CHAPTER V

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

1. Out of 780 respondents. 67 respondents (8.59 per cent) are under the age group of up to 30, 340 respondents (43.59 per cent) are under the age group of 31 to 40. It is found that 260 respondents (33.33 per cent) are above the age of 41 to 50. 113 Respondents (14.49 per cent) are under the age group of above 51.

2. Majority of the respondents 723 (92.69 per cent) are married and 57 respondents (7.31 per cent) are unmarried.

3. Out of 780 respondents. 320 respondents (41.02 per cent) are having education qualification of ITI, 343 respondents (43.97 per cent) are Diploma, 64 and 53 respondents’ (8.21 and 6.80 per cent) education qualification is Under Graduates and Post Graduates respectively.

4. Among the all respondents, 320 (41.03 per cent) are upto 3 members in their family, 393 respondents (50.38 per cent) live with 4 to 5 family members, in the respect of 67 respondents (8.59 per cent) are having above 5 members as the size of their family.

5. Among the 780 respondents 191(24.48 per cent) are belong to the category of foreman, 162 respondents (20.77 per cent) belongs to chief technician, 164 respondents (21.02 per cent) are senior technician, 161 of the respondents (20.65 per cent) belongs to technician an 102 respondents (13.08 per cent) are industrial workers.

6. Out of 780 respondents, 146 respondents (18.72 per cent) were having up to 10 years of experience, 334 (42.82 per cent) respondents were having 11 to 20 years of job experience, 190 (24.36 per cent) and 90 (14.10 per
cent) respondents are having 21 to 30 years and more than 30 years of experience respectively.

7. Out of 780 respondents, 153 (19.62 per cent) of the respondents earn up to Rs.20000 per month, 140 (17.94 per cent) are found with Rs.20001 to Rs.40000 as their monthly income, 320 (41.03 per cent) and 167 (21.41 per cent) respondents earn between Rs.40001 to 80000 and above Rs.80000 respectively.

8. Appointment of the employees concerned, 263 respondents (33.72 per cent) of the respondents have highly agreed, 390 (50 per cent) of the respondents have agreed, 85 (10.90 per cent) respondents have opined that neutral, 24 respondents (3.08 per cent) have opined that disagree and 18 respondents (2.30 per cent) of the respondents are highly disagreed with the perception statement on “Employees are properly employed through employment exchange.” it is inferred that only because of transparent approach by NLC regarding recruitment, majority of the respondents have agreed with this perception.

9. Also the factor appointment of employees on the basis of their qualification and skill concerned majority of the respondents 423 (54.23 per cent) have highly agreed and 320 (41.03 per cent) of the respondents have agreed and 08 respondents (1.03 per cent) opined that highly disagreed.

10. As majority of the respondents 458 (58.72 per cent) have agreed with the perception on, “The Corporation appoints employees without any likes or dislikes.” and 234 respondents (30 per cent) have highly agreed and 67 respondents (8.59 per cent) have opined as neutral, 12 and 09 respondents (1.4 per cent and 1.15 per cent) have opined that disagree and highly disagree respectively o the perception “NLC appoints employees without any likes or dislikes”.
11. The perception on training and development of NLC employees. Majority of the respondents, 245 (31.41 per cent) have highly agreed and 230 respondents (29.48 per cent) have agreed and 45 respondents (5.78 per cent) have opined highly disagreed with the perception statement on “The employees are given sufficient training by the NLC.” Also majority of the respondents 372 (47.69 per cent) have highly agreed and 264 respondents (33.85 per cent) have agreed, 88 respondents (11.28 per cent) have opined neutral and 15 respondents (1.92 per cent) have opined highly disagreed with the perception statement on “The employees are trained by efficient and skilled trainers”. Hence, it is inferred that proper training has been ensured by NLC to its employees.

