

**CONTRIBUTION OF ORGANIZATIONAL FACTORS
IN WORKERS' JOB SATISFACTION
WITH SPECIAL REFERENCE TO MEDIUM AND LARGE
SCALE INDUSTRIES IN PIMPRI-CHINCHWAD**

A THESIS SUBMITTED
TO
TILAK MAHARASHTRA VIDYAPEETH, PUNE

FOR THE DEGREE OF
VIDYAVACHASPATI (PH. D.)
(DOCTOR OF PHILOSOPHY) IN MANAGEMENT

UNDER THE FACULTY OF MANAGEMENT
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CERTIFICATE

This is to certify that the thesis entitled “***CONTRIBUTION OF ORGANIZATIONAL FACTORS IN WORKERS’ JOB SATISFACTION WITH SPECIAL REFERENCE TO MEDIUM AND LARGE SCALE INDUSTRIES IN PIMPRI-CHINCHWAD***” which is being submitted herewith for the award of the Degree of Doctor of Philosophy (Ph.D.) in ***Management***, of Tilak Maharashtra University, Pune is the result of original research work completed by ***Shri. Prasad Suresh Bhanage*** under my supervision and guidance. To the best of my knowledge and belief the work incorporated in this thesis has not formed the basis for the award of any degree or similar title of this or any other University or examining body upon him.

DR. K. V. BACHUTE

Research Guide

Place:

Date:

DECLARATION

I hereby declare that the thesis entitled “***CONTRIBUTION OF ORGANIZATIONAL FACTORS IN WORKERS’ JOB SATISFACTION WITH SPECIAL REFERENCE TO MEDIUM AND LARGE SCALE INDUSTRIES IN PIMPRI-CHINCHWAD***” completed and written by me has not previously formed the basis for the award of any Degree or other similar title upon me of this or any other University or examining body.

PRASAD BHANAGE

Research Student

Place:

Date:

ACKNOWLEDGEMENTS

Looking back on my Doctoral studies, I would like to thank my family, professors and colleagues without their support and encouragement this thesis would not have been possible.

Dr. K.V.Bachute, my guide/advisor—who has shared his knowledge and experience with me. You have been a true inspiration to me to keep going and stop at nothing less than the best. I thank him for his constant encouragement and support, help and advice throughout the writing of my thesis.

Dr.P.C.Kalkar, (Director) and **Dr.R.G.Pawar (Director MCA)** of **Sinhgad Institute of Business Administration and Computer Application, Lonavala**, have consistently supported me with all kind of cooperation and guidance. So I must thank both of them very much for the great help in completing my work within the earliest possible time.

To my family members —I am thankful to them for the constant questions and persistence that pushed me to work harder and become the person I am today. Thank you for instilling in me an appreciation for education and instilling its value in me. Most of all, thank them for letting me know that when I put my mind to it, there's nothing I cannot achieve.

And finally, most of all thank to all friends for always being there to support and encouragement directly or indirectly.

PRASAD BHANAGE

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ABSTRACT

CONTRIBUTION OF ORGANIZATIONAL FACTORS IN WORKERS' JOB SATISFACTION WITH SPECIAL REFERENCE TO MEDIUM AND LARGE SCALE INDUSTRIES IN PIMPRI-CHINCHWAD

1. Introduction: The researcher wants to bring it to the notice that the importance organizational factors of workers' Job Satisfaction, is already proved in the previous researches. The literature in support of that has been studied and included in the thesis. The main intention is to arrive at the appropriate percent contribution of these organizational determinants of job satisfaction. This will help solving many of the HR problems connected with lower productivity due to lower level of job satisfaction among the workers.

2. Rationale and significance of the study:

Job satisfaction is widely discussed concept in Human Resource Management, which possesses high degree of significance in productivity, labor turnover, and longer sustainability of any business organization.

Satisfied labor force becomes the strength of any industry. The focus in this study is mainly on the contribution of organizational factors in the process of job satisfaction. The workers' job satisfaction depends upon internal organizational factors as well as external factors. It is necessary to know the impact of the internal organizational factors on attainment of job satisfaction as they are controlled by organization.

3. Approach to the problem:

There is a need to have a scientific approach while treating the workers in this context. Employers must develop a system to concentrate on each factor while making policy. This study will help to bring about the improvement in each of the areas of human resource management and to establish the most accurate

cause and effect relationship between ‘organizational factors’ and ‘job satisfaction’.

4. Theoretical Framework: This point consists of mainly the explanation about organizational factors, external factors as well as meaning and definitions of job satisfaction.

I) Organizational Factors:

i) Monetary

- a. Pay and Perks:
- b. Promotion and Benefits:

ii) Non-Monetary

- a. Nature and Conditions of work:
- b. Job Security:
- c. Relations with Superiors:
- d. Relations with Co-workers:

II) External factors:

- i. **Personal:** Family issues
- ii. **Social:** Religious issues
- iii. **Environmental factors:** Pollution

In case of above external factors the internal management has very less control. Therefore the study of internal organizational factors influencing workers’ job satisfaction is undertaken.

a. Small Scale Industries: The industries where the numbers of employees employed are from 1 to 99 are Small Scale Industries.

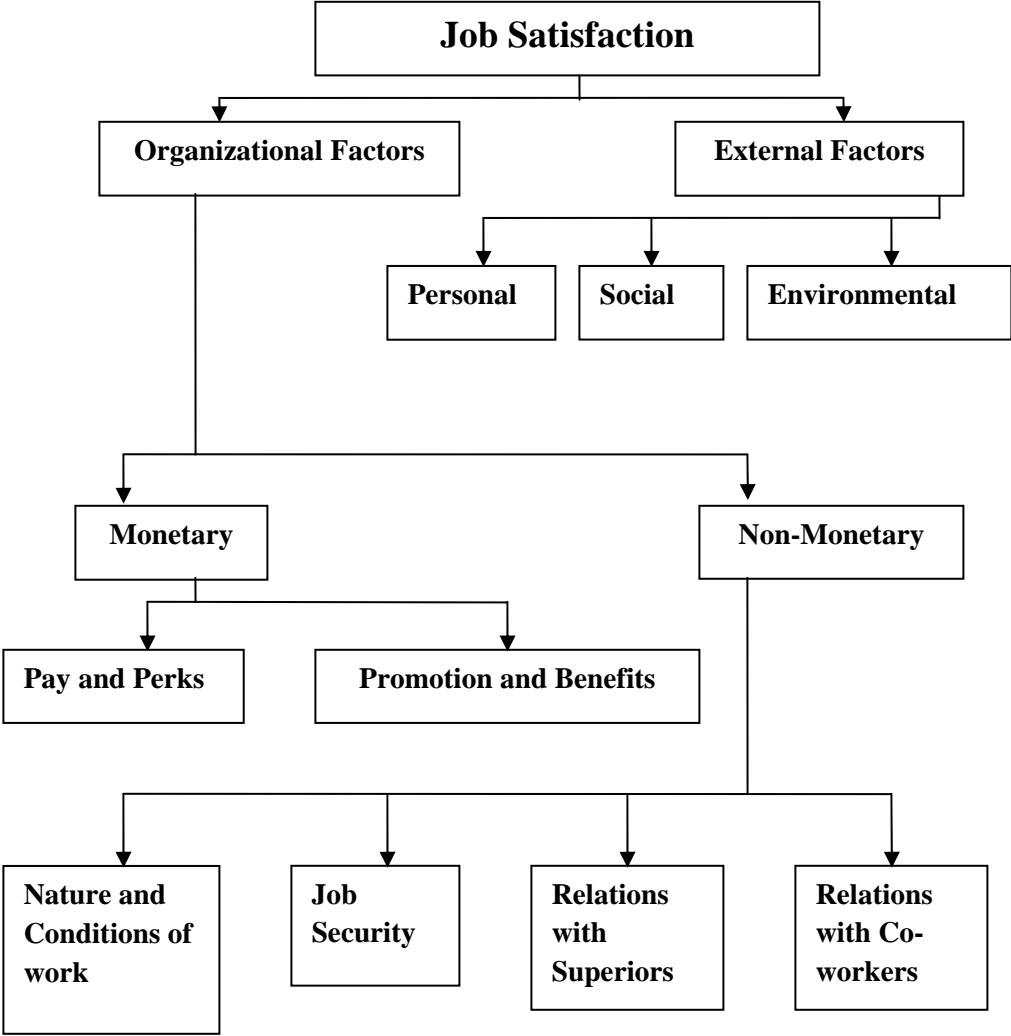
b. Medium Scale Industries: The industries where the numbers of employees employed are from 100 to 499 are Medium Scale Industries.

c. Large Scale Industries: The industries where the numbers of employees employed are from 500 and above are Large Scale Industries.

Following are the main factors, which affect on the level of job satisfaction of workers:

Chart 1

Factors Influencing Workers' Job Satisfaction:



III) Definition of Job Satisfaction:

1. **Williams, J., 2004**, “Job satisfaction is simply how people feel about their jobs on different aspect of their jobs.” – Specter (1997)²
2. **Locke, 1976**, “Job satisfaction is a pleasurable on positive emotional state resulting from the appraisal of one’s job or job experiences”.³
3. **Cranny, Smith & Stone, 1992**, “Job satisfaction is feelings effective response to face the situation.”⁴
4. **R.D. Agarwal,1983**, “Job satisfaction was an important element in managerial effectiveness.” – Parker and Kleemeirt 1951⁵
5. **Andrew J.,1990**, “Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely you will experience high-satisfaction, of you dislike your job intensely, you will experience job-dissatisfaction.”- Andrew J. Dubrin.⁶
6. **Weiss, 2002**, has argued that “job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors”.

Note: It is necessary to clarify here that, for the purpose of this study, the term ‘job satisfaction’ is the ‘job satisfaction based only on the organizational factors’ throughout this research.

5. Reason for Choice of the Topic:

The researcher strongly believes that most of the problems in any business organization are arising due to mismanagement. The current scenario in the global business world has a lot of problems which are mainly associated with HR management. The satisfied Human Resource will certainly lead organizations, societies, countries and finally the world to the vertex of the pyramid of success. The researcher wants to contribute significantly towards

the attainment of higher level of job satisfaction among the workers which may lead to the well being of mankind. Higher productivity, professionalism, global village concept, organizational commitment, virtual organization concept and many other modern notions will be the milestones in the path of this success. Thus the researcher has undertaken this project.

i. Title of the Thesis:

The title of the Thesis is, “**CONTRIBUTION OF ORGANIZATIONAL FACTORS IN WORKERS’ JOB SATISFACTION WITH SPECIAL REFERENCE TO MEDIUM AND LARGE SCALE INDUSTRIES IN PIMPRI-CHINCHWAD**”

7. Objectives of the Study:

- 1 To study the organizational factors of job satisfaction and their contribution in workers’ job satisfaction.
- 2 To measure the percent contribution of organizational factors in the job satisfaction of workers in Pimpri-Chinchwad industrial area.
- 3 To suggest how percent contribution of organizational factors in the workers job satisfaction and their interdependence would be useful in calculating the level of workers’ job satisfaction and for the future research.
- 4 To provide scientific suggestions and recommendations in problem areas through the improvement in the level of job satisfaction.

8. Hypotheses of the Study:

Hypothesis 1: The contribution of job security in workers' job satisfaction is the most significant as compared to other factors since this factor provides higher level of job satisfaction for longer period.

Hypothesis 2: There is no significant difference between shares of job satisfaction components of Medium and Large scale industries.

Hypothesis 3: The organizational factors of job satisfaction are inter-related and inter-dependent for measuring workers' job satisfaction.

9. Research Design and Methodology:

i) The Universe:

This study is undertaken to find out the contribution of organizational factors in workers' job satisfaction in Pimpri-Chinchwad area. By the end of 2007 the total number of industries in this area are 6195 consisting of 54(large), 621(medium), 5520(small) industries.

The level of professionalism, level of education of workers, proper organizational structure etc. are better available in medium and large-scale organizations in comparison with small-scale organizations. Due to these reasons, the impact of professional HRM functions is better available in medium and large-scale organizations. Therefore, Small Scale Industries are not taken in to consideration for this research.

ii) Selection of the Sample:

Sr.No.	Industry	No.of Industries surveyed	Total No.of Respondents Actual
1	Industry with workers from 100 to 500 Nos	10	245
2	Industry with workers more than 500 Nos	04	153
Total		14	398

iii) Reference Period:

The primary and secondary data as on 31-10-2010 was taken in to account. However the information about the business development of the companies has been taken for almost last five years 2005-2010.

iv) Techniques of the Analysis:

The data collected in the form of questionnaire answered by the respondents from selected industries. The information collected was processed and tabulated suitably by highlighting all the parameters. The theoretical information was converted in numbers by ranking the Likert scales. While analyzing the data and testing of hypotheses statistical tools like mean, standard deviation, correlation, regression, test statistics were used with the help of M.S.Excel, and SPSS. For the presentation of the data, tables, charts, bar diagrams are used.

v) **Parameters:** Following are the determinants of job satisfaction which are taken as parameters for the purpose of this research project:

1. Pay and Perks:

2. Promotion and Benefits:
3. Nature and Conditions of work:
4. Job Security:
5. Relations with Superiors:
6. Relations with Co-workers:

vi) Tools Used for Collection of Data:

The Primary and Secondary data was collected for the purpose of this study from different sources as under:

- **Primary Data:** Primary data has been collected by conducting survey in the selected industries in Pimpri-Chinchwad industrial area. The primary instrument of data collection for this study was a questionnaire. The questions are pertaining to these parameters mentioned above. The questionnaire contains 30 questions in all about the parameters for getting information from the respondents. The total 30 questions are divided in six parameters. Every parameter has five questions in the form of Likert Scale. (Five rating scale from 1 to 5 starting from Strongly Disagree to Strongly Agree at the end).
- **Secondary Data:** The secondary data has been collected for this project from the following sources:

- 1 Industrial Directory-MIDC Pune zone.
- 2 Published sources such as books and journals.
- 3 Research papers published/unpublished.
- 4 Master and Ph.D. theses in the related area.
- 5 Websites and search engines on the internet.

vii) Significance of the Study: Job satisfaction is widely discussed concept in Human Resource Management, which possesses high degree of significance in

productivity, labor turnover, and longer sustainability of any business organization. Satisfied labor force becomes the strength of any industry. The focus in this study is mainly on the contribution of organizational factors in the process of job satisfaction. As far as the above factors are concerned the decision makers have to go for analysis of these factors for introducing any change. It certainly helps an organization to show higher performance with necessary improvements in the policy and interpersonal relations.

viii) Scope and Limitations of the Study:

- 1 Fourteen industries consisting of four large scale and ten medium scale industries which are considered as first stage sample size, as representative organizations for the study.
- 2 Only internal organizational factors are taken in to consideration for the purpose of carrying out this research.
- 3 Industries in which more than 100 workers are employed were selected for survey.
- 4 Industries from Pimpri-Chinchwad industrial area were selected where mostly mechanical engineering and automobile industrial units are in majority.
- 5 Responses from 398 workers were collected. Out of actually distributed 500 questionnaires only 398 were turned up as responses.

ix) Chapter Scheme

1. Introduction
2. Review of Literature
3. Profiles of the Companies
4. Research Design and Methodology

5. Analysis and Interpretation of Data
6. Testing of Hypotheses
7. Findings, Conclusions, suggestions and Recommendations

10. Findings, Conclusions, Suggestions and Recommendations for the future research:

i) Findings: Following are the findings of this research:

1. Findings from the Profiles of the Companies: The profile of the fourteen companies as discussed in Chapter 4 show that the companies are well established and doing well in their respective business sectors. They need to follow the legal and ethical ways to deal with the human resource available with them. They are trying their level best to bring about good amount of job satisfaction among the workers with an intention to have more productivity, to induce creative and innovative approach, retention of workers etc.

2. Findings from the Data Analysis and Interpretation: After analyzing the overall satisfaction of the workers it is found that the percentage of UNSATISFIED workers is 55.80% (34.40%+21.40%) in large-scale organizations and 32.40% (11.90%+20.50%) in medium scale organizations. The overall percentage of SATISFIED workers in all the respondent organizations is 41.50% (20.6%+20.9%). The percentage of SATISFIED workers is 33.10% (10.40%+22.70%) in large-scale organizations and 40.60% (24.60%+16.00%) in medium scale organizations. The overall percentage of SATISFIED workers in all the respondent organizations is 37.70% (19.1%+18.6%).

3. The Percent Contribution of factors of Job Satisfaction: The factors of job satisfaction of workers contribute in different percentages individually. This is the internal structure of all the organizational factors to construct the actual job satisfaction of workers in the respondent organizations.

4. Correlation between the factors of Job Satisfaction: The four factors “Pay and Perks”, “Promotions and Benefits”, “Nature and Conditions of Work” and “Job Security” are moderately correlated with each other and the degree of positive correlation between them is more than with the components “Relation with Superiors” and “Relation with Coworkers”.

5. The contribution of job security in workers’ job satisfaction: The contribution of job security in workers’ job satisfaction is the most significant than the other factors in medium and large scale industries. Additionally the shares of the factors of job satisfaction for Medium scale industries are almost equal to that of large scale industries except the factor “Relations with Coworkers”.

6. Significance of Job Security: The analysis of the data indicates that a significant correlation exists between pairs of the factor of “Job security” with other factors.

7. The coefficient of variation: The coefficient of variation R^2 has value 0.763 which indicates the predictor variables explained 76.3% variation in dependent variable Overall satisfaction score. As P value is less than 0.05, it indicated that there exists a linear relation between set of predictor variables and dependent variable.

8. Linear relationship of the Factors of Job Satisfaction: It is clear that the components of job satisfaction are linearly related with overall job satisfaction.

ii) Conclusions: The conclusions are given below:

1. The Growing Trend of Global Business: The respondent organizations have operations well established in national as well as international markets. This is a good indicator of their well-developed systems in all functions of management including HRM. These industries are practically good

representatives of the present industrial scene in Pimpri-Chinchwad industrial area and even at national level.

2. Extreme Need of Workers' Job Satisfaction for increasing the productivity: It is concluded from the findings that there is very high percentage of unsatisfied workers (around 44% in all) in the industrial area irrespective of type of organization, large or small. So there is certainly extreme need of increasing the job satisfaction of the workers. Otherwise the growth in the percentage of unsatisfied workers will damage the industrial productivity to a great extent.

3. Job Security factor as the most significant contributor: In almost all the respondent organizations the workers have given priority to the Job Security while deciding their job satisfaction compared to all the other organizational factors of job satisfaction. The other factors have got lesser importance than Job Security.

4. Interrelation among the factors of Job Satisfaction: There is a moderate interrelation and interdependence among the factors of Job Satisfaction while forming the overall job satisfaction of a worker. The contribution of every individual factor gets affected by other factors due to this correlation.

5. Uniformity in percent contribution in Medium and Large scale organizations: The organizational factors have different individual share or contribution in the overall job satisfaction. However the ratio of this contribution is almost constant for both medium and large scale organizations except the factor 'Relations with Coworkers'.

6. Relations with Coworkers: Overall contribution of relations with coworkers is lesser than other factors. However the workers in the Large-scale organizations give more importance to the relations with coworkers than that of medium-scale organizations in the context of job satisfaction.

