CHAPTER – III
EXISTING MOTIVATIONAL FACTORS OF JOB SATISFACTION IN SPB LTD – AN OVERVIEW
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EXISTING MOTIVATIONAL FACTORS OF
JOB SATISFACTION IN SPB LTD — AN OVERVIEW

This chapter deals with the existing motivational factors for job satisfaction in SPB Ltd.,

3.1. TRAINING AND DEVELOPMENT PROGRAMMES IN SPB LTD.

1. Training for workmen:

Two types of training such as skill training and general training are given to the employees.

a. Skill Training

Skill training is given by SPB Ltd. on the following programmes:

a) Bearing maintenance

b) Process control instrumentation

c) Energy Management

d) Conveyor belt

e) Welding technology

f) Electrical maintenance

b. General Training

It is given on the programmes for

a) Safety
b) Productivity  
c) Communication Skill  
d) Absenteeism and its effect  
e) Supervisory Development  
f) First aid  
g) Fire fighting procedures  
h) On site emergency – chlorine and mock drill  
i) On site emergency – free mock drill  

2. Training Programme for Executives  
   1. Computer awareness for assistant managers.  
   2. Managerial effectiveness  
   3. Refresher Training on pulp and paper technology (Technical Executives)  
   4. Field and panel instrumentation for Technical Executives  
   5. Training programme for marketing Executives  

1. Safety (including house keeping and onsite emergency – chlorine – fire fighting)  

   The aim of these training programme is to cover all the employees
TABLE 3.1

STAFF PARTICIPATION IN TRAINING PROGRAMME DURING 2003-2004

<table>
<thead>
<tr>
<th>No.</th>
<th>Name of Programs</th>
<th>No. of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Computer Application</td>
<td>50</td>
</tr>
<tr>
<td>2.</td>
<td>Office Productivity</td>
<td>50</td>
</tr>
<tr>
<td>3.</td>
<td>Safety</td>
<td>40</td>
</tr>
<tr>
<td>4.</td>
<td>First Fighting</td>
<td>30</td>
</tr>
<tr>
<td>5.</td>
<td>Insight self descending</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>200</td>
</tr>
</tbody>
</table>

The above table shows that 200 employees were sent for training to the above mentioned programmes during the 2003-04.

TABLE 3.2

SENIOR EXECUTIVES IN TRAINING PROGRAMMES DURING 2003-04

<table>
<thead>
<tr>
<th>No.</th>
<th>Name of Programs</th>
<th>No. of Executives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Business Planning and Corporation Strategy</td>
<td>25</td>
</tr>
<tr>
<td>2.</td>
<td>Organisation Behaviour of Attitudes</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>
The above table shows that 50 Senior Executive Employees were sent for training for the above mentioned programmes during the year 2003-04.

TABLE 3.3

MIDDLE LEVEL EXECUTIVE PARTICIPATION IN TRAINING DURING 2003-04

<table>
<thead>
<tr>
<th>No.</th>
<th>Name of Program</th>
<th>No. of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Insight self discovery</td>
<td>40</td>
</tr>
<tr>
<td>2.</td>
<td>HRD</td>
<td>40</td>
</tr>
<tr>
<td>3.</td>
<td>Energy Conservation</td>
<td>40</td>
</tr>
<tr>
<td>4.</td>
<td>Folder Salary Technique</td>
<td>40</td>
</tr>
<tr>
<td>5.</td>
<td>Finance for Non-Executives</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>200</td>
</tr>
</tbody>
</table>

The above table shows that 200 middle level executives were sent to training facilities for the above mentioned programmes during the year 2003-04.
TABLE 3.4
JUNIOR LEVEL EXECUTIVES PARTICIPATION IN TRAINING
DURING 2003-04

<table>
<thead>
<tr>
<th>No.</th>
<th>Name of Program</th>
<th>No. of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Computer Application</td>
<td>60</td>
</tr>
<tr>
<td>2.</td>
<td>Organisational Effectiveness</td>
<td>60</td>
</tr>
<tr>
<td>3.</td>
<td>Relatives</td>
<td>40</td>
</tr>
<tr>
<td>4.</td>
<td>Company Information</td>
<td>40</td>
</tr>
<tr>
<td>5.</td>
<td>Safety</td>
<td>60</td>
</tr>
<tr>
<td>6.</td>
<td>First Aid</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>300</td>
</tr>
</tbody>
</table>

The above table shows that 300 Junior Level Executives were sent to the training facilities for the above mentioned programmes.

Thereby to create an awareness on safety, need for good house keeping and to face in case of an emergency situation arising due to fire or chlorine leak to the employees.