12. Levels of perception for the statement “The Corporation takes responsibility for the health of the employees while at work” the majority of the respondents 436 (55.88 per cent) have opined highly agreed, 318 respondents (40.79 per cent) have agreed and 26 respondents (3.33 per cent) have opined neutral with the perception statement on, “The Corporation takes responsibility for the health of the employees while at work.”

13. Levels of perception for the statement on “Proper medical guidance and periodical medical checkup facilities are given” it is to be noticed that 54.24 per cent of the respondents have highly agreed and 37.30 per cent of the respondents have agreed and 8.46 per cent of the respondents have opined neutral with the perception on, “Proper medical guidance and periodical checkup facilities are given.”

14. Levels of perception for the statement “The work environment is safety and comfortable” the majority of the respondents 341 (43.72 per cent) have highly agreed and 254 respondents (33.55 per cent) have agreed and 17 respondents (2.30 per cent) have opined that disagree with the
perception statement on, “The work environment is safety and comfortable.”

15. Levels of perception for the statement on “The facilities like toilet, bathroom and proper purified drinking water are provided to the employees at the work place” the most of the respondents 489(62.69 per cent) have highly agreed, 268 respondents (34.36 per cent) have agreed and 23 respondents (2.95 per cent) have opined neutral with the perception on, “The facilities like toilet, bathroom and proper purified drinking water are produced to the employees at the work place.”

16. Levels of perception for the statement on “The Corporation provides weekly and monthly magazines related to their work concerned.” majority of the respondents 432(55.34 per cent) have highly agreed, 213 respondents (27.31 per cent) have agreed and 135 respondents (17.30 per cent) are neutral with the perception on, “The Corporation provides weekly and monthly magazines related to their work concerned.”

17. Levels of perception for the statement on “Affordable canteen facility is provided.” Concerned 532 of the respondents (68.20 per cent) have highly agreed, 169 (21.67 per cent) have agreed and 79 respondents (10.13 per cent) have opined neutral with the perception on “Affordable canteen facility is provided.” It is inferred that because of subsidised food, good quality and quantity available in NLC canteen, most of the respondents have positive perception regarding canteen facility.

18. Perception on salary and allowances system concerned majority of the respondents 620 (29.48 per cent) have highly agreed and 160 respondents (20.52 per cent) have agreed with the perception statement on, “Disposal of salary and other incentives are proper.”
19. The Majority of the respondents 580 (74.36 per cent) have highly agreed and 193 respondents (24.74 per cent) have agreed with the perception on, “The announced increment is properly sanctioned”. Only 07 (0.89 per cent) of the respondents are opined neutral.

20. The majority of the respondents 432 (55.39 per cent) have highly agreed and 246 respondents (31.54 per cent) have agreed with the perception on, “Extra wages for over time duty is adequate.” It is to be noticed that 102 (13.07 per cent) of the respondents are opined neutral with this perception.

21. The majority of the respondents 221 (28.33 per cent) have agreed and 152 respondents (19.48 per cent) of the respondents have highly agreed, 321 respondents (41.15 per cent) have opined neutral with the perception on “Festival advance and festival allowance are adequate.” It is significant to notice that 32 respondents (4.10 per cent) have opined with negative perception towards festival advance and allowance.

22. The perception on employees motivation. Majority of respondents 411 (52.69 per cent) have highly agreed and 287 respondents (36.79 per cent) have agreed and 47 respondents (6.02 per cent) have opined with the perception statement on “The Corporation offers rewards and awards to motivate the employees.” Only 35 respondents (4.48 per cent) are opined disagreed.

23. The factor perception on promotion and transfer of NLC employees. It is to be noticed that majority of the respondents 354(45.38 per cent) have highly agreed and 297 respondents (38.09 per cent) of the respondents have agreed with the perception statement on, “Transfer is based on genuine grounds.” Only 129 (16.53 per cent) of the respondents are opined neutral.
24. The majority of the respondents 380 (48.72 per cent) have highly agreed and 278 respondents (35.64 per cent) have agreed with the perception statement on, “Promotion of the employees are on the basis of performance of the employees”. Therefore it is clear that most of the respondents are opined positive perception. Only 122 (15.64 per cent) opined neutral.

