to suggest that it is only necessary to identify the needs of the employee. The organization, for which he works, must recognize his needs and ensure that they are satisfied. As such job
satisfaction is positively related to the degree to which one’s personal needs are fulfilled in the job situation.

Thus, the various schools on job satisfaction have identified various factors influencing job satisfaction such as psychological needs, leadership, effort-reward bargain, management ideology and values, content of work, job design, and the needs of employees.

2.12 THEORIES OF JOB SATISFACTION

Some of the job satisfaction theories have been briefly described below (Furnham, 2005).

Traditional Theory

Earlier research in job satisfaction was almost exclusively predicted on the assumption that ‘if the presence of a variable in the work situation leads to satisfaction, then its absence will lead to job dissatisfaction, and vice versa’ (Ewen, et. al., 1966). This forms the basis for the traditional theory of job satisfaction. It saw the individual shifting along a single continuum in response to changes in the job, both intrinsic and extrinsic to the work role. The studies that support the traditional theory are those by Hulin and Smith (1967) and Graen (1968).

Hierarchy of Needs Theory

The need hierarchy theory of A. H. Maslow (1954) is highly significant in job satisfaction research. Maslow’s theory was based on the idea that an individual’s needs develop in a sequence from ‘lower order’ to ‘higher order’ needs. The hierarchy he proposed consisted of five plateaus, ranging from basic need to higher order needs:
- Basic physiological needs
- Safety and security needs
- Social—affection needs
- Self esteem needs
- Self-actualization needs.

Only after the lower level needs are satisfied does a person become concerned with fulfilling the higher order needs, since it is only the unmet needs that motivate him.

Two-Factor Theory

Herzberg developed one of the earliest theories relating to job satisfaction in the 1950s. Herzberg classifies job factors into two types. Job content factors (motivators) such as responsibility, recognition, the nature of work itself, are responsible for presence or absence of job satisfaction. Job context factors (hygiene factors) such as pay and working conditions are responsible for the presence or absence of job dissatisfaction.

There are four motivators in the theory: achievement, recognition, responsibility, and advancement; and five hygiene factors: monetary rewards, competent supervision, policy and administration, working conditions, and security. The implication of the theory is that satisfaction and dissatisfaction are not opposite ends of the same scale and that job satisfaction may merely be an absence of job dissatisfaction (Crow, Stephen M. and Hartman, and Sandra J. 1995).

The theory is simple and has a common sense appeal and it supports the argument that today's manager should concentrate on removing the dissatisfiers from the workplace and
concentrate on employing and developing the right people on the job (Mitchell, Terence R., Dowling, Peter J., Kabanoff, Boris V. and Larson, James R., 1988; Knowles and Michael C., 2000).

Cognitive Dissonance Theory

The cognitive dissonance theory was propounded by Leon Festinger (1957). It is based on the assumption that people strive to avoid inconsistencies in their beliefs. He proposed that dissonance between two cognitive elements would motivate an individual to do whatever is easiest to achieve a consistency between the disparate beliefs. This may entail changing one of the conflicting attitudes or may merely involve reweighing the importance of various attitudes or factors determining them. Such mechanisms are at work at our everyday decisions, but they often become very complex. John D. Handyside (1961) refers to this in his analysis of job satisfaction: ‘Job satisfaction is a dynamic process of balancing one thing against another, rather than a static process of having a particular level of all-over satisfaction’. When adjustments are difficult, frustration may result. In work satisfaction terms, this frustration could cause dissatisfaction.

Value Discrepancy Theory

Locke (1969, 1976) used the discrepancy hypothesis in his value discrepancy theory. He thought that satisfaction is more likely to result from the fulfillment of wants or desires than from the fulfillment of deprived needs. That is, what a person considers important or valuable has stronger effects on his or her satisfaction. Values can be described in terms of both their content and their intensity or strength. Content refers to what is wanted, and intensity refers to how much is wanted.
Discrepancy theorists, including Locke, predict that a discrepancy results from getting less than what one wants will lead to dissatisfaction. Consider the job factor of pay. Many of us are not paid as much as we would like, and we feel dissatisfied with this job factor. With other job factors, dissatisfaction can result either when there is not enough or there is too much of a particular factor (Rice, McFarlin, and Bennett, 1989).