7. Hierarchy of Factors of Job Satisfaction: The workers have given their opinions about the importance of factors of job satisfaction in descending order as under (i.e. from the most important to the least important): 1) Job Security, 2) Nature and Conditions of Work, 3) Pay and Perks, 4) Promotion and Benefits, 5) Relations with Superiors, 6) Relations with Coworkers.

iii) Testing of Hypothesis: Various statistical techniques and ‘t’ test results indicate that these components are interrelated with a positive degree of correlation. The component “Relation with coworkers” is weakly correlated with “Pay and Perks”, “Promotions and Benefits”, “Nature and conditions of work” and “Job security”. There are significant correlations between pairs of component “Job security” with other components. The contribution of job security in workers’ job satisfaction is the most significant as compared to other factors since this factor provides higher level of job satisfaction for longer period. There is no significant difference between shares of job satisfaction components of Medium and Large scale industries. The organizational factors of job satisfaction are inter-related and inter-dependent for measuring workers’ job satisfaction.

iv) Suggestions:

- 1.** The medium and large-scale organizations have to take strong and confident steps to improve the level of job satisfaction among the workers, because it is very important in the current scenario for more productive and efficient workforce.
- 2.** Importance must be given to Job Security for better job satisfaction of the workers. This is very important in the context of designing effective retention policy for any organization.
- 3.** Workers are more concerned about the working conditions and nature of work than even pay and perks. Perhaps, nowadays most of the organizations have good pay structures, so workers are more concerned about nature and

conditions of work. Therefore, organizations have to focus on better nature and conditions of work.

4. Large-Scale organizations have to give proper attention to tackle relations among coworkers, because, the workers in large-scale organizations give more importance to the relations with coworkers.

5. Employers are suggested to take in to consideration the hierarchy of the factors of job satisfaction (as mentioned in the findings) before making any decisions related to workers.

v) Recommendations for the future research:

1. This study has resulted in discovering a standard combination of percentage contribution of organizational factors or determinants of job satisfaction. The percent contribution is surprisingly almost constant in all the respondents' organizations of Pimpri-Chinchwad industrial area. This can give us very innovative model to gauge and calibrate the organizational job satisfaction level in very effective and scientific way.

Therefore, the efforts for the future research are to be directed towards obtaining "Standard Structural Model of Job Satisfaction".

2. Another recommendation for the future research is, to study the job satisfaction structure and contribution of factors of job satisfaction in Small-Scale organizations.

3. It is also recommended that the contribution of the factors other than organizational factors can be taken in to consideration for the future research. For example, external or personal factors like stress level of individuals, educational qualification, career objectives, hobbies, etc.

CHAPTER 1: INTRODUCTION

Contents:

- 1.1 Introduction
- 1.2 Theoretical Framework
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 - 1.2.2 Factors of Job Satisfaction
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CHAPTER 1: INTRODUCTION

1.1 Introduction:

Job satisfaction is always been considered necessary for higher productivity. The level of job satisfaction is the basic reason for many things like productivity, workers' turnover, participation in management, absenteeism, attrition rate, workers performance, innovation, creativity, organizational development, retention etc. and many others. The importance of job satisfaction has been widely accepted in the literature reviewed for this purpose. It is found that the job satisfaction of a worker is directly or indirectly connected with the organizational productivity and many problems related to human resource management.

The researcher wants to the find out contribution of the organizational factors of the job satisfaction of the workers, which is the basic reason behind most of the problems in Human Resource Management. Based on the definition of the Job Satisfaction the researcher feels that if the job satisfaction of a worker were a mental or emotional state of mind, it must be on certain emotional criteria. Out of those criteria, the management does not have control over the personal issues. However, the organizational issues can be studied for knowing the composition of organizational factors in the job satisfaction of workers. The researcher believes that the composition of these organizational factors is strongly affecting on the level of job satisfaction. Thus, it is necessary in the initial stage to know the behavior of the organizational factors in the construction of job satisfaction of any worker.

1.2 Theoretical Framework:

1.2.1 Definitions of Job Satisfaction:

L.M. Prasad, 1989 mentions in his book as “Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job dissatisfaction”. (Andrew J., 1990,).¹

The following are some definitions of job satisfaction given by various authors:

1. **Williams, J., 2004**, “Job satisfaction is simply how people feel about their jobs on different aspect of their jobs.” – Specter (1997)²
2. **Locke, 1976**, “Job satisfaction is a pleasurable on positive emotional state resulting from the appraisal of one’s job or job experiences”.³
3. **Cranny, Smith & Stone, 1992**, “Job satisfaction is feelings effective response to face the situation.”⁴
4. **R.D. Agarwal,1983**, “Job satisfaction was an important element in managerial effectiveness.” – Parker and Kleemeirt 1951⁵
5. **Andrew J., 1990**, “Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely you will experience high-satisfaction, of you dislike your job intensely, you will experience job-dissatisfaction.”- Andrew J. Dubrin.⁶
6. **Weiss, 2002**, has argued that “job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors”.⁷

1.2.2 Factors of Job Satisfaction:

1.2.2.1 Organizational Factors:

A) Monetary factors:

i) Pay and Perks: This includes salary structure, perquisites, bonus, incentives, subsidized food, subsidized commutation etc.

ii) Promotion and Benefits: This consists of future job prospects, stability, job security, awards or rewards, performance bonus etc.

B) Non-Monetary:

i) Nature and Conditions of work: This includes the nature of job, quality and sufficiency of the equipment provided, necessary health and safety requirements, production targets, level of authority and responsibility etc.

ii) Job Security: Requirement of worker's services for a longer period, sense of belongingness, fulfillment of family and personal needs for considerably longer period creates relaxation in the mind of workers.

iii) Relations with Superiors: Here communication, level of discretion, trust, empowerment, understanding between the worker and supervisor is the main concern.

iv) Relations with Co-workers: Mutual co-operation, comparative division of work, formal and informal groups, moral support, team attitude, seniority issues, inter-personal problems and conflicts are the important sub-factors.

1.2.2.2 External factors:

A) Personal: Family issues

B) Social: Religious issues

C) Environmental factors: Pollution

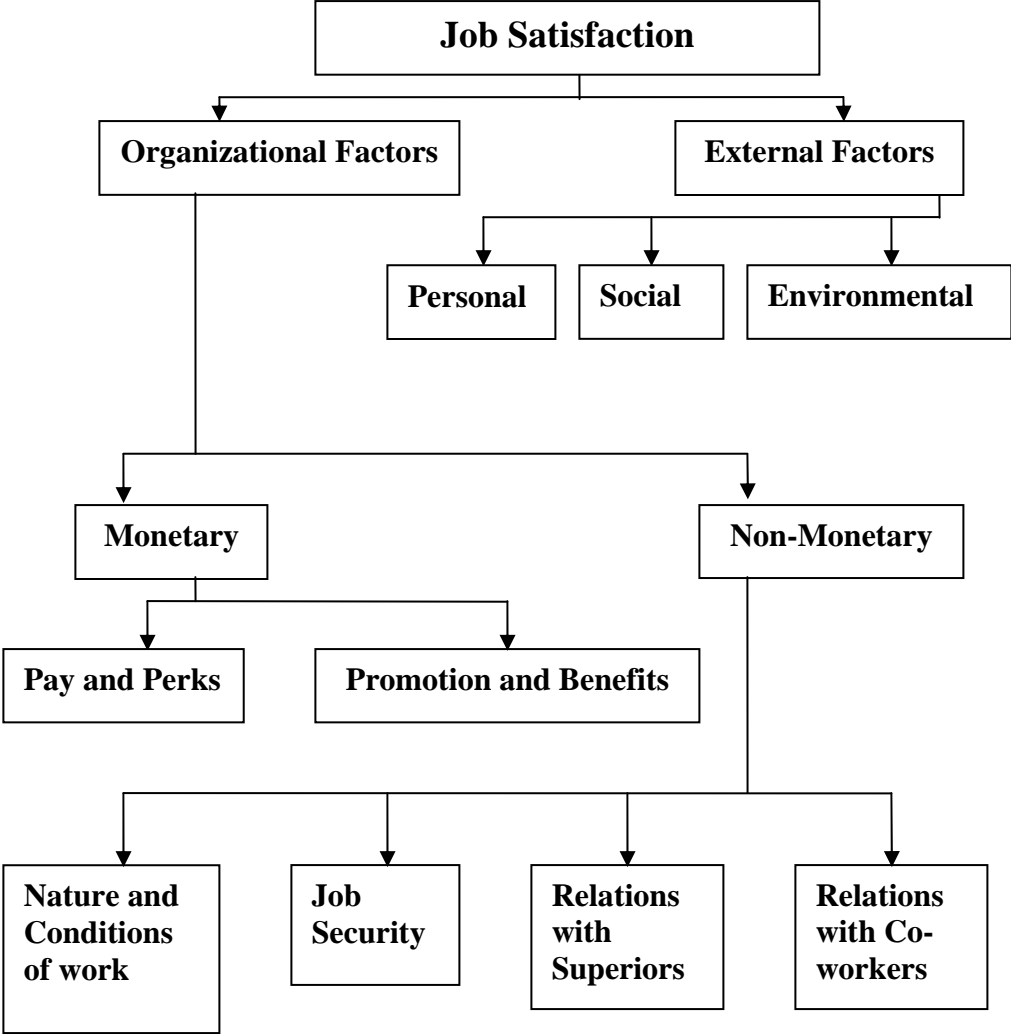
In case of above external factors, the internal management has very less control. Therefore, the study of only internal organizational factors influencing workers' job satisfaction is undertaken.

(Note: It is necessary to clarify here that, for the purpose of this study, the term 'job satisfaction' is the 'job satisfaction based only on the organizational factors' throughout this Thesis.)

As shown in Chart 1.1, following are the main factors, which affect on the level of job satisfaction of workers:

Chart.1.1

Factors Influencing Workers' Job Satisfaction:



1.2.3 Types of Organizations:

According to Micro, Small and Medium Enterprises Development (MSMED) Act, 2006, of Government of India, the types of industries are defined as under: (Based on the Investment)

No.	Type of Enterprise	Manufacturing Industry (Investment in Plant and Machinery)	Service Industry (Investment in Equipments)
1	Micro	Does not exceed Rs. 25 Lakh	Does not exceed Rs. 10 Lakh
2	Small	Exceeds Rs. 25 Lakh but does not exceed Rs. 5 Crore	Exceeds Rs. 10 Lakh but does not exceed Rs. 2 Crore
3	Medium	Exceeds Rs. 5 Crore but does not exceed Rs. 10 Crore	Exceeds Rs. 2 Crore but does not exceed Rs. 5 Crore

With reference to the **Expert Group Meeting on Industrial Statistics in Department of Economic and Social Affairs, Statistics Division, New York, United Nations, 19-23 September 2005**, the discussion about the Definitions of Micro, Small, Medium and Large establishments was as under:

As the situation differs from country to country, no recommendations have been made on the cut off point to define, large, medium small and micro (tiny) establishments in terms of size of workers or any other parameters. International standards are required for international comparison of data. In India, a unit having Rs. 10 million initial capital investments, in plant and machinery is a Small Scale Unit. Units having ten or more workers with power and 20 or more workers without power are supposed to register

themselves with the Chief Inspectors of Factories as per the law and this sector is the registered factory Sector. In the Registered Sector units having 100 or more workers is covered on census basis in the Annual Survey of Industries while remaining part of the this sector on sample basis⁸.

The National Apprenticeship Awards in UK include five categories open to employers based on their company size; Micro (1-9 employees), Small (10-49 employees), Medium (50-249 employees), Large (250-4999 employees) and the new Macro size category for businesses with over 5,000 employees⁹.

All the above discussions make clear that there is no standard definition of medium and large-scale industries, especially based on the number of employees. The meaning is depending upon the context or situation. After considering all the above references about different types of the industries, the researcher has decided the types of industries for the purpose of this research as below: (Based on the number of employees in Indian context)

- **Small Scale Industries:** The industries where the numbers of employees employed are from one to 99 are Small Scale Industries.
- **Medium Scale Industries:** The industries where the numbers of employees employed are from 100 to 499 are Medium Scale Industries.
- **Large Scale Industries:** The industries where the numbers of employees employed are from 500 and above are Large Scale Industries.

The primary data is collected from different medium and large-scale industrial organizations based on the above criteria.

1.3 Importance of Job Satisfaction in Organizations:

1.3.1 Job Satisfaction and Organizational productivity: Workers' job satisfaction plays a significant role in organizational productivity. People always have some opinion about their job, whether it is negative or positive. Workers think about their job satisfaction based on their values. There is very strong connection between satisfaction and productivity. Employers must encourage and motivate workers to be productive. Then only employer can improve and maintain higher satisfaction and productivity within the organization.

1.3.2 Job Satisfaction and Customer Relations: Workers' job satisfaction and customer relations are very closely associated. Employees interact with customers who know the needs of the customers. Satisfied employees deliver adequate service and take proper care of the customers. Satisfied employees are resourceful as far as the motivation and willingness to work for the customers is concerned. Satisfied employees take interest to undergo training, and to shoulder responsibilities to understand and serve customer needs and demands. They have high level of energy and more positive perception of the service/product provided. They know to provide customers with interpersonal sensibility and social account, which is really very much necessary in customer relationship management.

The job satisfaction of the workers' also influences on organizational performance, workers' moral, motivation level, organizational commitment, employee turnover, life satisfaction of the workers', stress level of the workers', performance appraisal of the employees. Therefore, it is very important in current scene to have higher level of job satisfaction among the workers. For that, we have to understand the actual structure of the job

satisfaction of any worker so far the deterrents of the job satisfaction are concerned.

1.3.3 Consequences of job satisfaction/job dissatisfaction:

Work Performance: Though job satisfaction leads to efficiency, recent findings indicate that other factors are responsible for work performance. Today, technological and market forces play a major role in organizational efficiency. Stockbrokers, for example, would depend on the results of the stock market where a rise in share prices would probably lead to satisfaction.

Absenteeism and Turnover: This causes tremendous cost and loss of investment. An interesting finding is that absenteeism followed by negative feedback like, loss of pay might lead to dissatisfaction and in turn a high rate of absenteeism.

Commitment: Organizations today have expressed a lack of loyalty and commitment from employees and hence are unable to retain qualified professional.

Recent concepts of job satisfaction say that there is a growing recognition that external environmental factors play an influential role in job satisfaction. Another concept is that performance depends on the overall effectiveness of the organization. In today's competitive world, management needs to follow continually the practices that will attract and retain a highly qualified and skilled workforce. Dissatisfied employees is the likely forced to work due to unemployment or insecurity, but this is not in the interests of the long-term success of the organization. Dissatisfaction may be expressed in other forms like internal conflicts, poor interpersonal relations, low trust, and stress leading to workplace conflict, violence and low productivity. Though job satisfaction is difficult to measure and is dependent on a number of factors, management may reduce levels of dissatisfaction and control workplace

conflicts through common objectives like career development, training, appropriate rewards and improvements in the quality of working life.¹⁰

There are many different reasons or determinants of job satisfaction of a worker. Some of them are controllable to some extent at an organizational level and some are external on which management does not have control. While going through the entire thought process one must concentrate on the contribution of the determinants of the job satisfaction especially, those which are controllable at organizational level.

For solving any problem, one has to observe the degree of control over the situation. The situation where the control is strong, the management has to fix the priority. Here the organizational factors determining the level of job satisfaction can be controllable sometimes without spending much cost. Hence, it is necessary to focus mainly on the improvement in the internal organizational determinants of job satisfaction, which is in the hands of management.

1.4 Theories of Job Satisfaction

1.4.1 Theory X and Theory Y: Douglas McGregor, 1960, in his book ‘The Human Side of Enterprise’ outlined two theories of management behavior that explain why some managers adopt certain management strategies. The two theories are Theory X and Theory Y. The latter of the two is the one that is the most desired by individuals. The earlier theory, Theory X, is mostly associated with bureaucratic management theory. Here, “management distrusts workers, feels that workers dislike their work, and can only be made to cooperate through precise management and heightened control. In contrast to Theory X, managers practicing Theory Y trust people, empower workers, and believe in their capacity to integrate their own values, beliefs and goals into the

organization. Open communication and mutual trust between all members of an organization will help facilitate the basis behind Theory Y, creating an organization that is effective in all its endeavors.¹¹

Theory X and Theory Y is regarding assumptions towards behavior of people in the organization. However it is necessary to refer in the context of one of the factors of Job Satisfaction in this thesis i.e. Relations with Superiors.

1.4.2 Maslow's Theory of Need Hierarchy: Abraham Maslow, 1943, writes in his paper A Theory of Human Motivation, 1943, that physiological needs, safety needs, social needs, esteem needs and self actualization needs; these all needs are the requirements for getting a satisfaction from the job. Maslow suggests that various need levels are interdependent and overlapping. Each higher-level need emerges before the lower-level need has been completely satisfied. Since one need does not disappear when another emerges, all needs tend to be partially satisfied in each area. When the peak of a need passes, the need ceases to be the primary motivator. The next level need then begins to dominate. Even though a need is satisfied, it still influences behavior because of interdependent and overlapping characteristics. Thus, it is very clear that 100% satisfaction is not possible, as human needs are never ending. However, the issue of attaining job satisfaction of the workers has become very important as it affects productivity. Though we cannot establish direct relation between productivity and job satisfaction, we should accept the significance of job satisfaction in the higher productivity.¹²

1.4.3 Herzberg's Motivation-Hygiene Theory: According to Herzberg's Motivation-Hygiene Theory, the hygiene factors (company policy, administration, technical supervision, interpersonal relationship with supervisors and peers, salary, job security, personal life, working conditions

and status) are responsible for maintaining a reasonable level of satisfaction of the workers. Any increase beyond this level will not provide additional satisfaction to the workers whereas any cut in this level will dissatisfy them. Therefore, he regards these factors as dissatisfiers. On the other hand, Herzberg's motivational factors (achievement, recognition, advancement, work itself, possibility of growth and responsibility) are able to satisfy workers. Most of these factors are related with job contents. An increase in these factors will satisfy the workers, however any decrease will not affect their level of satisfaction. Hence, these factors motivate them for higher output. All this above discussion highlights the major relation of job satisfaction with the productivity; however, it cannot be true in all the situations. Sometimes a worker having low expectations from job may get satisfied with his job; but he may not be able to put all his efforts towards the higher output because of his lower expectations. In spite of this controversy, we can certainly say that the particular satisfied worker shows better performance than what he could have demonstrated otherwise. Thus, it is also necessary to keep the above point in mind while doing this study, based on organizational factors and job satisfaction. The reason is the job satisfaction in this study aims to connect with higher performance and organizational expectations. This study is necessary to solve many problems like low productivity, lack of worker involvement, absenteeism, interpersonal problems, work distribution and many others.

Freedom from the fear of dismissal or job loss helps gaining job satisfaction. Some professions and employment activities have greater job security than others. The government civil service has more job security than many occupations in the private sector.

Personal factors such as education, work experience, job functional area, work industry, work location, etc., play an important role in determining the need for an individual's services, and affects their personal job security. Since job security depends on having the necessary skills and experience that are in demand by employers, which in turn depend on the prevailing economic condition and business environment, individuals whose services are in needed by employers tend will enjoy higher job security.¹³

1.5 Summary:

The researcher wants to bring it to the notice that the importance organizational factors of workers' job satisfaction, is already proved in the previous researches. The literature in support of that has been studied and included in the next chapter. The main intention is to arrive at the appropriate percent contribution of these organizational determinants of job satisfaction. This will help solving many of the HR problems connected with lower productivity due to lower level of job satisfaction among the workers.

The next chapters include the discussion about the literature review, the methods and procedures used to conduct the study, a discussion of the study results, and conclusions and recommendations for the research study. Chapter two reviews literature relevant to the study.

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CHAPTER 2 - REVIEW OF LITERATURE

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2.3 Summary

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CHAPTER 2 - REVIEW OF LITERATURE

2.1 Introduction

The purpose of this chapter is to review the past literature regarding workers' job satisfaction. Also being looked at is the influence of the organizational factors on the job satisfaction. The literature discussed in this chapter will provide a base from which hypotheses are made. The sections in the chapter include discussion on job satisfaction and its determinants according to theorists and management consultants. The review has been taken to focus on the relationship between Job Satisfaction and Organizational Factors.