25. Perception on safety of the employees. Majority of the respondents 431 (55.25 per cent) have highly agreed and 294 (37.70 per cent) of the respondents have agreed with the perception on, “The Corporation gives more importance to safety and security of the employees.” Few respondents, 55 (7.05 per cent) are opined neutral.

26. Out of total respondents, 459 respondents (58.84 per cent) have highly agreed and 247 respondents (31.67 per cent) of the respondents have agreed with the perception statement on, “The Corporation regularly displays the safety slogans”. Only 19 respondents (2.44 per cent) of the respondents are opined neutral.

27. The perception of employees on Job Design. Majority of the respondents 65.64 per cent have highly agreed and 23.07 per cent of the respondents have agreed with the perception statement on, “There is proper adherence to work shift and rotation”. Only 11.29 per cent of the respondents are opined neutral.

28. The majority of the respondents 490 (62.82 per cent) have highly agreed and 267 respondents (34.24 per cent) have agreed with the perception statement on, “Shift schedule is properly prepared.” Only 23 respondents (2.94 per cent) are opined neutral.

29. The majority 553 of the respondents (70.90 per cent) have highly agreed and 227 respondents (29.10 per cent) have agreed with the perception
statement on, “Sufficient time is given for rest and sleep to the employees.”

30. The perception of employees about job grievances. Majority of the respondents 122 (15.64 per cent) have agreed and 271 respondents (34.74 per cent) have opined neutral with the perception statement on, “Employees are given opportunities to address their grievances to the officials without any hesitation”. 216 respondents (27.69 per cent) are opined disagreed and 171 respondents (21.93 per cent) have highly agreed with this perception.

31. Among all the sample respondents, 225 respondents (28.85 per cent) have opined neutral and 213 respondents (27.30 per cent) have agreed with the perception statement on, “The higher officials take necessary steps to redress the grievance of the employees.” It is significant to notice that majority of the respondents 342 (43.85) opined highly disagreed with this perception.

32. The perception of employees about the employees’ union. 321 respondents (41.15 per cent) have opined neutral and majority of the respondents 459 (58.85 per cent) of the respondents have highly disagreed with the perception statement on, “Hesitation on the part of the employees to become a member in employees’ union.”

33. The majority of the respondents 383(49.10 per cent) have highly disagreed and 264 respondents (33.85 per cent) have opined that agreed with the perception statement on, “The labour unions function effectively in solving the problems of the employees.” Some of the respondents 133 (17.05 per cent) are opined neutral.

34. The majority of respondents 512(65.65 per cent) have highly disagreed and significant portion of the respondents 268 (34.35 per cent) have
disagreed with the perception statement on, “Mutual understanding prevails between the management and employees unions.”

Findings related to weighted average score of employee’s job perception

NLC Employee’s job perception has been assessed and presented in table 4.18 by using weighted average score. The perception factor disposal of salary and other incentives has been ranked as one with weighted average score of 3740 followed by increment is properly sanctioned, sufficient time given for rest, shift schedule is properly prepared and rest room, purified drinking water have been ranked as two, three, four and five with weighted average score 3697, 3673, 3587 and 3586 respectively. Affordable canteen facility, proper adherence to work shift, corporation takes responsibility for the health of the employees while at work, the corporation gives more importance to safety and security of the employees, employees are appointed on the basis of their qualification and skill have been ranked as six, seven, eight, nine, ten and eleven respectively. Extra wages for overtime duty, the corporation provides weekly and monthly magazines related to their work concern, corporation offers rewards and awards to motivate the employees, promotion of the employees on the basis of performance, Transfer is based on genuine grounds, employees are trained by efficiency and skilled trainers have been ranked as twelve, thirteen, fourteen, fifteen, sixteen and seventeen with weighted average score 3450, 3417, 3414, 3378, 3345 and 3277 respectively. The factor environment is safety and comfortable, corporation appoints employees without any likes or dislikes, employees are properly employed through the employment exchange, the corporation give sufficient training have been ranked as eighteen, nineteen, twenty and twenty one with weighted average score of 3259, 3236, 3196 and 2908 respectively. Festival advance and allowance, employees are given opportunities to address their grievances, the higher officials take necessary
steps to redress the grievances of the employees have been ranked as twenty two, twenty three and twenty four with score of 2747, 1904 and 1443 respectively. The factors the union function effectively in solving the problems of the employees, hesitation on the part of the employees to become a member in the employee’s union and mutual understanding prevails between the management and unions have been ranked as twenty five, twenty six and twenty seven with weighted average score of 1310, 1101 and 1048 respectively.