2. Onsite-Emergency Chlorine

To update the practical measures to be adopted by the various team members during chlorine leak.

3. Fire-Mock Drill

Fire Mock Drill Programmes will be conducted on quarrels basis to train how to use fire extinguisher and to enable the team
members to keep ready to extinguish fire accidents in case if anything occurs.

3.2. TRAINING CENTRE IN THE HRD DEPARTMENT

There is a separate and specialized training centre with a/c and safety value control. There are no. of efficient trainer in SPB Ltd. There is 10 internal trainer and 1 executive trainer for carrying training and development function in the HRD Dept. Unlike TNPL, there is no Chief Manager and no Executive Development for training.

In the training centre, there is a O/H projector, video aided, computer aided with full comfortable furniture. In that centre, at a time 75 employees are trained.

1. Internal Training for new workmen

New workmen must complete 3 years training given within the organisation and after that they are appointed to unskilled labour cadre.

Training for Executives

After complete one year training given in the organisation, they are appointed in the middle level executive post.
2. External Training

Executives and Employees are sending training ranging 1 month 3 months period to other specialised training institute i.e. National Productivity Council, Institute of Management Studies at Madras regularly.

SPB Ltd., has spent a large amount for training constantly. During the year 2000-2001, it has incurred Rs.9.75 lakhs for getting ISO 14001 which ensures good environment conditions around the factory.

3.3 PROMOTION AND CAREER DEVELOPMENT

A promotion takes place when an employee moves to a position higher than the one formerly occupied. His responsibility, status and pay also increase. Promotion means additional job responsibilities with monetary benefits from one post to a higher post.

Promotion has two system: one is merit and other is seniority.

Promotion is defined “as an upward advancement of an employee in an organisation to another job which commands better wages better status and prestige and higher opportunities and responsibility of better working environment, hours of work and facilities etc.
Purpose of promotion

1. To put the worker in a position where he will be of greater value to its company.

2. To remove a worker from his job as an alternative to avoid the embarrassment of firing.

3. To recognize an individual’s performance and reward him for his work.

4. To increase an employee’s organizational effectiveness.

5. To build up morale, loyalty and a sense of belonging on the part of the employee.

6. To promote job satisfaction among employees.

7. To provide a process of selective socialization.

8. To attract suitable and competent workers to the organisation.

9. To encourage them to succeed in the company.

Promotion Methods in SPB Ltd.

Performance appraisal is also considered for employee’s promotion. Employees efficiency is taken into account for promotion. Now-a-days, promotion is based on seniority as well as merit.
I. Promotion for workmen:

1. Promotion from unskilled to semi-skilled ‘B’ cadre (Helper): By completing 6 years service in unskilled cadre, such unskilled cadre workman is promoted to semi-skilled ‘B’ workmen cadre.

2. Promotion from semi-skilled ‘B’ to semi-skilled ‘A’ (Helper) After 6 years service in semi-skilled ‘B’ cadre, he is promoted to semi-skilled ‘A’ cadre.

3. Promotion from semi-skilled ‘A’ to skilled ‘B’ (operator). It also requires 6 years experience in semi-skilled ‘A’ cadre for his promotion to the next cadre (i.e.) Skilled B cadre.

4. Promotion from skilled ‘B’ to skilled ‘A’ cadre (operator): It also requires 6 years experience in skilled ‘B’ cadre.

5. Promotion from skilled ‘A’ to Highly skilled (senior operator): It also requires 6 years experience in skilled ‘A’ cadre.

6. Promotion from Highly skilled to selection grade (senior operator) including technical worker. It also requires 6 years service in Highly skilled cadre.
II. Promotion for staff employees:

Group ‘C’

1. Promotion from Junior Asst. to Asst:
   
   1) Promotion from Junior Asst to Asst Post: It requires 5 years service in Junior Assistant staff cadre.
   
   2) Promotion from Asst to Senior Assistant: It also requires 5 years service in ‘Asst’ staff cadre.

Group ‘B’

1. Promotion from Junior Officer to Assistant Officer: It also required 5 years service in Junior Officer Cadre.

Group ‘A’

Promotion from Assistant Officer to Officer Cadre:

It is done by completing 5 years service in Assistant Officer Cadre.

Sometimes new vacancy for officer post may also be filled up by Direct Recruitment. But Retirement vacancy is filled up immediately by promotion. Top level posts are directly recruited by the management on the basis of experience, specialized qualification etc.
3.4. INCENTIVE SCHEMES IN SPB LTD

In SPB Ltd, the time wage payment method is followed.

Bonus: Every year, Bonus is given to the employees who worked 240 days in a year. Overtime wage are given at double the rate. At an emergency, compensatory duty is allowed for employees to do some emergency work, for this usual rate is followed.