2.2 Review of Job Satisfaction Literature and Previous Researches:

2.2.1 Elton Mayo's Hawthorne Studies, 1927 to 1932, The Hawthorne Studies (also known as the Hawthorne Experiments) were conducted from 1927 to 1932 at the Western Electric Hawthorne Works in Cicero, Illinois (a suburb of Chicago). This is where Professor Elton Mayo examined the impact of work conditions in employee productivity.

Elton Mayo selected two women, and had those two select an additional four from the assembly line, segregated them from the rest of the factory and put them under the eye of a supervisor who was more a friendly observer than disciplinarian. Mayo made frequent changes in their working conditions, always discussing and explaining the changes in advance. Throughout the series of experiments, an observer sat with the girls in the workshop noting all that went on, keeping the girls informed about the experiment, asking for advice or information, and listening to their complaints. The experiment began

by introducing various changes, each of which was continued for a test period of four to twelve weeks. The results of these changes are as follows:

Work Conditions and Productivity Results showed that under normal conditions with a forty-eight hour week, including Saturdays, and no rest pauses, the girls produced 2,400 relays a week each.

1. They were then put on piecework for eight weeks. (Output increased)
2. They were given two five-minute breaks, one in the morning, and one in the afternoon, for a period of five weeks. (Output increased, yet again)
3. The breaks were each lengthened to ten minutes. (Output rose sharply)
4. Six five-minute breaks were introduced. (The girls complained that their work rhythm was broken by the frequent pauses and Output fell only slightly)
5. The original two breaks were reinstated, this time, with a complimentary hot meal provided during the morning break. (Output increased further still)
6. The workday was shortened to end at 4.30 p.m. instead of 5.00 p.m. (Output increased)
7. The workday was shortened to end at 4.00 p.m. (Output leveled off)
8. Finally, all the improvements were taken away, and the original conditions before the experiment were reinstated. They were monitored in this state for 12 more weeks. (Output was the highest ever recorded - averaging 3000 relays a week)

The Hawthorne Effect, In essence, the Hawthorne Effect, as it applies to the workplace, can be summarized as "Employees are more productive because the employees know they are being studied." Elton Mayo's experiments

showed an increase in worker productivity was produced by the psychological stimulus of being singled out, involved, and made to feel important.¹

2.2.2 Stephen L. Fink, 1992, As basis of his research he makes an interactive model that proposes good management practices result in an effective reward system and employee commitment, an effective reward system results in enhanced employee commitment and employee performance, employee commitment results in enhanced employee performance.

As a result of the research of 418 and 430 employees, in two companies respectively, he found that there was significant correlation between employee performance ratings and commitment score in all categories, and also the correlation between performance and commitment for managers and operational employees grouped separately were significant in all categories. The higher the level of employee commitment to work, the higher the level of performance.²

2.2.3 Rebecca Abraham, 1999, The study's sample was made up of 108 employees from the telecommunications, entertainment, food service, and clothing retail industries located in the Southeastern, United States. 41 (38%) of the participants were men, and 60 (55.6%) were women. Seven participants did not report their gender. The participants' ages ranged from 19 to 50 years old with a median of 30 years. Also, 78 of the participants were first-line managers and 24 were clerical workers (6 participants did not report their job titles). The average of their organizational tenure was 3 years

This study was an examination of differential inequity or under reward in working conditions, originating from the discrepancy between individual working conditions and those of comparative referents. The study, involving more than one occupational group, investigated the relationship between

differential inequity, job satisfaction, intention to turn over, and self-esteem. Pertaining to self-esteem, Rebecca Abraham hypothesized that self-esteem moderates the under equity-job satisfaction and under equity-intention to turn over relationships; more simply, individuals with low self-esteem experience greater job dissatisfaction and propensity to turn-over than those with high self-esteem. Significant relationships between system and age inequity and job satisfaction and between company inequity and intention to turnover were found. Self esteem significantly moderated the global inequity -- job satisfaction and global inequity -- intention to turnover relationships.³

2.2.4 The first HIMSS/Hersher Associates, Ltd. Survey 2002, which includes responses from over 360 individuals, suggests that salary and career growth are top considerations used to evaluate satisfaction. Work/life issues are mixed and benefits are the least important among considerations.

Salary: Respondents most frequently identified salary as an item they evaluate regarding satisfaction level with their current position. It also tops their list as the factor most likely to be used to evaluate whether or not they will accept a future position. Forty percent of respondents believed they were not paid market value; this is the same percentage that indicated an increase in compensation would increase their job satisfaction.

Career Growth: Respondents most frequently cited career growth as the reason they left their last position. Just over half indicated they were offered career growth in their current position. Fifty-four percent indicated future career growth opportunities would improve their satisfaction with their current position. This is also a top consideration when making a decision to accept a new position.

Work/life balance: Almost half of the respondents indicated the ability to balance their career and family obligations was important in evaluating their job satisfaction and 41% said it was an important consideration for accepting a new position. Few respondents identified either more time off or a flexible work schedule as being necessary to improve satisfaction in their current position.

Benefits: Benefits and perks do not seem to be as important as career growth, salary, and involvement in decision making when individuals are evaluating satisfaction in their current position or evaluating a new position. Insurance and financial benefits make up two of the three bottom factors used to evaluate current job satisfaction.

Other notable findings are as under:

1. Respondents who rate their superiors as good coaches/mentors are more likely to be satisfied in their jobs than are individuals who feel that their superiors make poor coaches/mentors.
2. While almost half of the respondents have been in the healthcare IT industry for at least 15 years, the majority of the respondents have been in their current position for four years or less. Salary and career growth are two key areas respondents identified as critical for achieving job satisfaction and are areas employers should consider both when hiring new employees and when making decisions about retaining current employees. Employers need to evaluate salaries carefully to ensure their employees are paid competitively, especially in an industry where funding and resources greatly impact job satisfaction.

Employees also want the opportunity to grow. Based on the responses, programs that assist employees in obtaining Master's degrees, MBAs, or technical skills would be well received. Additionally, organizations may want to emphasize coaching/mentoring programs for individuals who are in a supervisory role.⁴

2.2.5 Babette Raabe, 2003, explains the mentor-mentee relation between supervisor and worker. In Formal mentoring programs in two companies, Sixty-one (61) pairs of mentors and mentees were examined regarding (1) the extent to which mentees and mentors agreed on the nature of the mentoring relationships and (2) the extent to which dimensions of mentoring relationships were related to outcomes for the mentees, compared with the extent to which dimensions of supervisory and coworker relationships were related to the same outcomes: job satisfaction, organizational commitment, and turnover intentions. Mentors were at least two hierarchical levels above the mentee, and both were part of the companies' formal mentoring program. Sixty-one (61) pairs of mentors and mentees participated. Overall, there was little agreement between mentees and mentors regarding the nature of the mentoring relationship. Furthermore, the mentoring relationship was not related to mentee outcomes, while supervisory and coworker relationships were.

It is suggested that, if one desires to affect job satisfaction, turnover intentions, and organizational commitment, mentoring functions may be best performed by supervisors and coworkers rather than assigned formal mentors from higher up in the organizational hierarchy.⁵

2.2.6 Vicki Bell 2003, When reviewing the present article the following serious effects of worker dissatisfaction are found.

The results were as under: 33 % of the respondents to the survey question rated their overall job satisfaction for 2002 as 5- very satisfied. 33 % selected 4, satisfied; 10 percent, 3, neither satisfied nor dissatisfied; 10 percent, 2, dissatisfied; and 14 percent, 1, very dissatisfied.

The most serious side effects of job dissatisfaction are stress-induced risks to the worker's emotional and physical well-being- which may in fact lead to poor performance-and the spread of negativism to other workers. These factors alone are reasons enough to pay attention to job satisfaction.

Tracking job satisfaction is an elusive endeavor. Workers experience different levels of satisfaction throughout each workday. And job satisfaction is subjective. Just as siblings born to and raised by the same parents can look on their upbringings as being totally different, workers who hold identical jobs in the same company, receive the same compensation, and report to the same management can have very different levels of job satisfaction. These differences are due in part to the individual worker's personality and perspective and to a multitude of personal factors that are not directly related to, but can have an overwhelming influence on, job satisfaction.⁶

2.2.7 J. F. Kinzl and others, 2004, in their Research Paper at Oxford Journals, 'Influence of working conditions on job satisfaction in anesthetists' studied job satisfaction, physical health, emotional well-being and working conditions in 125 Austrian and Swiss anesthetists. Responses to self-reporting questionnaires were evaluated. Dependent variables included job satisfaction, emotional well-being and physical health. Independent variables included age, sex, marital status, position and working conditions as assessed by the Instrument for Stress-related Job Analysis.

Results show that control over work shows a strong effect on job satisfaction in anesthetists, for example influence on handling tasks ($P=0.001$), time control ($P=0.002$) and participation ($P=0.001$), whereas task demands and task-related problems did not have any effect. Anesthetists in leading positions and specialists reported lower job satisfaction ($P=0.012$) than did anesthetists in non-leading positions. Job satisfaction was associated with better physical health ($P=0.001$) and better emotional well-being ($P=0.005$).

They conclude in the study that a high level of job satisfaction in anesthetists correlates with interesting work demands and the opportunity to contribute skills and ideas.

To improve job satisfaction, more attention should be paid to improving working conditions, including control over decision-making, and allowing anesthetists to have more influence on their own work pace and work schedule.⁷

2.2.8 Society for Human Resource Management Survey (SHRM), 2003, released the results of three recent surveys June 22 at a press conference held during the SHRM 55th Annual Conference and Exposition. The 2003 Benefits Survey revealed what benefits are being offered by organizations, including health care, family-friendly benefits housing and personal service benefits, financial benefits, and travel and leave benefits. This year's survey showed that, as a result of the weak economy and rising health care costs, employers are reducing some benefits. For example, HMO coverage dropped to 54 percent from 59 percent, and employer-funded health reimbursement accounts dropped to 20 percent from 28 percent. The SHRM Job Security Survey showed that employees feel more satisfied and secure in their jobs than surveyed HR professionals believed them to be. Specifically, 75 percent of

employees indicated they were satisfied with their current of job security compared with 68 percent of HR professionals. Interestingly, HR professionals also reported that 26 percent of employees were not satisfied with their current level of job security--double the share of employees (13 percent) who actually reported being dissatisfied. For employees, the most important factors providing the greatest sense of job security centered more on their Own Skills and abilities (58 percent), the importance of their jobs to the organization's success (41 percent) and their length of service (34 percent). By contrast, HR professionals said the most pertinent factors influencing employees' sense of security were tied to organizational factors, such as the importance of employees' jobs to the organization's success.⁸

2.2.9 Travis G. Worrell 2004, states in his PhD thesis at Virginia Polytechnic Institute and State University that this study was designed to replicate nationwide surveys completed in 1982 and 1992. The purpose was to examine and describe the levels of job satisfaction and the relationship between the variables in a national sample of school psychologists belonging to the National Association of School Psychologists (NASP). The sample for this study consisted of respondents who reported being full-time school practitioners. Data were collected through mailed survey packets including a data form and a modified version of the 1977 Minnesota Satisfaction Questionnaire (MSQ). Packets were mailed to 500 randomly selected members of the National Association of School Psychologists. Of the 308 packets returned, 234 were full-time school practitioners and were included in the analysis. Results indicated that 90% of school psychologists were satisfied or very satisfied with their jobs. The findings showed a gradual increase in overall job satisfaction when compared to the 85.7% in 1982 and the 86% in 1992 who reported being satisfied or very satisfied with their jobs.

Participants in the current sample were more satisfied with their job security, independence, and creativity. The only variables demonstrating a significant relationship with job satisfaction were the intent to remain in current position and supervisor certification.

Several recommendations and implications were drawn from the study. Trends in the field relating to gender, psychologist-to-student ratio, salary, degree status, and numerous other factors were discussed along with recommendations for future research.⁹

2.2.10 Thomas K. Bauer 2004, Across the 15 EU member countries the available sample sizes range from 286 individuals for Luxembourg to 915 observations for the Netherlands. All descriptive statistics and regressions have been weighted using the weights provided by the data producer.

Using individual data from the European Survey on Working Conditions (ESWC) covering all EU member states, this study aimed at contributing to our understanding of the effects of High Performance Workplace Organizations (HPWOs) on worker's job satisfaction.

The estimation results show that a higher involvement of workers in HPWOs is associated with higher job satisfaction. This positive effect is dominated by the involvement of workers in flexible work systems, indicating that workers particularly value the opportunities associated with these systems, such as an increased autonomy over how to perform their tasks, and increased communication with co-workers. Being involved in team work and job rotations as well as supporting human resource practices appear to contribute relatively little to the increased job satisfaction from being involved in HPWOs.¹⁰

2.2.11 Lise M. Saari and Timothy A. Judge 2004, in the article '*Employee attitudes and job satisfaction*' identifies three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular—job satisfaction. The field of industrial/organizational psychology has a long, rich, and, at times, controversial history related to the study and understanding of employee attitudes and job satisfaction. Some of this research is very specific and aimed primarily at other researchers, while other publications provide practical guidance on understanding, measuring, and improving employee attitudes (e.g., Edwards & Fisher, 2004; Kraut, 1996).

One likely future direction of employee attitude research will be to better understand the interplay between the person and the situation and the various internal and external factors that influence employee attitudes. In particular, a better understanding of the role of emotion, as well as broader environmental impacts, is needed and has been largely overlooked in past research.

In addition, ongoing research will provide more in-depth understanding of the effects of employee attitudes and job satisfaction on organizational measures, such as customer satisfaction and financial measures. Greater insights on the relationship between employee attitudes and business performance will assist HR professionals as they strive to enhance the essential people side of the business in a highly competitive, global arena.¹¹

2.2.12 Keith A. Bender 2004, According to Keith in his research titled '*Job Satisfaction of the Highly Educated*', the Role of Gender, Academic Tenure, and Comparison Income, the determinants of job satisfaction are estimated for Ph.D. level scientists in the United States across academic and nonacademic

sectors. They selected all currently employed scientists for which full information was available yielding a sample of 31,845.

Female scientists report lower job satisfaction than males in academia but higher job satisfaction than males in the nonacademic sector. Academic scientists with tenure have substantially greater job satisfaction than non-academic scientists but academic scientists without tenure report similar levels of satisfaction as non-academic scientists.

Finally, in each sector, job satisfaction is greater when comparison income is greater in their own sector, while comparisons across sectors generally do not affect job satisfaction.¹²

2.2.13 Dr. John O. Okpara, 2004, has proved in his research paper, *The Impact of Salary on Job Satisfaction*, that one of the most notable changes in the banking sector in Nigeria has been the increasing number of women who have entered the banking profession in recent years. Throughout the country, men have typically dominated the position of bank manager. In recent years, however, there has been a substantial increase in the number of women who are bank managers in Nigeria. This trend has generated considerable interest in the study of gender related issues in the banking sector. This study investigated the impact of salary differential on job satisfaction of male and female bank managers in Nigeria.

Data was collected from 340 bank managers who were members of the Chartered Institute of Bankers of Nigeria (CIBN).

The results show that there was a significant gap in salary between male and female bank managers in Nigeria and that female bank managers were less

satisfied with their salary than their male counterparts. Implications for management education and practice are discussed.¹³

2.2.14 Dr. John O. Okpara, 2004, This study to compares job satisfaction and organizational commitment levels of American and Nigerian managers in employed in the oil companies in Nigeria. Data were collected from 222 managers selected from USMNCs and their subsidiaries. An extensive review of the literature on cross-cultural studies and work attitudes of expatriates and local managers revealed that the vast majority of these studies have been undertaken primarily in Asia and South America. Unfortunately, very few empirical studies have specifically compared levels of commitment and job satisfaction between American and Nigerian managers employed the United States multinational corporations (USMNCs) in Nigeria.

The results show that the American managers have higher levels of job satisfaction and commitment than their Nigerian counterparts. Implications of these findings are examined. This study concluded that American managers are more satisfied and are committed to their organizations than their Nigerian counterparts. It also concluded that job satisfaction is positively and significantly related organizational commitment. The usual methodological limitations regarding survey research are applicable to the results presented in this study.¹⁴

2.2.15 Nezaam Luddy, 2005, in his Mini-thesis has mentioned the work itself as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results.” Job satisfaction among public sector employees within South Africa, specifically the health environment is becoming an area of major concern as highlighted by recent research studies

and media reports. An exodus of professional staff and a lack of resources have exacerbated the current problem impeding on effective and efficient service delivery. Literature validates that factors such as poor working conditions, staff shortages, below competitive salaries, a lack of promotional opportunities are some of the major factors contributing to employee dissatisfaction within the sector

Future research of this nature may assist personnel managers and operational managers on all levels to be aware of the status of job satisfaction and allow them to pro-actively put mechanisms in place to enhance job satisfaction of employees and ultimately, improve service delivery. Schneider and Vaught (1993) contend that being aware of the job satisfaction of employees afford personnel managers the opportunity to be proactive and decide on interventions that will ensure commitment and involvement from employees.¹⁵

2.2.16 Josse Delfgaauw, 2005, Using survey data of public sector employees in the Netherlands, this paper shows that workers satisfaction with various job domains affects where workers search for another job. An intuitive pattern emerges.

Workers try to leave their current employer when their job search is instigated by dissatisfaction with an organization-specific job domain, like management. Conversely, more job-specific problems, like a lack of autonomy, lead workers to opt for another position within their current organization. Dissatisfaction with job domains which may have an industry-specific component, such as job duties, drives workers out of their industry.

These findings suggest that on-the-job experience provides workers with information about the quality of their own job as well as of other jobs in their organization and industry.¹⁶

2.2.17 Philip Andrew Stevens 2005, This paper considers the job satisfaction of academics using a detailed dataset of over 2000 academics from ten English higher education institutions.

The results of the analysis suggest that one would be wrong to consider one single measure of job-satisfaction. Academics appear to be considering three separate sets of elements of their jobs, namely the pecuniary factors (both the salary and the ability to earn money from additional work. We also consider the influence of these elements of job satisfaction on their intentions to leave the sector. Accidents commonly occur in organizational operations, particularly in many manufacturing companies. There are certain recognized factors which affect the occurrence of accidents. Robert Cooke of the University of Illinois at Chicago and The Reliability Group, a Miami, FL-based consulting firm, revealed that some 80 variables have a significant statistical effect upon accident rates (Personnel,1991). The factors most consistently associated with job related injuries include: environment, mood among workers, employee selection practice, types of work procedures, role clarity, and job satisfaction & stress (Personnel, 1991). In a similar study, Sherry (1992) identified five major factors related to potential causes of accidents, i.e. psychological, environmental, ergonomic, physical, and stress. The consensus among safety professionals is that upwards of ninety percent (90%) of all accidents occurring in the workplace may be attributed to behavioral factors. The importance of understanding how behavior influences safety performance cannot be underestimated. A more important notion is that by increasing concentration and effort placed on the influence of human behavior, accidents and injuries can be significantly reduced in the workplace. While some managers may wonder: what comes first, job satisfaction or safe work environment? Most safety researchers agree, job satisfaction most often

occurs first – satisfied workers are more frequently safe workers, but safe workers are not necessarily satisfied workers (Blair,1999). Recently, research (Bigos, 1986; Greenwood & Wolf, 1987; Holmstrom, 1992) concentrated on employee attitudes and their job-related stress, which are significantly related to the occurrence of accidents, health and job safety. According to these studies increasing employee job satisfaction is as important as eliminating physical hazards in the workplace. They consistently found that job satisfaction was more predictive of lower accident rates than such factors as: demographic, health, psychological, and stress. A recent study (Grice,1995) concluded that the search for the true cause of workers compensation claims would never end, but the role of job satisfaction has been one of the most important factors to date in his research. Ineffective leadership practice – such as lack of caring and supportive supervisors, not considering workers opinions, and employees feeling that their jobs are not important – was a critical employee safety performance factor (Kniest, 1997). Researchers in cognitive psychology generally agree that attitudes can be changed, and that significant behavior change can follow an attitude change. Studies conducted by Kim and Hunter (1993) showed a strong relationship existed between attitude and behavior. Eagly’s study (1992) found that attitudes should predict behavior but, more important, that they should cause behavior. Furthermore, these studies suggest that one of the most effective ways to create attitude change is to involve participants in decision making and activities surrounding the targeted attitude. The high safety performance variability may stem from inconsistent job satisfaction in various job-related organizational factors. From this literature, it becomes evident that managers who provide favorable motivators and hygiene factors (Herzberg, 1966), will affect employees positive job satisfaction. Effective management and positive job satisfaction,

in turn, will motivate positive employee behavior including improved safety performance.