Facet Theory

Lawler and Porter (1967,1968) included job satisfaction within a motivational framework. Using expectancy theory concepts, they proposed that motivation results from (a) the perceived instrumentality of an action in producing an outcome and (b) the value of the outcome (or rewards). Satisfaction was proposed to result jointly from the rewards and from perceiving these rewards as equitable or fair. In addition, because it yields rewards, performance was seen as an indirect source of satisfaction. Viewing work performance as an antecedent of satisfaction is radically different. Usually, performance is treated as a consequence of satisfaction.

Lawler's (1973) facet theory extends this line of thought into a more complete perspective on satisfaction. The primary aim of the facet model is to predict satisfaction with different aspects or facets of the job. Lawler used the discrepancy hypothesis and some of the motivation theory reasoning to do this. He proposed that the level of satisfaction with a job facet is determined by comparisons between expectations of what should be received from the job facet and perceptions of what is received.

Social Influence Theory
Social psychologists have shown that attitudes develop in a social context and are moulded by reference groups in many cases (Triandis, 1971). Salancik and Pfeffer (1977) have proposed that social influence is an important determinant of job satisfaction. They argue that people do not make many comparisons for all the different aspects of a job, as discrepancy theorists have suggested. Instead, we take a cognitive shortcut. We simply look to see how others in similar jobs appear to feel. Our perception of their job attitudes influences our own attitudes. That is, when others appear to like a job, then we like it, too.

Some laboratory research has supported the social influence theory. For example, subjects who heard others evaluate a task positively were themselves more likely to do so when they performed it later (Weiss and Shaw, 1979). Also, satisfaction with various aspects of work is affected by the individual's attachment to a highly cohesive work group (Manning and Fullerton, 1988; O'Reilly and Caldwell, 1985), and cohesive groups provide ample opportunity for social influence.

**Opponent Process Theory**

Landy (1978, 1985) observed that satisfaction with a job could change over time even though the job itself has not changed. Most of us have had the experience of no longer liking what we once loved to do. Then, oddly enough, when we are not allowed to do it anymore, we miss it.

Landy viewed job satisfaction as an emotional state that is subject to physiological influences. Emotional balance is a neutral state maintained through opponent processes that counteract the emotional response to a job. He proposed that two different opponent
operations come into play: an immediate emotional response and a later reaction after many emotional responses to the job have occurred.

The theories of job satisfaction thus outline the various factors that determine the job satisfaction of employees. These factors could vary from needs to emotions of employees that influence their job satisfaction.

2.13 FACTORS INFLUENCING JOB SATISFACTION

Many research studies have been conducted on the subject of job satisfaction in order to establish some of the causes that result in job satisfaction (Blum, 1968). These studies have revealed that certain variables are consistently correlated with job satisfaction. Some of these factors have been grouped into four identifiable, discreet categories (Poter, 1973). These include:

- Organizational factors
- Work environment factors
- Factors related to work itself
- Personal factors

Organizational factors

Some of the organizational factors as sources of job satisfaction are:

*Salaries and wages* play a significant role in determining the level of job satisfaction irrespective of the level of position that an employee holds in the organization. Studies conducted by Locke (1968) indicate that pay is primarily a determinant of job satisfaction, especially when it is perceived as fair and equitable compared to others and relative to employee’s own efforts and contributions. Pay is also a prime mover since it satisfies the first level needs of Maslow’s need-hierarchy theory. It is also considered a
symbol of achievement since higher pay reflects a higher degree of contribution towards organizational operations and welfare.

Promotional opportunities are another source of job satisfaction, especially at higher-level jobs, because a promotion indicates an employee's worth to the organization, which is highly moral boosting. A promotion also involves a positive change in higher salary, less supervision, more challenging work assignments, increased responsibility and decision-making freedom. Promotion is a higher source of job satisfaction for executives than for lower level jobs (such as secretaries) because executives' promotion brings with it far better benefits than in the case of lower level administrative jobs.

Organizational structure and organizational policies play an important role in establishing an environment which is conducive to job satisfaction. Organizational policies, usually given employee behaviour and depending upon how strict or liberal these policies are, can generate positive or negative feelings about the organization. Liberal and fair policies are usually associated with job satisfaction. Employees, who feel unduly constrained because of strict policies or feel that they are not treated fairly, would not be happy with the job.