During the year 2002-03 production incentive at 9% of total yearly income of the employee was given to all employees who get Rs.3500/- or above as salary per month.

For employees whose salary is less than Rs.3500/- per month bonus was given at 9% of yearly income and 20% of such 9% as bonus.

3.5. WORKER'S PARTICIPATION IN MANAGEMENT

I. Suggestion Schemes in SPB Ltd.

There is an effective suggestion scheme in SPB Ltd. The maximum award for valuable suggestion is only Rs.500 each + merit certificate.

Suggestion Procedure: Suggestion box is placed at the time office. It is opened once in a week on Monday. Such suggestion letters are sent to the HRD department and then sent to the evaluation committee.
After evaluation of such new ideas, suggestion in terms of cost reduction, manpower reduction, such letters are sent to the concerned department to decide whether such suggestion is viable or not. If such suggestions are recommended by evaluation committee and the concerned department, they are eligible for the award.

It whatever be the merit of the suggestion, they are awarded with maximum of Rs.500 + merit certificate.

b. Various Committees in SPB Ltd:

1. Work Committees in SPB Ltd.

It is constituted to act as advisory body to the management with regard to work improvement, introduction of work changes, removal of difficulties in work performance improvement of total productivity etc. It consists of 14 members of which 7 member are nominated by the Government and other 7 member are elected by employees not above the Asst. Manager’s Cadres. Their period of the membership is 2 years.

After 2 years, again elections will be conducted for new membership.

2. Canteen maintenance committee in SPB Ltd:

It is constituted to take care of canteen improvement and the food stuffs etc. It consists of 10 members, 5 member nominated by
the management and other 5 are elected by the employees for 2 years period. The member should visit the canteen daily and supervisor them and take necessary steps for solving the problems in any aspect of canteen maintenance.

3. Safety Committee in SPB Ltd.

It is constituted to provide various safety measures to all employees in the factory. This committee is formed by nominated members of the management but not by election. This committee is essential for a factory where 1000 employees are working.

4. Shop floor council in SPB Ltd.

It is constituted by the SPB Ltd. In the production department, the shop floor council exists. It consists of managers of production department as members.

II. Trade Unions in SPB Ltd.

There are 10 trade unions. Trade union activities are not recognized in the SPB Ltd.

Grievance Redressal System in SPB Ltd.

Though a separate grievance committee is constituted for employees grievance redressal, they are not settled immediately because trade union activities are not recognized by the company,
various committees are used to solve the relevant problems in SPB Ltd. But they are not very effective.

3.6. WELFARE FACILITIES IN SPB LTD

1) Cleanliness Award

A cleanliness Award scheme has been instituted for improving the ‘House-keeping’. All the departments in the mill are broadly classified into three groups each eligible for cash awards. Each department falling into three groups are inspected periodically and on the basis of these inspections, prizes are awarded.

2) Good performance award

Gifts to all permanent employees during the year 2000 and 2001 for the good performance in record production, sales and profit.

3) Canteen

Wholesome food is provided in the canteen to its Employees as well as to Contract workers at subsidized rates. There has been no revision in the rates charged for the various eatables and beverages ever since they were fixed far back in 1963. Steam cooking facility ensures quick and clean service.
Utensils, electricity, cooking equipment, fuel and man power for preparation of food, have all been provided at company’s cost. Besides the company pays a very high subsidy on material cost. Free milk is provided to all employees in all the shifts.

4) Encouragement for Workers’ Education

Offering facilities to the Worker Teachers and also Worker Trainees encourages workers’ Education. Worker Teachers and Workers are trained under this scheme.

5) Facilities for Education

a. Free buildings and furniture for the Primary and Secondary Schools have been provided in the colony. In addition, cash grant also is given for running the schools to a strength of approximately 2000 students. The schools have classes upto 10th Standard and have both English and Tamil as media of instruction. Some of the staff members have been provided with company’s quarters. Management of the school is overseen by a committee nominated by the company.

b. Educational Loan – Financial Assistance

The management provided a scheme to extend Financial Assistance to a limited number of deserving employees to enable
their children pursue higher education in Polytechnics/Colleges. The facility is extended to two children up to a maximum of Rs.10,000/-.

6) Uniforms to Employees

Two sets of Terry Cotton uniforms are provided to all categories of employees every year.

An amount of Rs.75/- per set of uniform is also granted towards stitching charges.

7) Footwear

One pair of footwear (shoes/chappals) is provided to all employees as per plant requirements.

8) Residential Quarters

About 1150 spacious and pucca concrete residential quarters have been provided for the benefit of the employees.