The purpose of this study is to demonstrate that employee job satisfaction can significantly impact employee safety performance. This belief is based upon an observation and questionnaire analysis conducted at one manufacturing firm. This finding will provide important information to managers in improving employees' safety performance.¹⁷

2.2.18 Beverley Ann Josias, 2005, has stated in his article about the importance of Job Satisfaction as below: Absenteeism - employees not showing up for work when scheduled - can be a major problem for organizations. As pressures increase on the budgets and competitiveness of companies, more attention is being given to reduce workplace absenteeism and its cost. Most research has concluded that absence is a complex variable and that it is influenced by multiple causes, both personal and organizational. Job satisfaction has been noted as one of the factors influencing an employee's motivation to attend. Studies on the relationship between absenteeism and job satisfaction seem to be inconsistent. Some research has found no correlation between these two variables whereas other studies indicate a weak to moderate relationship between these two variables.

There is limited research on the job satisfaction-absenteeism relationship within South African organizations. The aim of this study was therefore to determine whether there is a relationship between job satisfaction and absenteeism in a selected department within an Electricity Utility in the Western Cape.

One hundred and twenty one (121) respondents completed a biographical questionnaire as well as a Job Satisfaction Survey (JSS) to identify their levels

of job satisfaction. To ascertain the extent of absenteeism, respondents were asked to report on their number of days absent and their absence frequency within a six month period.

Results indicate that there is a weak, inverse relationship between both the number and frequency of sick leave days and the job satisfaction levels of the sampled employees.

The relationship between biographical variables and absenteeism was also investigated. The results indicate a significant relationship between respondents' biographical characteristics (gender, age, number of dependents, tenure, marital status and job level) and absenteeism. There was no statistically significant correlation between job level of respondents and absenteeism.

The relationship between biographical variables and job satisfaction was also investigated. The study found that the six biographical characteristics significantly explain the variance in job satisfaction. The variance accounted for by these six variables is however, relatively small. Furthermore, the results indicate that job level and tenure are the best predictors of job satisfaction in the selected sample.¹⁸

2.2.19 Nezaam Luddy, 2005, States in his mini thesis about the organizational factors of job satisfaction as under:

Organizational factors: The organizational factors impacting on job satisfaction include the work itself, remuneration/pay, supervision, promotion opportunities, co-workers, job status and job level.

The work itself: Locke (1995) postulates that employee job satisfaction is dependant on satisfaction with the job components, such as the work itself.

Remuneration/pay: Research appears to be equivocal regarding the influence of pay on job satisfaction. According to Bassett (1994), a lack of empirical evidence exists to indicate that pay alone improves worker satisfaction or reduces dissatisfaction.

Supervision: Research demonstrates that a positive relationship exists between job satisfaction and supervision (Koustelios, 2001; Peterson, Puia & Suess, 2003; Smucker, Whisenant, & Pederson, 2003). Supervision forms a pivotal role relating to job satisfaction in terms of the ability of the supervisor to provide emotional and technical support and guidance with work related tasks (Robbins et al., 2003).

Promotion opportunities: A number of researchers are of the opinion that job satisfaction is strongly related to opportunities for promotion (Pergamit & Veum, 1999; Peterson et al., 2003; Sclafane, 1999). This view is supported in a study conducted by Ellickson and Logsdon (2002) with municipal government workers where satisfaction with promotional opportunities was found to be positively and significantly related to job satisfaction.

Co-workers: A number of authors maintain that having friendly and supportive colleagues contribute to increased job satisfaction (Johns, 1996; Kreitner & Kinicki, 2001; Luthans, 1989). Findings of a survey conducted by Madison (2000) on more than 21000 women occupying the most demanding jobs indicated that those participants, who lacked support from co-workers, were more likely to suffer from job dissatisfaction. Another survey conducted amongst 1250 Food Brand employees found that positive relationships with co-workers enhance job satisfaction (Berta, 2005). Empirical evidence indicates that relationships with colleagues have consistently yielded significant effects on job satisfaction of federal government workers in the United States (Ting, 1997). A study conducted by Viswesvaran, Deshpande

and Joseph (1998) further corroborated previous findings that there is a positive correlation between job satisfaction and co-workers.

The Consequences of Job Satisfaction: Numerous authors have highlighted that job satisfaction impacts on employee productivity, turnover, absenteeism, physical and psychological health (Johns, 1996; Luthans, 1989; Mullins, 1996).

Productivity: Research findings indicate that the relationship between satisfaction and productivity is positive, but very low and inconsistent (Johns, 1996). At an individual level the evidence is often inconsistent in terms of the relationship between satisfaction and productivity, but at an organizational level a strong relationship exists between satisfaction and productivity (Robbins et al., 2003).

Physical and psychological health: Spector (1997) states that individuals who dislike their jobs could experience negative health effects that are either psychological or physical. On the other hand, Luthans (2002) mentions that employees with high levels of job satisfaction tend to experience better mental and physical health.

Turnover: A number of studies strongly support the view that turnover is inversely related to job satisfaction (Griffon, Hand, Meglino & Mobley (1979) and Price (1977) cited in Robbins et al., 2003). According to French (2003), a high employee turnover rate is often prevalent in an environment where employees are highly dissatisfied. The researchers posit that high job satisfaction will not necessarily contribute to a low turnover rate, but will inadvertently assist in maintaining a low turnover rate.

Absenteeism: Research indicates that job satisfaction levels are related to absenteeism (Hellriegel, Slocum & Woodman, 1989). Nel et al. (2004, p. 548) mention that “absenteeism is regarded as withdrawal behavior when it is used

as a way to escape an undesirable working environment.” According to Luthans (1989), various studies conducted on the relationship between satisfaction and absenteeism indicates an inverse relationship between the two variables. Thus, when satisfaction is high, absenteeism tends to be low. The converse indicates that when satisfaction is low, absenteeism tends to be high.¹⁹

2.2.20 Measuring job satisfaction in surveys, 2006, The main objective of this comparative analytical report is to assess whether and how the job satisfaction issue is addressed in national surveys, and to examine some data and trends on job satisfaction. This report will reveal how national surveys produce data on job satisfaction, focusing on the methodologies used, and will present available data on job satisfaction.

This objective comprises four main goals:

1. To highlight policy at European level on the job satisfaction issue, and to consider it in an international context. After a brief analysis of the European policy context, the report will discuss the concept of job satisfaction and the presentation of recent comparable data and trends on the subject at international and EU levels;
2. To understand how job satisfaction is assessed in the countries of 16 national correspondents reporting to the European Working Conditions Observatory (EWCO) : Austria, Bulgaria, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Hungary, Italy, the Netherlands, Portugal, Romania, Spain, Sweden and the United Kingdom (UK). To achieve this understanding, a mapping exercise will be carried out, i.e. the focus will be to report information about the availability of data and the way national working conditions surveys or other data sources address the job satisfaction issue,

including the identification of major data sources and the wording of survey questions used;

3. To outline the main trends and correlations regarding job satisfaction in the 16 countries, identifying both key differences and also common characteristics. Furthermore, this report explores the possible correlation between job satisfaction and some other work-related issues, namely job autonomy, working time and work-life balance, worker participation, work-related stress and salary;

4. To examine some of the main research findings in the participating countries. In this regard, the report briefly explores recent conceptual approaches to job satisfaction, methodological approaches in relation to measuring job satisfaction and the correlations related to job satisfaction, including possible explanatory factors and effects of job satisfaction on other work-related variables.

In the context of the European effort to become the most competitive and dynamic knowledge-based economy in the world and with the strong emphasis on the creation of 'better jobs' throughout Europe, job satisfaction was indicated as one of several indicators in the measurement framework for quality in work proposed by the European Commission. In fact, job satisfaction has been directly or indirectly addressed in national surveys of all the countries covered in this comparative analytical report, in some cases since 1990. However, the diversity of methods used to gauge job satisfaction clearly indicates that there is no common understanding of the term between the various countries.

Looking at the relationship between job satisfaction and some individual and some work-related variables provides certain significant clues regarding the

importance of the concept of job satisfaction within the working conditions domain.

The most recent data available from the countries contributing to this comparative analytical report reveal high levels of general or overall job satisfaction, except in Romania. Education and job security are the factors showing the strongest correlation with job satisfaction. People who are better educated and hold permanent job contracts are more satisfied than others. Conversely, a clear relation with the level of job satisfaction did not emerge in terms of employment, sex, age and marital status of respondents. For example, the so-called gender/job satisfaction paradox was confirmed by data from some countries but contradicted by data from others.

From the proposed independent work-related issues, job autonomy emerged as having a strong and clear correlation with job satisfaction: more autonomy in a job leads to higher job satisfaction among respondents. Workers' participation or involvement in the organization where they work is also positively correlated with job satisfaction: more possibilities to participate in working decisions imply greater job satisfaction among workers.

There is an unclear relationship between working time and job satisfaction. Job satisfaction is, however, positively related to working time flexibility. It is also evident that work-life balance has a similarly positive relation with job satisfaction. Workers with more flexibility in their working time and with a better work-life balance are more satisfied with their jobs. On the other hand, working overtime is negatively related to job satisfaction.

Job satisfaction may seem to be an intuitive concept that is easily understood, but the diversity of recent research on job satisfaction, also indicated in the

national contributions to this comparative analytical report, still raises conceptual and methodological debates.

Although this may highlight the topical interest of this issue, it also calls for further and more in-depth research into job satisfaction. A common framework involving both job satisfaction conceptual approaches and measurement methodologies would be a step forward in improving working conditions surveys.²⁰

2.2.21 Ms. Gurpreet Randhawa, 2007, The present study attempts to examine the relationship between job satisfaction and turnover intentions. The data was collected from 300 scientists (150 from National Dairy Research Institute, Kamal and 150 from Agriculture Extension Centers in Haryana).

The scientists were surveyed by questionnaire. The sample was drawn by using the simple random sampling technique. The results showed a significant negative correlation between job satisfaction and turnover intentions. This signifies that higher the job satisfaction, lower is the intent of a person to quit the job. Further, comparative analysis was also done in order to measure the significance of difference between the mean scores of two groups of scientists.

The results revealed that the two groups of scientists do not differ significantly on the measures of job satisfaction and turnover intentions.

To conclude, the present study found a significant negative relationship between job satisfaction and turnover intentions suggesting thereby that higher the job satisfaction, lower is the individual's intention to quit the job. This shows that job satisfaction or dissatisfaction plays a significant role in influencing the turnover intentions of employees. People satisfied from their jobs, do their work with full interest and loyalty and have low intent to quit the

organization and vice versa. In today's changing contours of work and employment where one organization career is becoming rarer, employers should keep their employees satisfied so that they rarely think to leave.²¹

2.2.22 Kirk Swortzel 2007, the purpose of this study was to describe the relationship between personality type, demographic characteristics, and job satisfaction of extension agents in the Mississippi State University Extension Service. The Job Satisfaction Index developed by Brayfield and Rothe (1951) was sent to 180 extension agents. Demographic data was also collected from these agents and MBTI profiles that were already on file in the personnel office were used in the study. Based on 143 usable responses to the job satisfaction survey, agents were found to be very satisfied with jobs regardless of position, gender, age, race, or length of service. Only a small percentage of agents were dissatisfied with their jobs. This study also found the best predictor for job satisfaction to be the age of the agent.

With only a small percentage of variance in job satisfaction scores found, additional research needs to be conducted to identify other variables that might influence job satisfaction of extension agents.

1. Extension administration should implement an annual evaluation of employee job satisfaction.
2. Additional studies should be conducted to determine individual demographic characteristics that could relate to job satisfaction that this study did not address.
3. Further studies using different variables should be used in an effort to determine the best predictive indicator for job satisfaction.

Agents within this study indicated high levels of job satisfaction with their current job positions. However, this study discovered that county directors seemed the most satisfied with their jobs, while agents were the least satisfied. Perhaps this is because some agents may regard their current job position as a means to simply advance to an area agent or county director position where they will be more satisfied in a job in which they feel more qualified. These results are contrary to the findings of Scott (2004) who stated that county directors were the least satisfied within their position. Perhaps since reorganization, county directors now have a better understanding of their job responsibilities and this in turn allowed greater satisfaction in their areas of work than in previous years.

The highest levels of job satisfaction in this study were measured in those agents who had only been employed with the extension service less than five years, while dissatisfaction was least observed in the older agents. Those agents who have been employed with the extension service for an extended period of time may be less willing to express dissatisfaction as they are nearing retirement age.²²

2.2.23 Salary.com, 2007, At the end of 2007, Salary.com conducted its third annual survey of employee job satisfaction and the factors that contribute to satisfaction and retention. Salary.com invited a cross-section of individual employees and business representatives from across America to participate in its *2007/2008 Employee Satisfaction and Retention Survey*. Prospective participants received an email containing the survey questionnaire. Participants completed as many sections of the survey as they desired, and then submitted their results to Salary.com electronically.

Salary.com compensation professionals reviewed the data for consistency and accuracy and excluded data that appeared to be invalid. A total of 7,482 individuals and 245 human resource or other company representatives responded to the survey. Among the individual employee respondents, 7,101 were employed and provided valid responses to the survey questions—the remaining 381 were excluded from all analysis.

The survey asked questions of both employees and employers and yielded surprising and often conflicting results. Employers continue to underestimate employees' interest in actively searching for new employment within the near future. Compensation is the most important factor for employees when choosing to leave a job; it is less of a factor for why they stay in a job. When broken down by gender, attractive compensation is the top reason for staying in a job for men, while women focus more on working relationships and desirable working hours. A gender breakdown does not alter the results for why employees leave a job. Although employers recognize the rising costs of replacing employees due to turnover, they will only offer, on average, a 7% increase to attract a valued employee to stay.²³

2.2.24 Richard J. Harmer, 2007, the focus of this study was to explore what role one's relationships at work had in the facilitation of greater job satisfaction. Further, the focus of the present study was to explore the effect these workplace relationships have on the holistic well-being of Australia's younger workers. The results suggest that the quality of co-worker and direct supervisor relationships significantly positively impact on overall job satisfaction. Indeed, more than half of the variability in overall job satisfaction in the present study was accounted for by the quality of one's co-worker and direct supervisor relationships. Work and job satisfaction has been shown to impact upon an individual's mental and physical health and overall

satisfaction with life. Previous research into employee job satisfaction has explored workers' relationships to their work tasks and their organization. Less research has been conducted into the impact an individual's workplace relationships has on their level of job satisfaction, with even less research in this area focusing on younger workers. The aim of the present study was to determine the role an employee's co-worker and direct supervisor relationships had in predicting their level of job satisfaction. Sixty Nine 69 individuals participated in the study, 35 males (Age: M=31.8, SD=6.0) and 34 females (Age: M=29.5, SD=5.0). Fifty-three participants indicated that they were employed full time; twelve indicated that they were employed part time; and the remaining participants indicated that they were employed casual or 'other'. Work and job satisfaction was measured using the Job Descriptive Index (JDI) and Job in General (JIG) scales.

Results indicate that 52.1% of an employee's job satisfaction can be predicted by the quality of their workplace relationships, with an individual's relationship with their co-workers the strongest predictor. Results indicate that the quality of an employee's co-worker and immediate supervisor relationships does not significantly predict their level of well-being.²⁴

2.2.25 Paul Eder, 2008, The author has discussed the issue when employees' coworkers exhibit higher levels of withdrawal; individual employees are more likely to withdraw from their own work. The authors explored whether this relation would be curbed by a positive exchange relationship with one's organization. He has applied random mailings of questionnaires to employees in Ohio, Bennett and Robinson (2000) reported that throughout the previous year, 31% had intentionally worked slowly, 33% had come to work late without permission, and 52% had taken a longer work break than acceptable.

Among 23 work groups in a manufacturing organization (Study 1), high perceived organizational support (POS) eliminated the relation between work group and individual tardiness. Among 94 work groups in a retail sales organization (Study 2), POS reduced the relation between work group withdrawal and individual withdrawal.²⁵

2.2.26 Dr. Hulusi Dogan, 2009, This study was composed of a conceptual analysis of job satisfaction and an empirical research for the relationships between job satisfaction and a set of variables; pay, promotion, positive affectivity/encouragement, job involvement, potential of rest-day/off-day, relations with co-workers, health facilities, relations with supervisor, training and education facilities, autonomy, physical facilities, reconciliation role of supervisor, procedural justice, tangible aids, office tools, level of role clearness, participation in decisions, management style of supervisor.

The results, based on a sample of 220 employees from Aydın Municipality and Nazilli Municipality, indicated that 59% of the variance in job satisfaction was explained by the variables included in the regression test. The variable of management/democratic style of supervisor had the greatest effect on job satisfaction, followed by the variables of “level of role clearness”, “health facilities”, “autonomy”, “and participation in decision”, “job involvement”, and “training and educational facilities”. The study found that satisfaction level for “tangible aids” and “potential of rest-day” was significantly higher for employees working in Aydın Municipality than those working in Nazilli Municipality. But, satisfaction level for “health facilities”, “physical facilities” and “relations with supervisor” was significantly higher for employees working in Nazilli Municipality than those working in Aydın Municipality. So, it is suggested that managers should apply additional/further researches in

their organizations to investigate the underpinning variables of job satisfaction and commitment of employees.

This study makes a contribution to the understanding of job satisfaction and its key determinants. The results of the study indicates that “management/democratic style of supervisor”, “level of role clearness”, “health facilities”, “autonomy”, “participation in decision-making”, “job involvement”, “training and educational facilities”, and “relationship with co-workers” are the main determinants of job satisfaction. In particular, “management style of supervisor” has the greatest effect on job satisfaction. But one of the outstanding results of the research is organizational/structural variables such as “training and educational facilities”, “health facilities”, “physical facilities” (heating, cooling, lighting, noisy etc), “office tools” (work equipment, material, instrument etc.) are also as important as personal traits such as “job involvement” and “positive affectivity” to increase job satisfaction level of employees in organizations.

On the other hand, one of the interesting results of the study is that no relation exists between job satisfaction and “promotion”. This finding is not consistent with some previous researches (for example, Chu et al., 2003; Lu et al., 2005). It is possible that employees may not see a promotion chance due to bureaucratic/political structure of these organizations. Another possible explanation of this finding may be low reliabilities of items related to promotion variable.

One of the major findings of this study is that determinants/variables may have a different effect rate on job satisfaction; even the organizations have similar characteristics. Or conversely, if similar organizations have the same level of employee job satisfaction, the effect rate of determinants on job

satisfaction can change. Thus, satisfaction values for Nazilli and Aydın Municipality are equal, but the determinants of “rest-day/day-off potential”, “health facilities”, “physical facilities”, “tangible aids”, and “relationship with supervisors” are perceived / evaluated in a different effect rate by employees of these two organizations.

On the other hand, research results show that there is a significant difference between the satisfaction levels of employees, working in Aydın Municipality and Nazilli Municipality, for only five research variables. According to the research results, satisfaction level for “tangible aids” and “potential of rest-day” is significantly higher for employees working in Aydın Municipality than those working in Nazilli Municipality. But, satisfaction level for “health facilities”, “physical facilities” and “relations with supervisor” is significantly higher for employees working in Nazilli Municipality than those working in Aydın Municipality. Moreover, research results show that employees of both Municipalities are dissatisfied with “pay”, “promotion” and “autonomy”. So, we suggest that both Municipalities should emphasize the value of job satisfaction for employees and organization, and try to investigate and terminate the underpinning elements of dissatisfaction, particularly with “promotion”, “pay” and “autonomy”.