**Findings relate to Bartlett’s test**

The Kaiser-Meyer-Olkin (KMO) measure of sampling and Bartlett’s test for the employees’ job perception. Reliability is to be established to indicate the extent to which the different factors that determine the job perception of employees are consistent with one another and the extent to which each measure is free from measurement error. KMO measure of sampling adequacy is 0.911, which is above the standard norm of 0.5. It indicates that there were enough items to predict each factors. The chi square value of Bartlett’s test of sphericity is 8237.4111, which is statistically significant at one per cent level. It proves that the items are highly correlated and enough to provide a reasonable basis for factor analysis.

**Findings of Total Variance**

The total variances about the factors that determine the job perception of employees. Initial eigen values ranged from 12.275 to 0.669. It is common criterion to form a factor, when eigen values were more than one. Out of 27 items, five factors were found to be with eigen values of more than 1. Hence these five components were selected as the factors to be considered for factor loading. These five factors capture 77.869 per cent variance among the 27 items as indicated by the cumulative variance percentage. The 27 factors were
categorized as (i) safety security grievance and trade union, (ii) recruitment, selection, training and promotion, (iii) Salary and advances allowances, (iv) Job design and (v) welfare of the employees.

Findings of Factor Analysis with regard to perception of the employee’s

(1) The result of factor analysis for the factors that determine the job perception of employees. 27 factors originally identified to determine the job perception of employees have been regrouped and reduced into five factors. The Corporation provides proper education, safety training and safety instruments (0.799), The Corporation safety slogans on the notice board regularly displays (0.752), The Corporation gives more importance to safety and security of the employees (0.717), The higher officials take necessary steps to redress the grievances of the employees (0.708) and The Labour Unions function effectively in solving the problems of the employees (0.656) are highly correlated with factor 1. “Safety security grievance and trade union” is the label given to factor 1.

2. The Corporation provides proper education, safety training and safety instruments, the Corporation safety slogans on the notice board regularly displays, the Corporation gives more importance to safety and security of the employees and the higher officials take necessary steps to redress the grievances of the employees has a high impact on job perception of employee.

3. The employees are appointed only on the basis to their qualification, skill, knowledge and experience (0.821), The employees are properly employed through the Employment Exchange (0.754), Promotion of the employees is on the basis of performance of the employees (0.694), The employees are trained by efficient and skilled trainers (0.693), The Corporation appoints employees without any likes or dislikes (0.671) and The training
is given for economic diesel consumption of diesel to the employees (0.667) are highly correlated. The factor 2 is labeled as “Recruitment, selection, training and promotion”. With regard to this factor, the employees are appointed only on the basis to their qualification, skill, knowledge and experience and the employees are properly employed through the Employment Exchange has a much impact while there is no hesitation to become a union number and transfer is based on genuine grounds has low impact.

4. Festival Advance and festival allowance are adequate (0.753), The announced increment is properly sanctioned (0.659), The corporation offers rewards and awards to motivate the employees (0.642), Extra wages for overtime duty is adequate (0.604), disposal of salary and other incentives are proper (0.577) and Festival Advance and festival allowance are adequate (0.509) comes under factor 3 and it is labeled as “Salary, Advances and Allowances”. Among the factors Festival Advance and Festival Allowance are adequate, The announced increment is properly sanctioned, The corporation offers rewards and awards to motivate the employees also have a significant impact over the perception of the employees.