A nominal monthly rent ranging from Rs.9/- to Rs.62.50 has been recovered from the salary/wages of the employees.

A shopping complex has been provided in the colony to meet the requirements of the residents.

Post Office, Bank, STD Booth, are available in the colony. An open air auditorium and vast play ground also have been provided.
A community hall is provided for use of employees at nominal rental charges for conducting their family functions. There is a safety-in the residential colony.

A centralized colony Estate Office has been established for monitoring the entire colony area under the overall supervision of an Estate Officer. He is also in charge of security operations in the colony. Round the clock security is provided. A dog kennel is also provided for colony security.

9) Recreational and Cultural Activities

Sports and Cultural activities are encouraged through Recreation Clubs, whose office bearers are nominated by the company. Interested employees are deputy for the various tournaments and Sports Meets.

A well laid out Tennis Ground and a coach have been provided in the colony.

Employees deputed by the clubs are treated to be 'on duty' and given financial assistance for covering the stay charges and food expenses. Employees are permitted to take part in most of the sport events and games at District and Zonal levels in the sports conducted by the Labour Welfare Fund for the past three years.
District level/State level tournaments for various games are organized by the clubs every year.

Cultural activities such as dramas, music performance and literary debates are conducted regularly under the auspices of the club. The nearby villages are also permitted to witness these film shows. Both indoor and outdoor games are conducted for the club members. A library is also run by the club. Free accommodation has been provided at the colony to the Local Library Authority for a library.

10) Death Relief Fund

A Death Relief Fund has been constituted. If any employee dies while in service, Rs.5/- per head is contributed by each and every employee. The company contributed equal amount and the total amount is paid to the legal heir/s of the deceased employees to provide immediate relief. In deserving cases, employment is also provided to the son or dependant of the deceased employee.

11) Retirement Relief Fund Scheme

As per the scheme, each employee contributes a sum of Rs.5/- per month to the Fund and the Company will make the balance contribution so as to make up a total sum of Rs.20000/- for payment for each employee at the time of retirement. In case of
Superannuation, Voluntary Retirement, Resignation, the eligibility criteria would be minimum of twenty five years of continuous service.

12) Incentive for Family Planning

Family Planning amongst employees is encouraged by providing incentives. Special leave of 7 days is given to an employee undergoing vasectomy operation besides a cash award of Rs.200/- per head. Alternatively the cash award of Rs.200/- to an employee on his wife undergoing tubectomy operation. Periodical family planning camps are organized for sterilization operations and Rs.5/- is paid towards transportation charges to all the employees attending such camps in addition to the incentives stated above. Expenses in connection with the camps are met by the company. Contraceptives also are distributed to its employees.

13) Memento to retiring employees and to employees/their children on the occasion of their marriage

A silver “Kuthuvilaku” is presented to all employees on the occasion of

-his marriage

-his son’s/daughter’s marriage

-his retirement from service
14) Issue of Notebook at concessional rates

Notebooks, paper and wrappers are issued to employees for their own use at concessional rates. Normally such issues are made in May every year i.e. well before the beginning of the school year. In addition, employees requiring additional supplies are also given this facility during the course of the year.

15) Conveyance Facility

Conveyance facilities are provided to employees and their children on first come first serve basis. Employees reporting for work in relay shifts are to provide conveyance and from the colony in company buses. Similarly transport facilities are provided for employees residing at Erode and at the colony, who work in the General shift. Such facilities are provided to the employees’ children for attending the schools/colleges at Erode as well the SPB School in the Thottipalayam Colony. Nominal charges are levied for the above transport facility.

Free transport is provided to go to hospital in case of emergencies.
16) Temple/Mosque/Churches

Temple/Mosque/Churches are available on the free land provided for in the residential colony.

17) Other Welfare Benefits

An Education Allowance of Rs.50/- per month is provided to all permanent employees.

An amount of Rs.40/- per month is provided as a Washing Allowance to all permanent employees.

Night Shift Allowance of Rs.10 per shift is granted to employees who attend duty in Night Shifts.

An amount of Rs.50/- is given to all permanent employees as a leave Travel Allowance for every month.

An amount of Rs.100/- (one hundred only) per month is provided to all permanent employees who have not been provided with company’s quarters/rooms.

Used machine felts are provided to the employees at a very nominal rate, for their own use.
18) Safety

A high sense of safety consciousness is inculcated amongst employees to avoid accidents and reduce time loss arising out of accidents. Safety Committee consisting of 14 nominees 7 each representing the workmen and the Management on the ways to reduce/avoid unsafe working conditions has been constituted. Besides, periodical inspections of various departments are also made by the Officers of the company to detect unsafe practices and unsafe working conditions and to suggest remedial measures.