Work environment

If the environment in which employees work is conducive to growth and progress, then employees will experience satisfaction at the work place. The factors in the work environment that influence job satisfaction include:
- **Supervisory style** contributes to job satisfaction. It has been established that where the supervisors are friendly and supportive of workers, there is job satisfaction (Stogdill, 1974). Conversely, it can also be established that satisfied employees themselves create a social environment at work where supervisors are more considerate of such employees. In any case, a close relationship between the supervisor and the worker and worker participation in decision making, about such issues that directly concern the workers are highly conducive to job satisfaction.

- **Work group** is another factor influencing job satisfaction. The group size and the quality of interpersonal relations within the group play a significant role in workers happiness. Larger group sizes usually lead to lower level of job satisfaction due to the fact that large groups lead to poor interpersonal communication, reduce feelings of togetherness and difficulty in getting to know each other more closely. Smaller groups provide greater opportunity for building mutual trust and understanding. Work group also serves as a social, moral and emotional support system for the employee. If the people in the group exhibit similar societal characteristics, such as attitudes and beliefs, they tend to be drawn closer to each other resulting in a work climate that improves job satisfaction.

- **Working conditions** to a large extent, affect job satisfaction. Good working conditions are highly desirable, because they lead to greater physical comport. People put a high premium on a clear and orderly work station and factors such as heating, air conditioning, humidity, lighting, availability of adequate tools and equipment and desirable work schedules all contributing to higher levels of
satisfaction. While such desirable working conditions are taken for granted, and may not contribute heavily towards job satisfaction, poor working conditions do become a source of job dissatisfaction, simply because they lead to physical discomfort and physical danger.

Work itself

By and large, the work itself plays a major role in determining the level of job satisfaction. The job content has two aspects. One is the job scope, which involves the amount of responsibility, work pace and the feedback provided. The higher the level of these factors, the higher the job scope and thus higher the level of satisfaction. The second aspect is variety. It has been found that a moderate amount of variety is most effective (Scott, 1966). Excessive variety produces confusion and stress, and too little variety causes monotony and fatigue, which are dissatisfiers. Additionally lack of autonomy and freedom over work methods and work place creates a sense of helplessness.

Personal factors

While the external environment within the organization and the nature of the job are important determinants of job satisfaction, personal attributes of individual employees play a very important role as to whether they are happy at the job or not. People with generally negative attitudes about life and pessimists, always complain about everything including the job. No matter how good the job is such people always find something wrong with it to complain about.
Age, seniority, and tenure have considerable influence on job satisfaction. It is expected that as people grow older, they usually come up the corporate ladder with the passage of time and move into more challenging and responsible positions. Meeting these challenges and succeeding is a high source of satisfaction. Even if they do not move up in their position, it is equally natural to assume that 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. Employees who do not move up at all with time are more likely to be dissatisfied with their jobs. Tenure assures job security, and the feeling of job security is highly satisfactory to employees. This means that they can plan for the future without fear of losing the job. Thus employees with tenure are expected to be highly satisfied with their jobs.

Equally important are the intrinsic sources of satisfaction that comes from within the person and is a function of the employees personality (such as self assurance, self esteem, maturity, decisiveness, sense of autonomy, challenges and responsibility) that are directly related to increased job satisfaction. It can be concluded that the higher the person is on Maslow’s model of hierarchical needs, the higher is the job satisfaction.

Thus job satisfaction results from the employee’s perception of what the job content and context actually provides them in the work situation. If the employee’s expectations are met in their work place then they will experience job satisfaction.

The present research will analyze these factors that contribute to the job satisfaction of employees and determine the extent to which each of these factors influence job satisfaction.
2.14 CONCLUSIONS

Labour welfare and job satisfaction are two dimensions that are important to ensure industrial peace, excellent industrial relations and progress of the nation. Labour welfare facilities provided by employers are based on diverse approaches and connected to various theories. Job satisfaction is influenced by different factors, which determine the level of satisfaction employees will experience at the work place. Job satisfaction also rests on certain theories and is influenced by different schools of thought.

The job is satisfying when there is a match between the characteristics of the job and the needs of the individual. Labour welfare facilities can bring about the fulfillment of employees' expectations and thus promote job satisfaction.

The present research is an attempt to determine the relationship between labour welfare facilities provided and job satisfaction experienced by employees in pharmaceutical companies in Goa. It will also draw a comparison of the labour welfare facilities provided and the extent of job satisfaction experienced between the Indian and multinational pharmaceutical companies in Goa.