5. There is proper adherence to work shift and rotation is properly prepared are grouped under factor 4 and it labeled as “Job Design”. These factors have a considerable impact on the perception of the employees.

6. Under the categories of welfare of the employees, corporation provides weekly and monthly magazines related to their work concerned, Care on employees health, the facilities like toilet and bathroom, purified drinking water, hygienic rest room and adequate canteen facility are grouped with loading factor value 0.688,0.569,0.539,0.534 and 0.525.

**FINDINGS RELATE TO JOB SATISFACTION OF NLC EMPLOYEES**
The levels of job satisfaction of NLC employees with regard to existence needs. The factors influencing existence needs with regard to job satisfaction includes method of employee selection and appointment, quantum of salary, incentives, increment, safety measures taken, time duration given for rest and sleep, quantum of festival advance and allowance, quantum of overtime allowance and maintenance of buses and method of repairing.

Findings related to Basis of Existence Needs

(1) Levels of Job Satisfaction towards “Method of Employee Selection and Appointment” majority of the respondents 365 (46.79 per cent) are highly satisfied, 316 respondents (40.51 per cent) have opined satisfied with the method of employee selection and appointment. Also it is noticed that 56 respondents (7.18 per cent) have stated their views as neutral and 43 respondents (5.52 per cent) are dissatisfied with regard to method of employee selection and appointment.

(2) Levels of Job Satisfaction with regard to “Quantum of Salary” majority of the respondents 437 (56.02 per cent) have opined highly satisfied and 231 respondents (29.62 per cent) have opined satisfied and 112 respondents(14.36 per cent) have stated that neutral with regard to the quantum of salary.

(3) Levels of Job Satisfaction with regard to “Incentives” it is revealed that majority of the respondents 389( 49.87 per cent) have satisfied, 323 respondents (41.41 per cent) have stated that highly satisfied and 68 respondents (8.72 per cent) have opined that neutral with regard to incentive system adopted by NLC.

(4) Levels of Job Satisfaction towards “Increment”, it is clear that the majority of the respondents 396(50.77 per cent) have opined satisfied, 214 respondents (27.44 per cent) have highly satisfied and 170 respondents
(21.79 per cent) have stated their opinion neutral with the increment system.

(5) Levels of Job Satisfaction towards “Safety Measures" it is clear that 426 respondents (54.62 per cent) have opined highly satisfied, 287 respondents (36.79 per cent) have stated that satisfied and 67 respondents (8.59 per cent) have opined neutral with the safety measures taken by NLC.

(6) Levels of Job Satisfaction towards “Time Duration Given for Rest and Sleep”, it is clear that majority of the respondents 431 (55.26 per cent) are satisfied, 260 respondents (33.33 per cent) have opined that highly satisfied and 89 (11.41 per cent) of respondents are neutral with the time duration given for rest and sleep.

(7) Levels of Job Satisfaction towards “Quantum of Festival Advance and Allowance” it is clear that majority of the respondents 496 (63.58 per cent) are satisfied, 157 respondents (20.14 per cent) are highly satisfied with the quantum of festival advance and allowance given by NLC. However 127 respondents (16.28 per cent) have opined neutral with the quantum of festival advance and allowance.

(8) Levels of Job Satisfaction towards “Quantum of Overtime Allowance”, it is revealed that majority of the respondents 403(51.69 per cent) are satisfied and 310 respondents (39.74 per cent) have opined highly satisfied with the quantum of over time allowance given by NLC. Hence 67 respondents (8.59 per cent) have stated their opinion neutral.
Findings related to Basis of Relatedness Needs

The levels of job satisfaction of NLC employees with regard to relatedness needs. The factors influencing relatedness needs with regard to job satisfaction includes work environment and welfare measures, method of work shift, leave facility and relationship with higher officials.