Consequently, for managers it is very important to use determinants above as a strategic tool to increase job satisfaction and commitment of employees in their organizations. Especially, managers may have to investigate key determinants of job satisfaction for their own organization. Because research results show that key determinants and their effect rates on job satisfaction may change from organization to organization.

Thus, this type of researches may give a chance for managers to investigate their own weaknesses in not only personal related, but also job related determinants of job satisfaction, such as “health facilities”, “physical facilities”, “tangible aids” etc. So, these researches may supply important clues for decision-makers to develop organizational strategies or policies to increase their employees’ job satisfaction and commitment.

Additionally, there is a need to apply these types of researches in all organizations frequently to investigate general atmosphere and take precautions for possible problems that can occur about human resources. And a final recommendation is that further researches are compulsory for academicians to analyze the relationship between job satisfaction and other variables in order to obtain higher/satisfactory results.²⁶

2.2.27 Muhammad Masroor Alam, 2009, This study in Business Intelligence Journal, investigates the level of job satisfaction and intent to leave among Malaysian nurses. The objectives of the study were to examine the level of perceived job satisfaction and intention to leave. Based on the literature reviews an instrument of six facets of job satisfaction and intention to leave was developed to find the level of perceived job satisfaction and intention to leave. For this purpose, data from 153 nurses in one of the public sector hospital in Perlis, were used. Findings of this study suggested that the nursing staffs were moderately satisfied with their job in all the six facets of job satisfaction i.e. satisfaction with supervisor, job variety, closure, compensation, co-workers and HRM/management policies and therefore exhibits a perceived lower level of their intention to leave the hospital and the job. Based on the findings recommendation and suggestions for health managers and health policy makers are presented.²⁷

2.2.28 E.O Olorunsola, 2010, The author mentioned in his conference paper the importance of job satisfaction as investigated by several disciplines such as psychology, sociology, economics and management sciences, job satisfaction is a frequently studied subject in work and organizational literature. This is mainly due to the fact that many experts believe that job satisfaction trends can affect labor market behavior and influence work productivity, work effort, worker absenteeism and staff turnover.²⁸

2.2.29 Ritu Narang, 2010, In the context of managing knowledge workers, the present study strives to develop a reliable and valid scale to measure the job satisfaction of knowledge workers. The data collected from a sample of 511 knowledge workers, on analysis, results in a 30-item scale with Cronbach alpha value 0.93 and the reliability of subscales ranging from 0.93 to 0.54. The validated instrument comprises of five dimensions: Organizational support, competitive excellence, repressive management practices, fair and transparent management, and supervision and guidance. Regression analysis shows the relative significance of various dimensions. Lastly, the paper discusses the issues of applicability of the scale.

The present study strives to develop a reliable and valid scale to measure the job satisfaction of knowledge workers and thus is quite relevant in the present knowledge economy.

Although the paper works on linearity assumption, which is important for using the regression model, further research can be done which takes into consideration the linearity or otherwise of the data set. This paper also discusses and elaborates the factors which the management can pay attention to, in order to manage the job satisfaction of employees engaged in knowledge work.

The results show that for enhanced job satisfaction, the management, on the one hand, has to progressively develop the employees in their field of work, both by giving them challenging tasks and creating a learning environment and on the other hand avoiding their micromanagement.²⁹

2.3 Summary:

The level of job satisfaction is one of the reasons of lower or higher productivity. Lower level of job satisfaction results in absenteeism, carelessness, wrong attitude towards job, inefficiency and finally in lower productivity. Conversely, higher level of job satisfaction can remove all these obstacles. Based on this thought it becomes necessary to measure the strength of the above organizational factors [**Ref. Chart.1.1**] for building a job satisfaction among the workers. It is very necessary to find out the percent contribution of the factors of job satisfaction in the overall job satisfaction of the workers. That would be based on the facts collected through questionnaire answered by workers from different industries, from different sectors. Most of the research work in this area i.e. job satisfaction, focuses on the relationship of job satisfaction and productivity. No study was undertaken to establish the percentage contribution of organizational factors in workers' job satisfaction. In order to fill up this gap this topic has been selected for the study. Thus this is the first study of such kind in the selected industries in Pimpri-Chinchwad.

The body of literature reviewed in this chapter has concentrated on those theories and factors associated with job satisfaction and organizational factors which are also known as determinants of job satisfaction. This chapter also explained the nature and meaning of all the organizational factors. Throughout the chapter, emphasis was placed on showing how each of the dimensions being studied (job satisfaction and its organizational factors) is related. All the

above discussion has made it very clear the there is a strong relation between the job satisfaction and productivity. Apart from the organizational factors considered in this thesis [Ref. Chart.1.1] there are many different factors affecting workers' job satisfaction, which are discussed in the review of literature included in this chapter. They are: workers' participation in management, employee attitude, stress, work-life balance, level of autonomy, job accidents, training and education, etc. However as the researcher aims at finding out the percentage contribution of purely organizational factors in workers' job satisfaction. So these other factors are not considered for the purpose this research. Now the next chapters will focus mainly on the issue which has not been discussed by any of the researchers before i.e. the contribution of the organizational factors (determinants) of job satisfaction. Once we know the structural composition of the factors of job satisfaction we can easily find out the ways to improve the level of it.

Conclusions:

1. The literature reviewed in this topic provides valuable information about the important role of job satisfaction in the overall productivity of any organization.
2. This literature study also focuses on the impact of organizational factors (Pay and Perks, Promotion and Benefits, Working Conditions, Job Security, Relations with Superiors and Relations with Coworkers) with Job Satisfaction.
3. However it is found that the contribution of the above factors of Job Satisfaction has not been studied before.

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CHAPTER 3 - RESEARCH DESIGN AND METHODOLOGY

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CHAPTER 3 - RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction:

The purpose of this chapter is to discuss the research methodology of this study. The research design and procedures followed for this descriptive study were used to answer questions concerning the objectives of this study. The chapter contains the sections explaining approach to the problem, objectives, hypotheses, research design, research methodology, data collection, scope and limitations of the study.

3.2 Approaches to the Problem:

With reference to the review of literature and previous researches as well as the opinions of famous theorists, the researcher has considered the following points to develop proper approaches and right direction to the research project. The important points concerning job satisfaction which are as under:

3.2.1 Relativity of Job Satisfaction: The concept of job satisfaction is relative term. It changes from time to time. The primitive man certainly had experienced job satisfaction or dissatisfaction. From primitive stage to every stage of human civilization there must be the all levels of job satisfaction in existence. Being job satisfaction is an emotional state of mind, the level of job satisfaction changes with the changes in rewards, conditions, job security and interpersonal relations. These all situations always change with the time, but the standard mindset in the context of job satisfaction doesn't change. For instance, previously, Kings or rich people were deriving higher level of satisfaction by using *BUGGY* driven by horses, covered by *KHUS* curtains sprinkled by water and perfume. Presently, higher class people probably can derive the same level of satisfaction by driving a branded AC car having

fresheners and perfumes inside. If we transfer the King from *BUGGY* to AC car then he may derive much higher satisfaction than that of the higher class person of present age because the king and the higher class person both have equal level of satisfaction originally. Now the king is getting something very great in the form of AC car which will boost the satisfaction level very high. Alternatively, the king may get lower level of satisfaction from AC car because of the feel of insecurity as AC car is something very strange and fearful object for him. In short, the level of satisfaction for the same situation may higher or lower for different persons, in different contexts. Therefore the term job satisfaction is relative term.

3.2.2 Perception Base of Job Satisfaction: Followed by relativity another feature of job satisfaction is Basis of Perception. The level of job satisfaction changes due to change in the perception of people. Perception of a person about the job is always based on certain criteria or certain expectations from the job performance. These criteria or expectations are rewards, working conditions, job security and interpersonal relations. Here we are now focusing only on the organizational factors. Every person has specific or unique way of thinking that results in deciding the priorities while forming such perceptions. Everybody knowingly or unknowingly gives ranking to these organizational factors in the order of importance supported by his or her emotions. There would be wide variations in the ranking given to these factors by the worker in any organization or in a given region or country. Based on these perceptions, people form their particular level of job satisfaction.

3.3 Reason for Choice of the Topic:

The researcher strongly believes that most of the problems in any business organization are arising due to mismanagement. The current scenario in the

global business world has a lot of problems which are mainly associated with HR management. The satisfied Human Resource will certainly lead organizations, societies, countries and finally the world to the vertex of the pyramid of success. The researcher wants to contribute significantly towards the attainment of higher level of job satisfaction among the workers which may lead to the well being of mankind. Higher productivity, professionalism, global village concept, organizational commitment, virtual organization concept and many other modern notions will be the milestones in the path of this success. Thus the researcher has undertaken this project.

The researcher wants to study the contribution of these organizational factors which strongly affect on the level of job satisfaction. Thus, it is necessary to know the behavior of the organizational factors in the construction of job satisfaction of any worker. No research has been conducted on this issue till today, especially in Pimpri-Chinchwad industrial area. Therefore this topic has been chosen for research.

3.4 Title of the Thesis:

The title of the thesis is, “CONTRIBUTION OF ORGANIZATIONAL FACTORS IN WORKERS’ JOB SATISFACTION WITH SPECIAL REFERENCE TO MEDIUM AND LARGE SCALE INDUSTRIES IN PIMPRI-CHINCHWAD”

3.5 Objectives of the Study: Following are the main objectives of this research:

- 1 To study the organizational factors of job satisfaction and their contribution in workers’ job satisfaction.

- 2 To measure the percent contribution of organizational factors in the job satisfaction of workers in Pimpri-Chinchwad industrial area.
- 3 To suggest how percent contribution of organizational factors in the workers job satisfaction and their interdependence would be useful in calculating the level of workers' job satisfaction and for the future research.
- 4 To provide scientific suggestions and recommendations in problem areas through the improvement in the level of job satisfaction.

3.6 Hypotheses of the Study: The researcher aims at proving the following hypotheses:

3.6.1 Hypothesis 1: The contribution of job security in workers' job satisfaction is the most significant as compared to other factors since this factor provides higher level of job satisfaction for longer period.

3.6.2 Hypothesis 2: There is no significant difference between shares of job satisfaction components of Medium and Large scale industries.

3.6.3 Hypothesis 3: The organizational factors of job satisfaction are inter-related and inter-dependent for measuring workers' job satisfaction.

3.7 Research Design and Methodology:

The present study determines what level of influence organizational factors has on workers' job satisfaction. Also being examined was the percentage contribution of each organizational factor in the job satisfaction of worker. The researcher sent research questionnaire to 500 workers in various industrial organizations by visiting personally to the workers in the selected industries. The research package contains a cover letter stating the purpose of the study, the importance of the study and a confidentiality statement (Appendix I), a

copy of the questionnaire (Appendix II), since no names were taken, no follow-up surveys were distributed.

3.7.1 The Universe:

This study is undertaken to find out the contribution of organizational factors in workers' job satisfaction in Pimpri-Chinchwad area. By the end of 2007 the total number of industries in this area are 6195 consisting of 54(large), 621(medium), 5520(small) industries.¹

The researcher has considered only Medium and Large Scale Industries as respondents for this research. It would be more useful to have data from only medium and large scale organizations as the responses from their employees would be more reliable. The level of professionalism, level of education of workers, proper organizational structure etc. are better available in medium and large-scale organizations in comparison with small-scale organizations. Due to these reasons the impact of professional HRM functions is better available in medium and large scale organizations.

Therefore Small Scale Industries are not taken in to consideration for this research. Survey questionnaire were provided to the workers containing the questions based on the objectives of this research.

3.7.2 Selection of the Sample:

Selection of the Sample: Total 398 Workers replied as respondent on the basis of following criterion:

Sr.No.	Industry	No.of Industries surveyed	Total No.of Respondents Actual
1	Industry with workers from 100 to 500 Nos	10	245
2	Industry with workers more than 500 Nos	04	153
Total		14	398

3.7.3 Reference Period:

The primary and secondary data as on 31-10-2010 was taken in to account. However the information about the business development of the companies has been taken for almost last five years 2005-2010.

3.7.4 Techniques of the Analysis:

The data collected in the form of questionnaire answered by the respondents from selected industries. The information collected was processed and tabulated suitably by highlighting all the parameters. The theoretical information was converted in numbers by ranking the Likert scales. While analyzing the data and testing of hypotheses statistical tools like mean, standard deviation, correlation, regression, test statistics were used with the help of M.S.Excel, and SPSS. For the presentation of the data, tables, charts, bar diagrams are used.

3.7.5 Parameters: Following are the determinants of job satisfaction which are taken as parameters for the purpose of this research project:

Pay and Perks: This includes salary structure, perquisites, bonus, incentives, subsidized food, subsidized commutation etc.

Promotion and Benefits: This consists of future job prospects, stability, job security, awards or rewards, performance bonus etc.

Nature and Conditions of work: This includes the nature of job, quality and sufficiency of the equipment provided, necessary health and safety requirements, production targets, level of authority and responsibility etc.

Job Security: Requirement of worker's services for a longer period, sense of belongingness, fulfillment of family and personal needs for considerably longer period creates relaxation in the mind of workers.

Relations with Superiors: Here communication, level of discretion, trust, empowerment, understanding between the worker and supervisor is the main concern.

Relations with Co-workers: Mutual co-operation, comparative division of work, formal and informal groups, moral support, team attitude, seniority issues, inter-personal problems and conflicts are the important sub-factors.

3.8 Tools used for Collection of Data:

The Primary and Secondary data was collected for the purpose of this study from different sources as under:

3.8.1 Primary Data:

Primary data has been collected by conducting survey in the selected industries in Pimpri-Chinchwad industrial area. The personal interviews of

workers were conducted through which the responses of the workers were taken with the help of well constructed questionnaire.

The work of data collection for the purpose of this research was done with the help of questionnaire by conducting personal face to face interviews of the respondents. The necessary care has been taken to keep all the information confidential to the extent it is required. All the respondents were given such an atmosphere which was entirely free from any pressure helping the respondents to be honest with their true opinions. They have been given enough time and assistance to answer the questionnaire. The questionnaire has also been translated in Hindi language for better understanding of the respondents who were not comfortable with English.

Thus maximum possible care has been taken to ensure the accuracy and reliability of the collected data for this research.

3.8.1.1 Questionnaire:

The primary instrument of this study was a questionnaire. The questionnaire was developed with an intention to judge the responses of the workers in connection with all the parameters influencing the job satisfaction of the workers.

The questions are pertaining to these parameters 1) Pay and Perks, 2) Promotion and Benefits, 3) Nature and Conditions of work, 4) Job Security, 5) Relations with Superiors, 6) Relations with Co-workers. The questionnaire contains 30 questions in all about the parameters for getting information from the respondents. The total 30 questions are divided in six parameters. Every parameter has five questions in the form of Likert Scale. (Five rating scale from 1 to 5 starting from Strongly Disagree to Strongly Agree at the end).

Every question thus has minimum 1 and maximum 5 marks. The marks for every question and total marks for every parameter and overall total has become the base for all statistical analysis and interpretation.

An introductory and directional paragraph was placed at the beginning of the questionnaire. A cover letter preceded the questionnaire. The cover letter stated the purpose of the study, its significance and a confidentiality statement.

The questions were answered using a Likert type scale. To determine the percentage contribution of individual organizational factor in the actual job satisfaction of the workers. A five-point scale was used with one being strongly disagree and five being strongly agree. The higher the rating, the higher the contribution of the factor will be there. The questions were designed in positive way so as to match the ratings with ascending order of satisfaction.

The last section of the questionnaire was used for the demographics of the sample. The primary purpose of this section was to collect basic information from each respondent, pertaining to both them and the organization. The questions are on the demographics of gender, length of time with organization, industry type and organization size. Following the demographics section was a place for individuals to place any comments they had. Most of the respondents gave the demographic details only about the length of the service, age and marital status.

3.8.1.2 Discussions and Interviews:

Personal discussions were conducted with Managers, Professionals, Industry Experts and Academicians. This has added so much value and helped to work faster in the right direction on the research work.

3.8.1.3 Observations:

Observation method has also been used to collect data. For the purpose the researcher attended a few training programs for workers in medium scale industries, just as an observer. Participated some promotional activities of Companies and had observations of the behavior of workers and executives.

3.8.2 Secondary Data: The secondary data has been collected for this project from the following sources:

- 1 Industrial Directory-MIDC Pune zone.
- 2 Published sources such as books and journals.
- 3 Research papers published/unpublished.
- 4 Master and Ph.D. theses in the related area.
- 5 Websites and search engines on the internet.

3.9 Significance of the Study:

Job satisfaction is widely discussed concept in Human Resource Management which possesses high degree of significance in productivity, labor turnover, and longer sustainability of any business organization.

Satisfied labor force becomes the strength of any industry. The focus in this study is mainly on the contribution of organizational factors in the process of job satisfaction. The workers' job satisfaction depends upon internal organizational factors as well as external factors. It is necessary to know the impact of the internal organizational factors on attainment of job satisfaction as they are controlled by organization.

(Note: It is necessary to clarify here that, for the purpose of this study the term 'job satisfaction' is written in the context of job satisfaction based only on

organizational factors. Therefore it is requested to take note of this throughout the further discussion in this Thesis.)

Job satisfaction of a worker depends upon following internal factors. There are many theories revealing importance of job satisfaction and its impact on productivity.

The determinants of job satisfaction are:

- 1 Pay and Perks,
- 2 Promotion and Benefits,
- 3 Nature and Conditions of work,
- 4 Job Security
- 5 Relations with Superiors,
- 6 Relations with Co-workers.

The significance of these factors in job satisfaction is substantial; however the actual contribution of each of them has to be measured. This will enable us to produce a model helping decision makers to focus on these factors based on the percentage contribution made by each factor and there interdependence.

There is a need to have a scientific approach while treating the workers in this context. Employers must develop a system to concentrate on each factor while making policy. This model will help to bring about the improvement in each of the above areas and to establish the most accurate cause and effect relationship between ‘organizational factors’ and ‘job satisfaction’.

As far as first two of the above factors are concerned they involve financial matters. Hence decision makers have to go for analysis for introducing any change. Whereas in case of next three factors, financial implication is

considerably less, but it certainly helps an organization to show higher performance with necessary improvements in the policy and interpersonal relations.

These all aspects can be evaluated scientifically with the help of this model.

3.10 Scope and Limitations of the Study:

- 1 Fourteen industries consisting of four large scale and ten medium scale industries which are considered as first stage sample size, as representative organizations for the study.
- 2 Only internal organizational factors are taken in to consideration for the purpose of carrying out this research.
- 3 Industries in which more than 100 workers are employed were selected for survey.
- 4 Industries from Pimpri-Chinchwad industrial area were selected where mostly mechanical engineering and automobile industrial units are in majority.
- 5 The responses were collected from 398 workers from the selected organizations.

3.11 Chapter Scheme

3.11.1 Introduction:

This chapter covers the discussion about the importance of Job Satisfaction in Organizations, theoretical Framework and theories of Job Satisfaction that are important for this research project.

3.11.2 Review of Literature:

In this chapter, following points are included: Introduction about the literature review, actual review of Job Satisfaction literature and previous researches and Summary. It contains a valuable literature on job satisfaction and its determinants. Articles, Research Papers, Theses, Surveys and Books are reviewed on the topics associated with job satisfaction and conclusions have been drawn from these extracts.

3.11.3 Research Design and Methodology:

This chapter discusses the research methodology of the complete project for this research work with respect to the points like Approaches to the Problem, Reason for Choice of the Topic, Title of the Thesis, Objectives of the Study, Hypotheses of the Study, Research Design and Methodology, Tools used for Collection of Data, Significance of the Study, Scope and Limitations of the Study, Chapter Scheme.

3.11.4 Profile of the Companies:

The chapter includes the information about all the 14 selected industries from Pimpri-Chinchwad area for the research project. There are 4 large-scale industries and 10 medium scale industries under consideration.

3.11.5 Analysis and Interpretation of Data:

In this chapter, the analysis of Workers Demographics Details, Overall Satisfaction of the workers and analysis of Opinion of Respondents about Job Satisfaction with respect to the parameters i.e. Pay and Perks, Promotions and Benefits, Nature and Conditions Of Work, Job Security, Relations with

Superiors, Relations with Coworkers has been done by using statistical techniques.

3.11.6 Testing Of Hypotheses:

This chapter analyzes the Interrelationship in components of Job satisfaction, Model evaluation of components of job satisfaction and overall job satisfaction and Share of job satisfaction components with the help of Comparison of share of job satisfaction components, Comparison of share of job satisfaction components by industries (medium scale industries) and Comparison of share of job satisfaction components by industries (large scale industries).

3.11.7 Findings, Conclusions, Suggestions and Recommendations:

The findings, conclusions and recommendations are derived from the Profiles of the Companies, Data Analysis and Interpretation and from the Testing of Hypothesis. Conclusions are drawn with a view to bring about certain improvement in job satisfaction of workers and recommendations are made for the future research in this area.

3.12 Summary:

This chapter discussed the procedures employed in collecting the data. Three hypotheses were developed from the information obtained in the literature review that was used to examine the relationship between each organizational factor and the job satisfaction of the worker in an organization. The main focus was to know the percentage contribution of each organizational factor in the job satisfaction. This chapter explains the importance and reasons for choice of this topic. Overall process of research including methods of data

collection like, questionnaire, observation, selection of sample, tools and techniques of data analysis and hypotheses testing are discussed in this chapter. It also includes the significance, scope and limitations of the study.

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CHAPTER 4 – PROFILE OF THE COMPANIES

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 - 4.2.14. M/S V-Teck Engineers
- 4.3. Summary

CHAPTER 4 – PROFILE OF THE COMPANIES

4.1. Introduction:

As proposed the researcher has surveyed selected industries in Pimpri-Chinchwad industrial area. The total 398 respondents are spread over 14 companies. The respondents are the workers from medium as well as large scale industries. Out of these 14 companies 10 are medium scale companies with more than 100 and less than 500 workers. Other 4 companies are large scale industries with more than 500 workers. The information of these companies for the purpose of this research is as given below.

4.2. Company Profiles:

While going through the profile of the below mentioned companies the main focus is on the type of the industry, number of workers and turnover of the company.

4.2.1 M/S SKF Bearings Limited. (India)

Name	SKF Bearings limited.
Year of Establishment	1923
Address / Contact	SKF India Limited, Chinchwad, Pune-411 033,
Details	TEL: +91 20 – 66112500, FAX: +91 020- 27473822
Type of the Industry	Large Scale Industry.
No of Workers	1,915 workers.
Turnover	Rs. 1600 Crores.

Other information:

SKF India is a part of the SKF Group, the leading global supplier of rolling bearing and seals. Along with a varied range of products it also offers extensive solutions and services in this area. SKF also has an increasingly important position in the market for linear motion products, high precision bearings, spindles and spindle services for the machine tool industry, electrical actuators, actuation systems and is an established producer of rolling bearing steel. SKF India delivers high end technical knowledge starting with self aligning ball bearing, spherical roller bearing, the hub bearing units that are widely used in cars & truck wheel ends in addition to the new and latest revolutionary CARB bearings that find specialized application in steel plants & paper mills. In fact the company domestically manufactures around 60 sizes of deep groove ball bearings, 70 sizes of taper roller bearings, textile machinery component in addition to catering the needs of automobile, electrical & industrial OEM and aftermarket customers. Through our wide product range we satisfy the needs of our local market, providing a bearing for any and every conceivable application.

SKF India's associate company, SKF Technologies (India) Pvt. Ltd. a wholly owned subsidiary of AB SKF, Sweden, offers customers complete sealing solutions based on our leading edge technology.

4.2.2 M/S Tata Motors Limited:

Name	Tata Motors Limited
Year of Establishment	1945
Address / Contact	MIDC Pimpri, Chinchwad - Bhosari Road.
Details	
Type of the Industry	Large Scale Industry
No of Workers	12000 workers.
Turnover	Rs. 92,519 crores.

Other information:

Tata Motors Limited is India's largest automobile company, with consolidated revenues of Rs. 92,519 crores (USD 20 billion) in 2009-10. It is the leader in commercial vehicles in each segment, and among the top three in passenger vehicles with winning products in the compact, midsize car and utility vehicle segments. The company is the world's fourth largest truck manufacturer, and the world's second largest bus manufacturer. The company's 24,000 employees are guided by the vision to be "best in the manner in which we operate, best in the products we deliver, and best in our value system and ethics." Established in 1945, Tata Motors' presence indeed cuts across the length and breadth of India. Over 5.9 million Tata vehicles ply on Indian roads, since the first rolled out in 1954. The company's manufacturing base in India is spread across Jamshedpur (Jharkhand), Pune (Maharashtra), Lucknow (Uttar Pradesh), Pantnagar (Uttarakhand) and Dharwad (Karnataka). Following a strategic alliance with Fiat in 2005, it has set up an industrial joint venture with Fiat Group Automobiles at Ranjangaon (Maharashtra) to produce both Fiat and Tata cars and Fiat powertrains. The company is establishing a new plant at Sanand (Gujarat). The company's dealership, sales, services and spare parts network comprises over 3500 touch points; Tata Motors also distributes

and markets Fiat branded cars in India. Tata Motors, the first company from India's engineering sector to be listed in the New York Stock Exchange (September 2004), has also emerged as an international automobile company. Through subsidiaries and associate companies, Tata Motors has operations in the UK, South Korea, Thailand and Spain. Among them is Jaguar Land Rover, a business comprising the two iconic British brands that was acquired in 2008. In 2004, it acquired the Daewoo Commercial Vehicles Company, South Korea's second largest truck maker. The rechristened Tata Daewoo Commercial Vehicles Company has launched several new products in the Korean market, while also exporting these products to several international markets. Today two-thirds of heavy commercial vehicle exports out of South Korea are from Tata Daewoo. In 2005, Tata Motors acquired a 21% stake in Hispano Carrocera, a reputed Spanish bus and coach manufacturer, and subsequently the remaining stake in 2009. Hispano's presence is being expanded in other markets. In 2006, Tata Motors formed a joint venture with the Brazil-based Marcopolo, a global leader in body-building for buses and coaches to manufacture fully-built buses and coaches for India and select international markets. In 2006, Tata Motors entered into joint venture with Thonburi Automotive Assembly Plant Company of Thailand to manufacture and market the company's pickup vehicles in Thailand. The new plant of Tata Motors (Thailand) has begun production of the Xenon pickup truck, with the Xenon having been launched in Thailand in 2008. Tata Motors is also expanding its international footprint, established through exports since 1961. The company's commercial and passenger vehicles are already being marketed in several countries in Europe, Africa, the Middle East, South East Asia, South Asia and South America. It has franchisee/joint venture assembly operations in Kenya, Bangladesh, Ukraine, Russia, Senegal and South Africa. The foundation of the company's growth over the last 50 years is a deep understanding of economic stimuli and customer needs, and

the ability to translate them into customer-desired offerings through leading edge R&D. With over 3,000 engineers and scientists, the company's Engineering Research Centre, established in 1966, has enabled pioneering technologies and products.

4.2.3 M/S Force Motors Limited:

Name	Force Motors Limited.
Year of Establishment	1957
Address / Contact	Mumbai-Pune Road, Akurdi, Pune 411035,
Details	India. Telephone No. :+91-20-27476381 Fax No. :+91-20-27404678
Type of the Industry	Large Scale Industry
No of Workers	5,000 workers.
Turnover	Rs. 900 Crores.

Other information:

Force Motors Limited, is a Company that has reinvented itself. Four decades ago, Force Motors started production of the HANSEAT 3-Wheelers. Today Force Motors stands on the threshold of a new era in the automobile industry in India, with a stake in Five Product segments :

Tractors - OX and Balwan - Modern Tractors , sporting synchromesh transmission , Bosch hydraulics, excellent ergonomics and fuel efficient engines. Designed for demanding farmers of developing countries.

Three Wheelers - Minidor . A family of new engineered three- wheelers - economical, rugged and environment friendly - very efficient transport for people and goods.

Light Commercial Vehicles - Traveller and Excel range of passenger & goods carriers. Powered by a family of DI and IDI engines including the legendary Mercedes derived OM 616 engines. A range of high reliability axles and transmissions add value.

Multi Utility Vehicles - Complete range of multi utility vehicles including the Trax Judo, Trax GAMA, Trax Cruiser, Trax Kargo King, range of single cabin and double cabin pickups. And the 4X4 cross country vehicle - Trax Gurkha.

Heavy Commercial Vehicles - In technical collaboration with MAN AG, Germany, Force Motors will be introducing shortly a range of heavy commercial vehicles with a payload capacity ranging from 16 to 50 tonnes.

Areas of excellence support the market segments :

Research and Development - Using a 150 terminal CAD installation, and modern testing facilities, staffed by 400 young engineers and technicians.

Power Pack Manufacturing - State of the art facilities, for in house manufacturing of engines and transmission components.

Vehicle Manufacturing - Complete, with in-house foundry, press shops, robotised body welding, electrophoretic dip painting and high quality assembly facilities.

4.2.4 M/S Ranvik Engineers:

Name	M/S Ranvik Engineers
Year of Establishment	1975
Address / Contact	M/S Ranvik Engineers. S114\115 MIDC.
Details	Bhosari, Pune, Tele-91 20 2711283\32\33
Type of the Industry	Medium Scale Industry
No of Workers	100 workers.
Turnover	Rs. 75 Crores.

Other information:

The company is now the sole strategic supplier of the entire range of 21 types of frames for the 407 and the 709 and 909 model series as well a visit to the new 53,000 sq ft facility at Bhosari. According to company founder VM Jagtap, the entire E2 bay at Tata Motors' E block is in the process of being shifted to Ranvik. It is currently turning out 30 frames in one shift;

this would be ramped up to 300 in two shifts as Tata progressively offloads this business. Ranvik has received an RFQ for chassis frames for Tata's Y1 LCV programme, intended to replace the 407 series in the long term. It is also planning to develop front, drive, and dead axles for this vehicle starting next year. The new press shop will have large presses of 800 and 1,000 tones and will supply to automakers like Volkswagen and General Motors outside the Pune Octroi limits.

Supplies To Fiat: Tata has bought sheet metal pressings for the Tata 207 from Ranvik for the last 12 years, and it is also the sole supplier of the floor pan for the Safari. Besides Tata, it also supplies wishbones and assemblies to Fiat India Automobiles in Ranjangaon for the Palio, and is developing "sheet metal aggregates and assemblies" for the Grande Punto. It is working on an RFQ for export of press parts to Same, and according to Ranjit has been identified by Sauer-Danfoss as a source for steering column assemblies that will be integrated with the latter's hydraulic steering units for John Deere tractors and JCB backhoe loaders.

4.2.5 M/S Hytech Engineers Pvt. Ltd.:

Name	Hytech Engineers Pvt. Ltd. (EOU)
Year of Establishment	1978
Address / Contact	Hytech Engineers Pvt. Ltd. (EOU)
Details	Plot No. W238, MIDC Industrial Area, Bhosari, Pune 411 026, Maharashtra
Type of the Industry	Medium Scale Industry
No of Workers	180 workers.
Turnover	Rs. 35 crs.

Other information:

Hy-Tech Engineers Pvt. Ltd., is today a nationwide well-known leader in the manufacture of Hydraulic Fittings and also ISO 9001:2000 certified

company, catering to almost all leading OEM's like Machine Tool Manufacturers, Earth Moving Equipment Manufacturers, Plastic Molding Machine Manufacturers, Power Pack Manufacturers, Automobile Industries & steel Plants.

Founded in 1978 by a team of dedicated technocrats, it has always grown in leaps and bounds and has won the esteem of all the customers. In attaining these goals, the company's objectives of meeting the customer's increasing expectations for Quality, Delivery and Value were never compromised.

The Company has always keeping pace with the latest technological developments, it has recently introduced CNC & SPM machines to enhance the Quality & Productivity. The Company has over 1500 catalogue items, besides other product range of pipe Clamps & SAE Split Flanges.

Manufacturing Facilities :

Modern manufacturing facilities includes CNC Turning & Machining Centres, Automats, Thread Rolling Machine, Centerless Grinders, Capston Lathes along with Standard machine tools & Specially developed inhouse Electro-Plating Plant.

Quality Assurance Facilities :

Fully equipped standard room maintained at 20 degree C, includes Hardness Tester, Profile Projector, Salt Spray Apparatus, Electrometer, Surface Roughness Tester, Various Standard & Special Gauges. Also having Magnaflux Crack testing machine & in-house Chemical-Lab.

Product's: i) Flareless Bite Type Fittings, ii) 37 Deg. Flared Tube Fittings.

iii) Connectors

iv) 'O' Ring Face Seal Fittings (ORFS) v) SAE split Flanges Pipe clamps.

Team : A dedicated team of around 180 people, having focus on Planning, Engineering Activities, Quality, HRD etc. This team is also supported by 8 Experts having in-depth knowledge and experience in Process Planning,

Business Development, Quality Systems, Lean Management & Financial Analysis to achieve Quality, Cost & Delivery.

4.2.6 M/S S.S. Engineers:

Name	M/S S.S. Engineers
Year of Establishment	1980
Address / Contact Details	City Office: Shivajinagar, Pune 411 005, Tel +91-20- 2553 7567. Registered Works: F-II/56, M.I.D.C, Pimpri, Pune - 411 018, India, Tel +91-20-30612300, Tele fax +91-20- 30612318, url : www.sseengineers.com
Type of the Industry	Medium Scale Industry
No of Workers	200 workers.
Turnover	Rs. 115 crs (including Rs. 10 crs export turnover)

Other information:

M/S S.S. Engineers is an internationally renowned Original Equipment Manufacturer of Complete Sugar Plants, Co-generation Plants and Industrial Boilers. Their highly esteemed and satisfied clientele will attest to their turnkey capabilities, right from requirement analysis to post-commissioning services. Building on their core competencies of total technical expertise and vast practical experience, S.S. Engineers is today at the forefront of innovative, affordable, efficient and most modern sugar technology.

They take pleasure in introducing their organization M/s. S. S. Engineers, headed by Mr. S.B.Bhad, as a leading engineering industry of India engaged in the manufacture of Complete Sugar Plants. SS Engineers, incorporated in 1980, with single handed effort, modest investment and full dedication has grown today into a large organization. Their founder, Mr.

Bhad, after completing his graduation in engineering in 1972, joined M/s. Walchandnagar Industries Ltd., engaged in design of various sugar machineries.

Later he joined the consultancy wing. Developing a very sound knowledge bank in sugar machinery all these 30 years along, he ventured in consultancy services of his own, in the later part of his career.

Gradually, it appeared that all his innovative ideas and concepts needed to be given a real form which was possible only by producing better equipments, incorporating latest technologies and providing the same at affordable prices to the sugar industry. With this concept, about 25 years ago, a fabrication shop took shape at Bhosari, Pune. As a technocrat at the helm of affairs, it was made a point to ensure that quality, design and performance they're the keywords right from the very beginning. This paid back in the form of faith and confidence shown by the industry that was buoyed with bright ideas and quality equipments, the performance of which far exceeded the desired norms. Repeat orders from highly satisfied clients are now the order of the day at S.S. Engineers.

SS Engineers offers most innovative, convenient and profitable "Single window" solutions from design and manufacture to erection and commissioning of Complete Sugar plants, Co-generation plants, Industrial Boilers, by-products, Electrical Systems and Instrumentation etc.

From small equipments like fibrizer and mills up to a complete plant, they at SS Engineers have carved a niche for their selves during the last 25 years. The consultancy services backed by years of hands-on expertise in the Industry, along with a rich knowledge bank have benefited their clients for over two decades.

Today, with a team of 100 engineers, headed by technocrats of high repute, three most modern workshops and the engineering expertise achieved at micro level, SS Engineers is in the forefront of Indian Sugar Industry, providing complete Sugar Solutions to its customers in India and abroad.

Innovation and Growth:

1. Swing Hammer Fibrizer assuring +85 P.I. at Kopergaon S.S.K., Maharashtra , India . (1986-87)
2. Full Size C.I. under feed roller assuring 15% gain in capacity and 1% gain in extraction at Terna S.S.K., Maharashtra , India . (1980-81)
3. S.S.T.R.P.F. assuring increased crush rate of up to 160% at Terna S.S.K., Maharashtra, India. (1986-87)
4. Patented Five roller mill with in-built expansion capacity upto 150% at Shrigonda S.S.K. (1993-94)
5. Installation of Single Chopper-fibrizer diffuser and single mill in the entire juice extraction plant thereby using only one mill instead of two mills for diffuser de-watering bagasse at Andhra Sugar Ltd. (1995-96)
6. S.S. maceration System providing bath maceration for bagasse at Dnyaneshwar S.S.K. (1989-90)
7. Falling film Evaporator with unique feature of independent wetting of each tube with separate nozzle for each tube at Dnyaneshwar S.S.K. (1994-95)
8. Installed one of the largest Fibrizer driven by 3500 BHP Motor (2 x 1750 HP each 11KV) on 108"size cane carrier at Jawahar S.S.K. (2000-01)
9. Installed one of the largest 44" x 84" milling plant with TRPF for achieving a crush rate of 12000 TCD on single tandem at Jawahar S.S.K. (2000-01) • Installation of modern 120 T/Hr capacity boiler at Jawahar S.S.K.Ltd. (2004-05) •

10. Installation & commissioning of fibrizer in 30 hours at Pravranagar and Malegaon, during cleaning in crushing season. (1997-98)
11. Installation of fibrizer on apran cane carrier (Not at head end) at Ajinkyatara S.S.K. Ltd. (90-91)

4.2.7 M/S Virgo Engineers Limited:

Name	Virgo Engineers Ltd.
Year of Establishment	1986
Address / Contact	J-517/525, MIDC, Bhosari, Pune 411026 T:
Details	9120 274744.
Type of the Industry	Medium Scale Industry.
No of Workers	200 workers.
Turnover	Rs. 100 Crores.

Other information:

Virgo Engineers is one of world's fastest growing groups in the flow control industry. With customers in over 60 countries, manufacturing locations in 4 countries across 3 continents and over 900 employees worldwide, Virgo has emerged as a leading manufacturer of valves and steam equipment, serving diverse markets worldwide. Virgo's rapid growth in global markets is a testimony of the company's steadfast commitment to 'Customer First' policy, combined with its unflinching adherence to high ethical standards. Virgo continues to focus on meeting or exceeding customer expectations in terms of product performance and on-time delivery.

Since its inception in 1986, Virgo Engineers Group has focused on the manufacture and sales of automated and manually operated quarter turn valves. With large investments in sophisticated manufacturing facilities in Italy, India, USA and Germany, producing high quality products, Virgo has

become one of the leaders in the flow control industry. Over the years, Virgo has acquired prestigious international certifications and approvals from major oil companies globally.

Virgo has maintained focus on 'Customer First' philosophy by investing in delivering quality products, on-time deliveries, service and value to customers all over the world.

1. Investments in manufacturing in Europe, US and India
2. Sales offices in 8 locations on 3 continents.
3. In-house facilities for critical operations like HVOF metal coating, cryogenic testing, fugitive emission testing, special welding processes, high pressure gas testing etc.
4. Superior project order execution processes through implementation of Enterprise Resource Planning (ERP) software and Product Life Cycle Management (PLM) software systems.
5. Engagement of local talent in the company's international network of 8 offices.
6. On-shelf inventory of over \$20 million in Houston, Oklahoma and Dubai to meet quick delivery and project top up requirements of customers.
7. Dedicated team of service engineers to provide assistance in commissioning and on-site services around the world.