9) Levels of Job Satisfaction towards “Work Environment and Welfare Measures” it is clear that 392 respondents (50.26 per cent) have opined highly satisfied, 297 respondents (38.08 per cent) have opined satisfied towards work environment and welfare measures. It is to be noted that considerable portion of the respondents that is 91 respondents (11.67 per cent) are neutral. Majority of the respondents have opined positive satisfactory attitude towards work environment and welfare measures.

10) Levels of Job Satisfaction towards “Method of Work Shift” it is clear that majority of the respondents 389 (49.87 per cent) and 287 (36.79 per cent) of the respondents are highly satisfied and satisfied respectively with the method of work shift. It is to be noted that considerable portion of the respondents 104 (13.34 per cent) are neutral.

11) Levels of Job Satisfaction towards “Leave Facility”, it is clear that majority of the respondents 405 (51.92 per cent) have opined highly satisfied, 308 respondents (39.49 per cent) of the respondents are satisfied and 67 respondents (8.59 per cent) are neutral with regard to leave facility.

12) Levels of Job Satisfaction towards the “Relationship with Higher Officials”, it is clear that 408 respondents (52.30 per cent) have opined satisfied, 213 respondents (27.31 per cent) have opined highly satisfied and 43 respondents (5.52 per cent) have state neutral with regard to the relationship with the higher officials. It is to be noted that only very few
of the respondents 89 (11.41 per cent) and 27 (3.46 per cent) have opined dissatisfied and highly dissatisfied respectively towards the relationship with higher officials.

**Findings related to the Basis of Growth Needs**

The levels of job satisfaction of NLC employees with regard to growth needs. The factor influencing growth needs includes the factor such as promotion and transfer, method of training, method of motivation and social status

13) Levels of job Satisfaction towards “Promotion and Transfer”, majority of the respondents 289 (37.05 per cent) have opined dissatisfied, 167 respondents (21.42 per cent) have opined satisfied, 157 respondents (20.12 per cent) have opined neutral and 112 respondents (14.36 per cent) are highly satisfied respectively with regard to promotion and transfer. It is also to be noticed that only some of respondents 55 (7.05 per cent) have opined highly dissatisfied towards the factor promotion and transfer.

Levels of Job

14) Satisfaction towards “Method of Training”, it is revealed that majority of respondents 345 (44.23 per cent) have opined satisfied, 297 respondents (38.08 per cent) have opined highly satisfied and 67 respondents (8.59 per cent) have opined neutral towards the method of training. It is to be noticed that 55 respondents (7.05 per cent) and 16 respondents (2.05 per cent) are dissatisfied and highly dissatisfied respectively towards the method of training.

15) Levels of Job Satisfaction towards “Method of Motivation”, it is revealed that majority of the respondents 245 respondents (31.42 per cent) have opined neutral, 197 respondents (25.25 per cent) have opined satisfied and 145 respondents (18.59 per cent) are highly satisfied
respectively towards the method of motivation. It is to be noticed that 156 respondents (20 per cent) and 37 respondents (4.74 per cent) have opined dissatisfied and highly dissatisfied respectively towards the method of motivation.

16) Levels of Job Satisfaction towards “Social Status”, it is revealed that majority of the respondents 454 (58.21 per cent) have opined highly satisfied, 239 respondents (30.64 per cent) have opined satisfied and 87 respondents (11.15 per cent) have stated neutral respectively towards the social status.

Findings of Weighted Average Score of NLC Employee’s Job Satisfaction.