After initiating operations more than 20 years ago with Virgo's flagship range of Virgo Ball Valves, the company has successfully launched several new brands and products for a variety of applications and industries. Today Virgo Engineers offers its products under 5 brands. 1) Virgo, 2) Vintrol, 3) EVS, 4) Tritork, 5) Rifox

4.2.8 M/S Devchhaya Industries:

Name	Devchhaya Industries
Year of Establishment	1990
Address / Contact	Devchhaya Industries, W 189 – MIDC Bhosari, Pune – 4110026, Contact: +91 020 27121712, Email: devchhaya189@yahoo.com, http://www.devchhayaindustries.com/contact.php
Type of the Industry	Medium Scale Industry
No of Workers	300 workers.
Turnover	Rs.100 crs.

Other information:

Devchhaya Industries engaged in manufacturing of sheet metal pressed components and assemblies, was established in the year 1990. Started as a job worker of sheet shearing for Tata Motor's vendors with a single shearing machine, today is a major vendor for the few of the world's most recognized and the India's largest automobile companies. With a strength of 300 employees and a group company of 5 major units, having all the advance manufacturing machinery and infrastructure Devchhaya Industries is all set to undertake major off-loadings from any OEM's across the world.

They follow the global manufacturing standards of TS16949 (certified in March 2006) prior to that they were QS 9000 and ISO 9000 company since January 1998. They were the most proactive in adopting the standards amongst the Tata Motors suppliers and had ever met all the deadlines put forward by their customer. They became one, among the very first "CQ" (Certified Quality) suppliers of Tata Motors in 1997.

They are today a supplier of :

1. Tata Motors. Pune, Jamshedpur, Lucknow and Rudrapur.
2. Piaggio Vehicles P Ltd. Baramati.
3. Tata Johnson Control Pune & Rudrapur.

They now look forward to make a global mark, through their ever improving services their policy of total customer satisfaction and the ever lasting support of their customers in their endeavor towards progress.

Devchhaya Industries – History

Established in 1990, they began their journey with sheet metal shearing job work for Tata Motor's vendors with a single shearing machine. With this humble beginning, today they earned a name as one of the major vendors of the world's most recognized and the country's largest automobile company Tata Motors Ltd. Soon, they were registered with Force Motors (Bajaj Tempo Ltd) in 1991 for supplying sheet metal pressed components & assemblies. The following year in 1992, Devchhaya Industries were registered with Tata Motors (Telco) for the supplying sheet metal parts & assemblies. Their achievements are based on, 1) Precision, 2) Quality of work, 3) Timely supplies, 4) Teamwork, 5) Modern Infrastructure Tata Motors Ltd. awarded Devchhaya Industries self certification "CQ" in October 1997. They were among one of the first few to be given the initial certification as the CQ vendors. Among the 10 sheet metal vendors vying for supplying press parts to Car plants (Indica); it was Devchayya Industries that was chosen. This is due to their high reputation for delivering quality products on time and their proficiency in developing new items without a glitch. In January 1998, they were awarded the ISO 9002 Certificate from TUV India(Germany). Devchhaya Industries was the 1st company to be certified against its competitors. Again in 2002, they were able to obtain a QS 9000 Certification and were once again one of the very few vendors to achieve this mile stone. Their achievements do not end here. Devchhaya Industries again earned the ISO TS 16949 certification in March 2006. Devchhaya Industries began its second major production unit with a big bed press facility in October 2006 to cater to the requirements of higher assemblies and aggregates. Subsequently they

started their new facility at Rudrapur (Uttarakhand) with their all time high investment in area of 15000 Sq. Mtrs. Today, they are a group company of 5 major units with over 300 employees with advanced manufacturing machinery and infrastructure. Devchhaya Industries has a strong base to receive major off-loadings from any OEM's across the world.

4.2.9 M/S San Enterprises

Name	San Enterprises
Year of Establishment	1990.
Address / Contact	San Enterprises, A-18, H-Block, MIDC, Pimpri,
Details	Pune- 411018, 020-27443302/ 03/ 04/ 05, 020-27443306, sanenterprises@vsnl.net
Type of the Industry	Medium Scale Industry
No of Workers	110 workers.
Turnover	Rs. 20 Crores.

Other information:

M/S. San Enterprises introduce ourselves as Aluminium Gravity Die Casters, Associated with Tata Motors since 8 years. They have a Manufacturing Facility of Preprogrammable controls with close loop feedback system for manufacturing gravity Die casting. For quality control assurance purpose San has made the following facility available: Spectrometer - Bruker Quantron make max capacity 20 elements. Co-ordinate Measuring Machine(CMM) - Accurate make(500x600x400). Vacuum Testing Machine. Brinel Hardness Testing machine - ACME Engineers. They are an ISO 9001:2008 Certified company through TUV.They have started implementation and progressing towards certification for Quality & Environmental Management System inline with ISO/TS 16949:2002 & ISO 14001:2004 respectively. Procedure completion by Dec-2009.

San also has 15 Core Shooting Machines. 1000 ton capacity, resin coating sand plant. Our plant has a spare capacity to manufacture various types of Aluminum components such as Cylinder Head, Crankcases and Manifolds either in Stationary or Tilt Gravity with Machining activity. Future expansion LPDC (Low Pressure Die Casting) and Direct online Machined Castings like Crankcases , Cylinder Head, Mag wheels and Dies etc.

Facilities:

- 1 Pre programmable controls with close loop feedback system for manufacturing gravity die casting.
- 2 3 Gravity Die Casting Machines with holding furnaces having capacity 500kgs, 500kgs, 100kgs.
- 3 High Technology 2 Melting furnaces with high latest LPG heating process; capacity 500 and 200 kgs, per hour, respectively. Total melting 5 ton per shift.
- 4 3 Nitrogen Degassing Station.
- 5 1 Decoring Machine & Riser Cutting Machines.
- 6 Drop type Water quench Heat Treatment Furnace having capacity 1500kgs.
- 7 Glass Beed Blasting Machine.
- 8 In house Tool room set up.
- 9 Melting Furnace : 02 Nos.
- 10 Co-Ordinate Measuring Machine
- 11 Brinell Hardness Testing Machine
- 12 Spectrometer
- 13 Holding Furnace
- 14 Gravity Die Casting Machine : 3nos.
- 15 Degassing Machine
- 16 Vacuum Test Machine
- 17 Heat Treatment Furnace

18 Automatic Shell Core Shooter M/C : 15nos

19 Glass Beed Machine

4.2.10 M/S Canto Engineering Company:

Name	Canto Engineering Company
Year of Establishment	1992
Address / Contact	MIDC Bhosari, 48/2 , S-Block Pune 411026,
Details	Maharashtra, Phone+(91)-(230)-242-6344
Type of the Industry	Medium Scale Industry
No of Workers	135 workers.
Turnover	Rs.80 crores.

Other information:

Products and Services: Automatic Transmission Parts, Automotive Transmission Gears, Backlash Free Coupling, Bevel Gears, Coupling, Shaft, Engineering Gears, Helical Gears, Industrial Gears, Mechanical Power Transmission Products, Power Transmission Equipment, Power Transmission Gears, Power Transmission Products, Shaft Hub, Key Less Locking, Single Bean Helical Coupling, Spur Gears, Timing Pulley manufacturers.

4.2.11 M/S Nirmiti Stampings Pvt. Ltd.:

Name	Nirmiti Stampings Pvt. Ltd.
Year of Establishment	1995
Address / Contact	Nirmiti Stampings Pvt. Ltd. S-11, M.I.D.C.
Details	Bhosari, Pune - 411026, Maharashtra, India. Telefax : +91-20-66308446/47, 66308458. Direct : +91-20-66308460. E-mail: response@nirmitistampings.com
Type of the Industry	Medium Scale Industry
No of Workers	90 workers.
Turnover	Rs. 15 crs.

Other information:

Company Background: The Company was incorporated in the year 1995. Mr. Hemachandra Shrotri is the Managing Director of the company. He is a qualified Mechanical Engineer.

Growth: What started as a small enterprise with one staff member, 6 workers and a turnover of Rs. 3.3 Mill (US\$ 0.073 Mill / Euro 0.055 Mill) is today an enterprise providing employment to 17 staff, 45 workers and has a turnover of Rs. 8.0 Cr (US\$ 1.77 Mill / Euro 1.33 Mill). The company has a tiny subsidiary located next to our major major customer and does job work for them. The capacity of this plant is being enhanced.

Location: The company is located at a prime location in M.I.D.C Bhosari, which is in industrial zone of Pune, the Automotive hub of India. Pune is well connected by Rail / Road and Air with all major cities in India.

1. Distance of our factory to nearest dry dock: 3 kms (1.87 miles)
2. Distance to nearest International Sea Port: 135 kms (84 miles)
3. Distance to nearest International Air Port: 150 kms (94 miles)

Certification:

The company has been certified for TS 16949 by BVQI.

Sheet Metal Components Manufacturers: Their product range includes:

- Components for Shock Absorbers
- Components for Parking Brake Levers
- Radiator Supports
- White Goods
- Automotive Axles
- HVAC Side Supports
- Air Filter Parts

Customers:

- Gabriel India Ltd.
- LG Electronics Ltd.
- Tata Ficosa Automotive Systems Ltd.
- Tata Toyo Radiators Ltd.
- Fleetguard Filters Pvt.Ltd.
- Renowned Auto Mfgrs Ltd.
- Spicer India Ltd.
- Behr India Ltd (E O U)
- Piaggio Vehicles Pvt. Ltd.

4.2.12 M/S Autoline Industries Limited:

Name	Autoline Industries Limited
Year of Establishment	1996
Address / Contact Details	T-135, MIDC, Bhosari, Pune 411026, India, Tel No: +91-020-27128961/2, Fax No: +91-020-27110540
Type of the Industry	Medium Scale Industry
No of Workers	150 workers.
Turnover	Rs. 120 crores.

Other information:

Autoline Industries Ltd (AIL) (incorporated on December 16, 1996, as Autoline Stampings Private Ltd.) was initially set up in January 1995 as a partnership firm known as "Autoline Pressings" under Indian Partnership Act 1932, with a capital of Rs. 0.30 million & term loan of Rs. 0.15 million from State Bank of India and Cash Credit limit of Rs.0.05 million. AIL has grown into a medium sized engineering and auto ancillary Company, manufacturing sheet metal components, sub-assemblies and assemblies for large OEMs in the Automobile Industry.

We are engaged in Manufacturing various auto parts / sheet metal components for Passenger cars, Sports Utility Vehicles (SUV), Commercial vehicles, Two wheelers, Three wheelers, Tractors, etc.

August 2004, was major turning point in Autoline's history. Tata Motors was looking to entrust the manufacture of the load body of their new mini truck to someone whose capabilities they believed in. It was a challenge, no doubt, to our highly skilled yet small team that had hitherto handled designs and manufacture of small and medium assemblies. However, being

a team that enjoys challenges, Autoline got cracking and tackled the job so efficiently that in precisely 20 weeks, the first mini truck model named ACE load body came off the assembly and six months later a 200 strong workforce was rolling out 150 load bodies in a 3 shift day! As ACE became a runaway success, six months down the line another fully automated line had to be set up to meet the demand of 300 units per day. We are one of the prime vendors to various Automobile Companies like, Tata Motors Ltd. (Earlier Telco), Bajaj Auto Ltd, Kinetic Engineering Ltd, Mahindra & Mahindra Ltd., Fiat (India) Pvt. Ltd., Walker Exhaust (India) Pvt Ltd (a Subsidiary of Tenneco, a fortune 500 U.S. company), etc. AIL is also exporting auto parts i.e. brake shoes for Mercedes Benz Trailers to Saudi Arabia, Dubai etc. Further negotiations are at various stages with various Detroit based Auto Component Makers for direct exports. Due to excellent quality in work, cost competitiveness, timely deliveries and State of the Art Tool Room with latest CAD / CAM facilities, the company has, in a short span, become prime vendor to all the reputed Auto Manufacturers in and around Pune. The turnover of the company has accordingly increased from a modest Rs. 6.30 million as on 31.03.1997 to a massive Rs. 1113 million as on 31.03.2006, in just 9 years time. All the manufacturing facilities have been certified as ISO/TS 19649: 2002 by TUV(Rh), Germany.

Considering the rapid growth in the business, the company was in need of additional space and manufacturing capacities. Therefore 3 to 4 expansions had to be taken up in quick succession during last 9 years. Initially we started our operations at Kudalwadi with 10,000 sq. ft. plot area. Then expanded to Chakan with 114,000 sq. ft. Plot area and T-135, MIDC, Bhosari with 53,000 sq. ft. plot area. Further we have now acquired additional Land of 15 Acres (600,000 sq. ft. area approx) in Chakan very near to the existing Factory. Out of the 15 acres land acquired, 7 acres has

been utilized to set up a new modern manufacturing facility on a built-up area of 1,60,000 sq. ft. Thus our existing operations of the company are spread at five places (including a wholly owned subsidiary) with good infrastructural facilities.

Autoline has grown by leaps and bounds from a single plant, a modest capital and a small staff to a company that can boast of 5 manufacturing units, over 150 strong human resource and an almost 100 percent growth each year for seven years. Autoline Industries has traversed a growth path at an enviable pace; all thanks to excellent work quality, cost competitiveness, timely deliveries and state-of-the-art Tool Room with latest CAD / CAM facilities. To further enhance design capabilities, Autoline has taken a major stake in a design engineering firm making it our subsidiary. With this acquisition, Autoline has the unique capability of Offshore Designing & Manufacturing model (ODM). At Autoline, we are continuously renewing technology and upgrading quality standards, keeping in mind international benchmarks.

Today, more than 400 products from Autoline fit into a range of SUVs, LCVs , HCVs and passenger cars besides 2 and 3 wheelers. Stringent quality controls and timely deliveries have helped consolidate our position in the market as one of the top 5 vendors of Sheet Metal components for Tata Motors.

Autoline has an ultramodern manufacturing facility and has the experience of producing large volumes in specified time and to the required quality specifications. Customized to the requirements of the client, as per their drawings / samples provided, various operations on metal sheets (pre-cut to strips as per requirement of jobs) like blanking, bending, trimming, forming, piercing, etc. are carried out with appropriate dies loaded and set in the required size and capacity. The components that require welding are

sent to the welding shop for welding and assembly. There is a quality check at every level and before final dispatch. All processes are completed as per the Quality Plan for each Component as specified by the ISO/TS 16949:2002 Standards for Quality and Processes.

The application of virtual reality technology in product design, engineering, and manufacturing has revolutionized the work of many industries. Using the power of collaborative visualization, companies facilitate collaborative decision making and multi-disciplinary communications that enable companies to identify and resolve manufacturing design problems while in a virtual state with significantly reduced developmental time and money.

We provide a wide range of engineering enterprise services, based on a combination of business consulting, product design, and IT skills.

Every manufacturing facility has a tool room attached. Besides, there is an ultra-modern Tool Room equipped with Hartford CNC Vertical Milling centre, TAL's Computerised Milling Centre, Wire-cut Machine, Horizontal Boring Machine and host of other supporting tooling machinery to take care of even the large size dies. This is supported by a state-of-the-art Design Engineering setup with the latest Hardware and Software backed by CAD/ CAM facilities for optimum utilization of tool room machinery. The recent acquisition of Autoline Dimensions Software (P) Ltd., has added a world-class design engineering capabilities to our ensemble. The Company thus has set up World class facilities for maintenance of sophisticated Dies given by the OEMs which has given an impetus to further orders from them. Autoline has made sophisticated large sized Dies up to 3 meters, for in-house production and on orders from clients.

Overview: Autoline Industries Ltd., is a major supplier of sheet metal components, sub assemblies and assemblies. Also manufacturing "A" class sheet metal dies, we supply about 130 components to Tata Motor's

prestigious Indica, Car Project and its mid-sized sedan Indigo & Marina mostly as single source supplier, and about 400 components to its Auto Division for LCVs, MCVs and HCVs, besides components for SUVs like Safari, Sumo and their variants. Various other components numbering more than 150 are being supplied to Bajaj Auto Limited & Kinetic Engineering Limited for 2 wheelers & 3 wheelers. Critical and prestigious components are regularly supplied to Walker Exhaust (India) Pvt Ltd, a wholly owned subsidiary of a Fortune 500 company. Besides these, we also supply Tractor components to Mahindra & Mahindra Limited, Mumbai, and Fiat, Mumbai, for their prestigious Palio Project. Exports of Brake shoes meant as spares for Mercedes Trailers to Germany, Singapore, UAE, Saudi Arabia, etc. A joint venture by the name of Union Autoline Spare Parts LLC, UAE has been set up to promote exports of Auto Components for the Gulf and African Markets.

4.2.13 M/S TAL Manufacturing Solutions Ltd (TAL):

Name	TAL Manufacturing Solutions Ltd.
Year of Establishment	2000.
Address / Contact	TATA Motors Premises
Details	Chinchwad – 411 033, Pune, Maharashtra (INDIA). Phone:+91-20- 6613-5509 / 5550 / 5510
Type of the Industry	Large Scale Industry
No of Workers	600 workers.
Turnover	Rs. 250 Crores.

Other information:

2009 : TAL provides total manufacturing solutions across manufacturing industries in India and abroad.

2008 : TAL entered in collaboration with The Boeing Company to manufacture Floor Beams for 787 Dreamliner project in the plant coming up in Nagpur.

2007 : Technical Collaboration with the Europe's leading machine tools majors –Heller GmbH of Germany for horizontal machining center and Maus Spa of Italy for verticle turning lathes.

2003 : The company is re-organised into Strategic Business Units and implements a Project Management structure

2000 : TAL is a wholly owned subsidiary of TATA Motors Ltd formed by the merger of the Machine Tool and Growth Divisions.

1992 : Collaboration with Nachi Japan for Robots manufacturing.

1985 : Collaboration with Nachi Nigata Japan for CNC Machining centers.

1980 : Collaboration with GFM Austria for Crankpin Milling machine

1967 : Setting up Machine Tool, Growth , PE and ERC Divisions to facilitate plant & machinery and fuel growth.

TAL is a wholly owned subsidiary of TATA Motors Ltd, pioneer in providing turnkey manufacturing solutions, right from concept to commissioning. TAL Corporate office is located in Chinchwad, Pune, the industrial hub of Maharashtra, they operate through a footprint of offices in Chennai and Delhi. For more than 40 years, TAL have designed and build machine tools, material handling systems, test rigs, painting systems, assembly & process lines, robotic welding solutions, fixtures & tooling, fluid power solutions for a wide range of industrial applications and integrated them to deliver complete manufacturing solutions.

To maintain a cutting edge, they have stressed upon continuous updates of our professional capabilities, production facilities and techniques. With a keen eye on the emerging trends in engineering, they have successfully risen to the challenges imposed by changing markets, new technologies and production schedules.

TAL's offerings are delivered through its four business units:

1. Machine Tool Business Unit, which specializes in machine tool building. (Over 2500 machine tools operating successfully for last many decades.)
2. Equipment & Manufacturing Systems Business Unit which specializes in automated Manufacturing solutions, Jigs, Fixtures, Robotics, Material Handling systems and Defence equipments.
3. Fluid Power Solutions Business Unit, which provides Fluid Power Solutions to the Tippers and other construction as well as industrial applications market.
4. Aerospace Business Unit with a focus on manufacture of precision components and assemblies for aero-structures.

4.2.14 M/S V-Teck Engineers:

Name	V Tech Engineers
Year of Establishment	2008
Address / Contact	H. No. 773- 263/ 1, Opposite Siddhi Lawns,
Details	MIDC Bhosari Pune.
Type of the Industry	Medium Scale Industry
No of Workers	100 workers.
Turnover	Rs. 11 Crores.