NLC employee’s job satisfaction has been measured with the help of weighted average score and it has been presented in table 4.39. The factor social status has been ranked as one with the weighted average score 3487 followed by safety measures taken has been ranked as two with weighted average score 3479. The factor leave facility has been ranked as third with weighted average score 3458 and quantum of salary has been ranked as four. Work environment and welfare measures, incentives, over time allowances have been ranked as five, six and seven with weighted average score 3421, 3375 and 3373 respectively Method of employees selection and appointment, Method of work shift, Time duration given for rest and method of training have been ranked as Eight, nine, ten and eleven respectively with score of 3343, 3303, 3291 and 3192 respectively. Increment, festival advance and allowance, relationship with higher official, method of motivation and promotion and transfer have been ranked twelfth, thirteen, fourteen, fifteen and sixteen with score of 3164, 3150, 3031, 2597 and 2332 respectively.
Findings relate to Factor Analysis of Employees Job Satisfaction

The result of Kaiser-Meyer-Olkin (KMO) measure of sampling and Bartlett’s test for the employees’ job satisfaction. Reliability had to be established to indicate the extent to which the different factors that determine the job satisfaction of employees are consistent with one another and the extent to which each measure was free from measurement error. KMO measure of sampling adequacy was 0.923, which was above the standard norm of 0.5. It indicated that there were enough items to predict each factors. The chi square value of Bartlett’s test of sphericity was 5048.596, which was statistically significant at one per cent level. It proved that the items were highly correlated and enough to provide a reasonable basis for factor analysis.

Findings of Total Variance

The total variances about the factors that determine the job satisfaction of employees. Initial eigen values ranged from 8.857 to 0.172. It is common criterion to form a factor, when eigen values were more than 1. Out of 15 items, three factors were found to be with eigen values of more than 1. Hence these three components were selected as the factors to be considered for factor loading. These three factors capture 70.416 per cent variance among the 15 items as indicated by the cumulative variance percentage. The 15 factors were categorized as growth needs related needs and existence needs and the 15 components were grouped into these three aspects.

Findings of job satisfaction related to Factor Analysis.

The result of factor analysis for the factors that determine the employees’ job satisfaction. 15 factors affecting the job satisfaction of the employees which had been identified and analysed earlier was narrowed down to three set of
common factors namely growth needs, related needs and existence needs. The methods adopted for Training (0.862), Method of the employees’ motivation (0.815), Promotion and method of transfer (0.742) and Being an employee of Corporation it gives me the Social status (0.591) were found highly correlated. “Growth Needs” is the label given to the set of components under factor 1.

It shows that the methods adopted for Training and Method of the employees’ motivation correlated with satisfaction and it affects the job satisfaction of the employees significantly. Promotion and method of transfer were also closely associated with and these factors had a considerable impact over job satisfaction. The chance of impact from being an employee of Corporation it gives me the Social status is very low and for this factor, loading value recorded was low at 0.591.

Under factor 2, the prevailing work environment and welfare of employees in the corporation (0.823) and the method of Employees selection and appointment (0.804) are highly correlated. Method of safety measures (0.779), The time duration given for rest and sleep (0.762), Method of Additional allowances for over time (0.756), The level and quantum of salary (0.681), Quantum of Festival advance and festival allowance (0.680), Incentives along with the salary (0.675), Method of increment (0.641) are brought under factor 3 and labeled as “Existence Needs”. Method of safety measures, the time duration given for rest and sleep and method of additional allowances for over time has much impact on job satisfaction than the level and quantum of salary, Quantum of Festival advance and festival allowance, Incentives along with the salary and Method of increment.
Findings of Correlation between Employees’ Job Perception and Satisfaction

To correlate job perception and satisfaction the factors influencing job perception and satisfaction have been grouped on the basis of Clayton Alderfer’s ERG Theory. Variables such as selection and recruitment, salary, allowances and employees’ safety measures have been grouped under Existence needs. Variables such as employees’ welfare activities, job design and grievance redressal system are grouped under relatedness needs. Variables such as training and development, motivation and promotion and transfer have been grouped under growth needs. The factors related with job perception significantly correlated with satisfaction at the P value in between -1 to 1.

SUGGESTIONS

(1) Creating job satisfaction begins by first providing a positive work environment. The NLC Ltd., has to find what motivate and turns employees. This is the most important factor in job satisfaction process. A motivation work environment requires going over and beyond the call of duty and providing for the needs of the worker.

(2) Employee’s participation in decision making with respect to job related matters is not an uncommon phenomenon all over the world. Today this thought serves moderately the purpose of motivation and job enrichment, and partly promoting greater democracy in the organization. A common myth is that people are basically good, and they need to be managed with right mechanisms, better work environment, and job enrichment for better results.

(3) Training program should be conducted for employees periodically and ensure that all of them attend the training program. The organization must ensure that proper training is imparted before each promotion. Eminent
trainers from the corporate world have to be brought in order to enhance the quality of training. It is necessary to ensure that trainers who are called for sessions are experts and have sound knowledge in the subject.

(4) The NLC must take steps to handle every grievance within the conceptual time limits. The corporation must much more concentrate to maintain good industrial relationship with the employees; it will help to reduce the grievances of the employees.

(5) The corporation has to improve the hygienic condition in the canteen and also to increase the nutrition food to the employees.

(6) The employees are stated that there exists quality of first aid has to enhanced in the critical places of the mines. It is also suggested that considerable attention should be given for first aid appliances with quality of drugs and necessary medicines.

(7) Superior-subordinate communication is also an important influence on job satisfaction in organizations. Communication behaviour such as facial expression, eye contact, vocal expressions, body movement and language and so on are crucial to superior-subordinate relationship. These nonverbal communication from the superior helps to increase interpersonal involvement with their subordinates impacting job satisfaction.

(8) Appointing more employees may reduce the work burden and providing reasonable allowances and incentives may attract their involvement at work.

(9) The productivity related factors like training, shift system, job rotation and job enrichment should be improved. Proper attention should be given for the newly recruited employees to provide adequate training and skill development which will enhance NLC Limited
10) There are many reasons training and development makes sense. Well trained employees are more capable and willing to assume more control over their jobs. They need less supervision, which free management for other tasks.

11) Continuous evaluation and never ending improvement is the final step of the PRIDE system. Evaluation is a nonstop activity that includes a specific cycle of steps. The primary purpose of evaluation is to measure progress and determine what needs improving. Continuous evaluation includes the measurement of attitudes, morale and motivation of the workforce. It includes the identification of problem areas needing improvement and the design and implementation of an improvement plan.

12) Wellbeing is often synonymous of a healthy mind. Psychology is therefore an important element to understand for effective human resource management. Simple proofs of recognition, such as a smile in the morning, a compliment or just providing an attentive ear, are mindful touches which can have a great impact. Financial security brings the peace of mind needed to focus employee’s minds on other things than paying the bills.

13) Counseling for employees is playing a significant role in job satisfaction. Counseling is nothing more than motivation. There could be circumstances where the employees would feel dejected or frustrated. Such employees will show less interest towards their work or make errors or would be having more absenteeism. So by proper counseling help the employees to come out from their worries.

14) Employees needs to be given due respect. Being courteous makes a significant impact on the morale. The companies who treat their employees well are found to have better productivity.
Conclusion

Job satisfaction is one of the most complex areas facing all organisations when it comes to managing their employees. There is a considerable impact of the employee’s perceptions for the nature of work and the level of job satisfaction. Employees’ job satisfaction can reduce turnover of employees when there is high job satisfaction, vice versa. Key elements of job satisfaction are work-life balance, job security, salary, challenging work, reward and recognition and company success. Hence, the NLC Ltd. needs to take a consideration about job satisfaction of the employees in the workplace in order to reduce absenteeism and gain the organization goals.

Scope for Further Research

(1) A comparative study on job satisfaction of NLC employees with other public sector undertakings in Tamilnadu

(2) A study on quality of work life and work performance in Neyveli Lignite Corporation Limited

(3) A comparative study on job satisfaction among the different cadres of employees of Neyveli Lignite Corporation Limited.

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