Other information:

Manufacturer and supplier of all kinds of castings like sand castings, gravity die castings, investment casting, mechanical assemblies, electrical assemblies and machined components etc.

Quality: An ISO 9001:2000 Certified Company.

Products & Services:

1. Assemblies

2. Electrical Assemblies
 3. Gravity Die Castings
 4. Investment Casting
 5. Machined Components
 6. Mechanical Assemblies
 7. Sand Castings
 8. Sheet Metal Components Fact Sheet
 9. Legal Status of Firm: Sole Proprietorship (Individual)
 10. Nature of Business: Manufacturer, Exporter, Wholesaler
- Major Markets: East Europe

4.2 Summary:

The profiles of the above said companies' show that the companies are well established and doing well in their respective business sectors. Almost all of them have their business transactions at an international level. This certainly makes it necessary for them to maintain proper facilities and infrastructure to enable their workforce to gain required motivation. They have to try at their level best to bring about good amount of job satisfaction among the workers with an intension to have more productivity. These industries are practically good representatives of the present industrial scene in Pimpri-Chinchwad industrial belt to conduct this research work.

CHAPTER 5: ANALYSIS AND INTERPRETATION OF DATA

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CHAPTER 5: ANALYSIS AND INTERPRETATION OF DATA

5.1 Introduction

In this chapter, the researcher has done detailed analysis and interpretation of the collected information i.e. data. The researcher has used tabulation, graphical methods to visualize the results.

In this chapter, the analysis of Workers Demographics Details, Overall Satisfaction of the workers and analysis of Opinion of Respondents about Job Satisfaction with respect to the parameters i.e. Pay and Perks, Promotions and Benefits, Nature and Conditions Of Work, Job Security, Relations with Superiors, Relations with Coworkers has been done by using statistical techniques.

5.2 Workers Demographics details:

5.2.1 Distribution of workers

Table 5.01

Distribution of workers according to the types of the industries:

Types of the industries	otal	%
Medium Scale Industries	44	6 1.30%
Large Scale Industries	54	3 8.70%
Base: All Workers	98	1 00%

Graph 5.01

Distribution of workers:

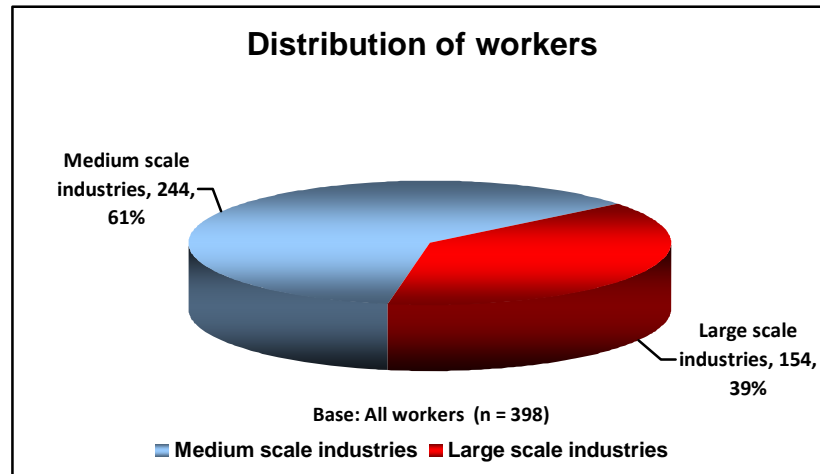


Table 5.01 displays the sample distribution of 398 workers with respect to medium or large scale industries; it indicates that the sample contains 244 (61.3%) workers from medium scale and remaining 154 (38.7%) of workers from large scale industries.

5.2.2 Distribution of workers according to Age

Table 5.02

Distribution of workers according to Age:

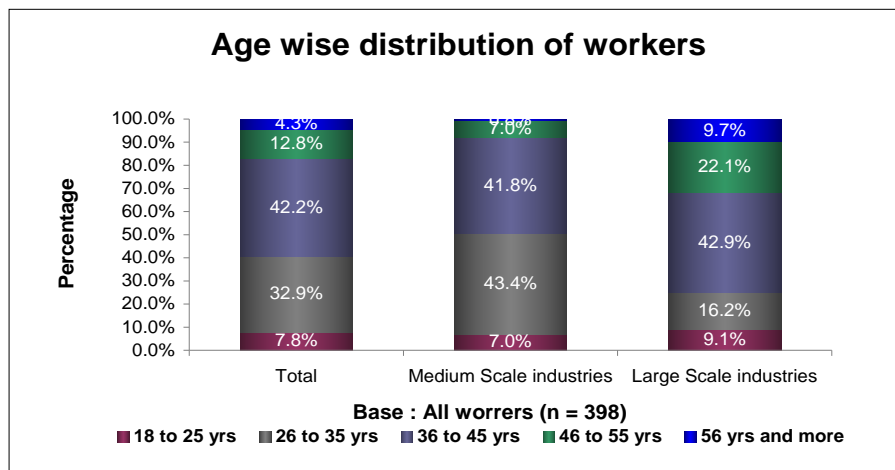
Age Group	Industries Groups					
			Medium Scale		Large Scale	
	Total	%	Total	%	Total	%
18 to 25 years	31	7.80%	17	7.00%	14	9.10%
26 to 35 years	131	32.90%	106	43.40%	25	16.20%
36 to 45 years	168	42.20%	102	41.80%	66	42.90%
46 to 55 years	51	12.80%	17	7.00%	34	22.10%
56 years and more	17	4.30%	2	0.80%	15	9.70%
Base: All workers	398	100.00%	244	100.00%	154	100.00%

Table 5.02 explains,

- i) The distribution of workers according to age from medium/large scale industries. Out of 398 workers, 31 (7.8%) workers have age 18 to 25 years, 131 (32.9%) workers have age 26 to 35 years, 168 (42.2%) workers have age 36 to 45 years, 51 (12.8%) workers have age 46 to 55 years and the remaining 17 (4.3%) workers have age 56 years or more.
- ii) In particular medium scale industries, out of 244 workers, 17 (7.0%) workers have age 18 to 25 years, 106 (43.4%) workers have age 26 to 35 years, 102 (41.8%) workers have age 36 to 45 years, 17 (7.0%) workers have age 46 to 55 years and the remaining 2 (0.8%) workers have age 56 years or more.
- iii) In particular Large scale industries, out of 154 workers, 14 (9.1%) workers have age 18 to 25 years, 25 (16.2%) workers have age 26 to 35 years, 66 (42.9%) workers have age 36 to 45 years, 34 (22.1%) workers have age 46 to 55 years and the remaining 15 (9.7%) workers have age 56 years or more. The below graph visualizes the age distribution of workers.

Graph 5.02

Distribution of workers according to Age



5.2.3 Work experience of workers

Table 5.03

Work Experience of workers

Experience			Industries Groups			
			Medium Scale		Large Scale	
	Total	%	Total	%	Total	%
0 to 5 years	48	12.10%	30	12.30%	18	11.70%
6 to 10 years	105	26.40%	88	36.10%	17	11.00%
11 to 15 years	121	30.40%	78	32.00%	43	27.90%
16 to 20 years	69	17.30%	34	13.90%	35	22.70%
21 years and more	55	13.80%	14	5.70%	41	26.60%
Base: All workers	398	100.00%	244	100.00%	154	100.00%

Table 5.03 explains the work experience of workers from medium/large scale industries.

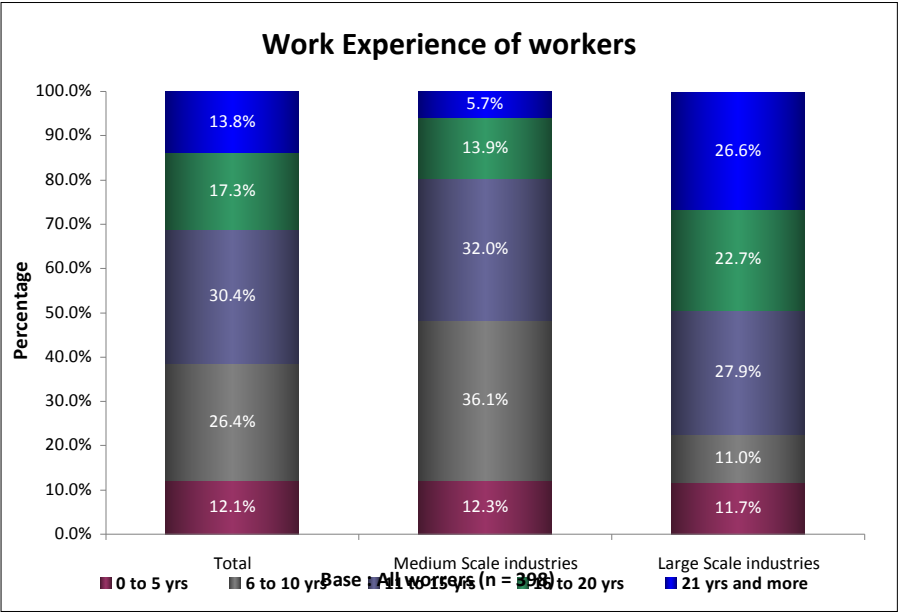
i) Out of 398 workers, 48 (12.1%) workers have work experience 0 to 5 years, 105 (26.4%) workers have work experience 6 to 10 years, 121(30.4%) workers have work experience 11 to 15 years, 69 (17.3%) workers have work experience 16 to 20 years and the remaining 55 (13.8%) workers have age 21 years or more.

ii) In particular medium scale industries, Out of 154 workers, 18 (11.7%) workers have work experience 0 to 5 years, 17 (11.0%) workers have work experience 6 to 10 years, 43(27.9%) workers have work experience 11 to 15 years, 35 (22.7%) workers have work experience 16 to 20 years and the remaining 41 (26.6%) workers have age 21 years or more.

iii) In particular Large scale industries, Out of 244 workers, 30 (12.3%) workers have work experience 0 to 5 years, 88 (36.1%) workers have work experience 6 to 10 years, 78(32.0%) workers have work experience 11 to 15

years, 34 (13.9%) workers have work experience 16 to 20 years and the remaining 14 (5.7%) workers have age 21 years or more.

Graph 5.03
Work Experience of workers



5.2.4 Industry wise workers distribution

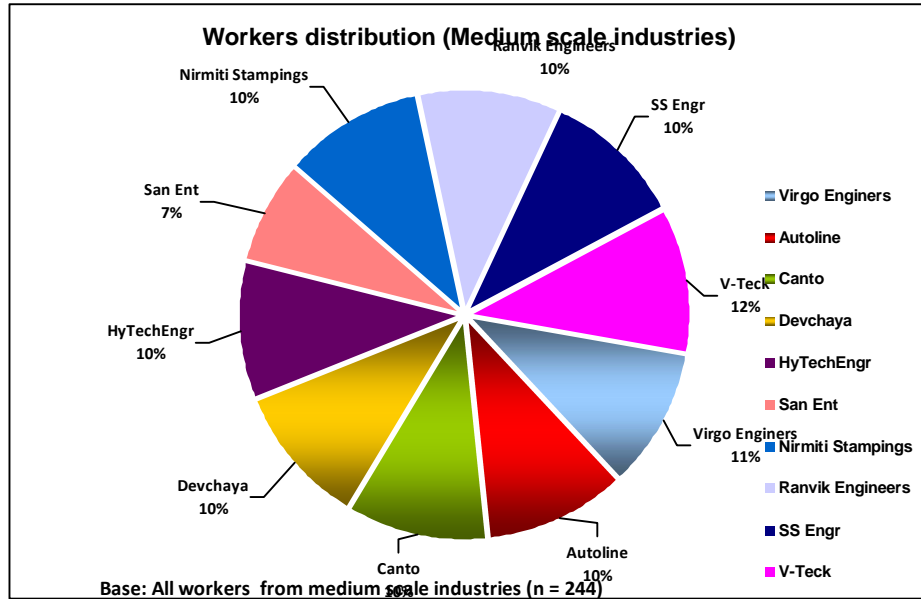
Table 5.04

Industry wise workers distribution

	Total	Percentage
Medium scale industries		
Virgo Engineers Limited	25	10.2%
Autoline	25	10.2%
Canto Engineering Company	25	10.2%
Devchhaya Industries	25	10.2%
Hy Tech Engineers	25	10.2%
San Enterprises	18	7.4%
Nirmiti Stampings Pvt. Ltd.	25	10.2%
Ranvik Engineers	25	10.2%
SS Engineers	25	10.2%
V-Teck Engineers	26	10.7%
Base : All workers (Medium scale industries)	244	
Large scale industries		
Tata Motors Ltd.	26	16.9%
Force Motors Ltd.	28	18.2%
SKS Bearings Ltd.	49	31.8%
TAL Mfg Solutions Ltd.	51	33.1%
Base : All workers (Large scale industries)	154	

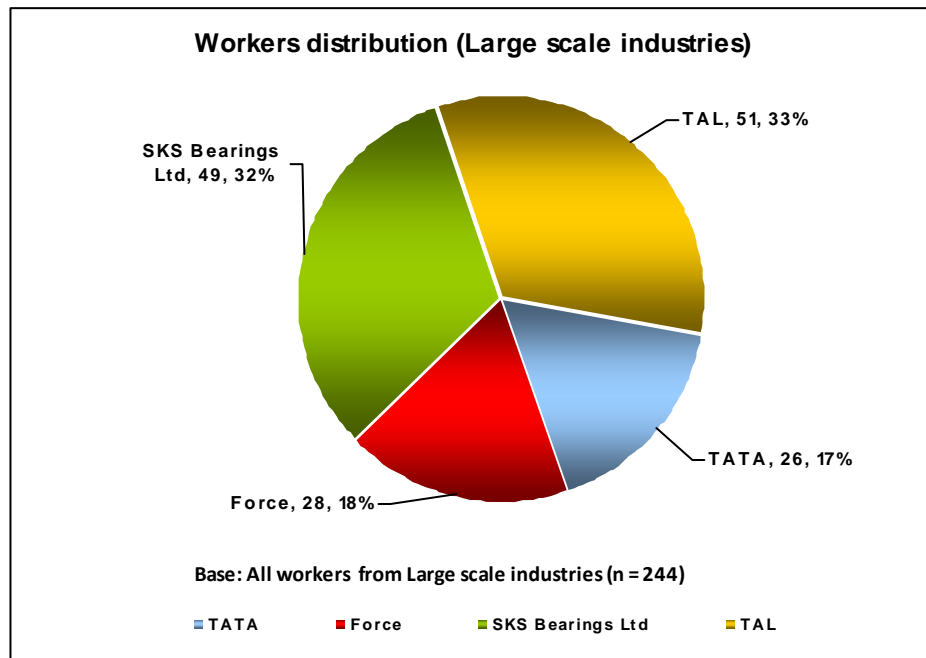
Graph 5.04

Industry wise workers distribution (Large Scale)



Graph 5.05

Industry wise workers distribution (Medium Scale)



5.2.5 Marital status of workers

Table 5.05

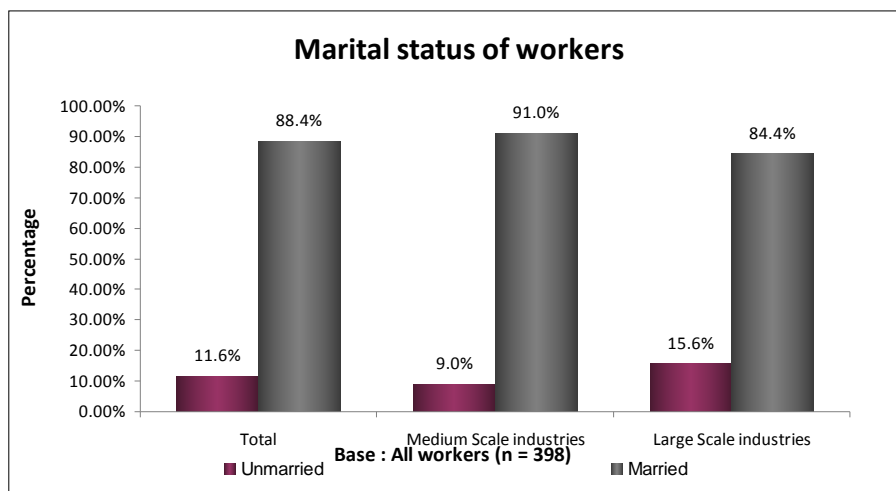
Marital status of workers

Marital status	Industries Groups					
			Medium Scale		Large Scale	
	Total	%	Total	%	Total	%
Unmarried	46	11.60%	22	9.00%	24	15.60%
Married	352	88.40%	222	91.00%	130	84.40%
Base: All workers	398	100.00%	244	100.00%	154	100.00%

- i) Table 5.05 explains that, 46 (11.6%) workers were unmarried where as 352 (88.4%) were married.
- ii) In particular Medium scale industries, 22(9.0%) workers were unmarried where as 222 (91.0%) were married.
- iii) In particular large-scale industries, 24(15.6%) workers were unmarried where as 130 (84.4%) were married.

Graph 5.06

Marital Status of workers



5.2.6 Monthly wages of workers (in Rs)

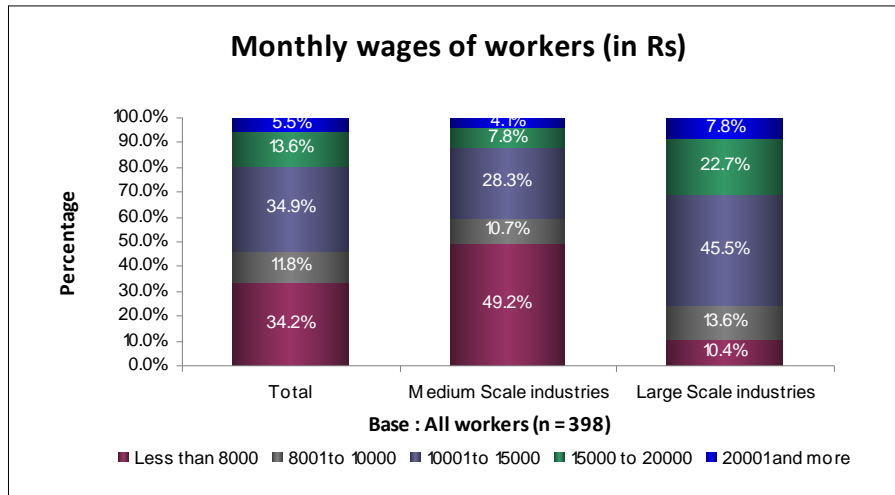
Table 5.06

Monthly wages of workers (in Rs)

Monthly wages	Industries Groups					
			Medium Scale		Large Scale	
	Total	%	Total	%	Total	%
Less than 8000	136	34.20%	120	49.20%	16	10.40%
8001 to 10000	47	11.80%	26	10.70%	21	13.60%
10001 to 15000	139	34.90%	69	28.30%	70	45.50%
15000 to 20000	54	13.60%	19	7.80%	35	22.70%
more than 20000	22	5.50%	10	4.10%	12	7.80%
Base: All workers	398	100.00%	244	100.00%	154	100.00%

- i) Table 5.06 explains that the monthly wages of workers, 136 (34.2%) workers had monthly wages less than 8000, 47 (11.8%) workers had monthly wages 8000 to 10000, 139 (34.9%) workers had monthly wages 10000 to 15000, 54 (13.6%) workers had monthly wages 15000 to 20000 and remaining 22 (5.5%) workers had monthly wages more than 20000.
- ii) In particular medium scale industries, 120 (49.2%) workers had monthly wages less than 8000, 26 (10.7%) workers had monthly wages 8000 to 10000, 69(28.3%) workers had monthly wages 10000 to 15000, 19 (7.8%) workers had monthly wages 15000 to 20000 and remaining 10 (4.1%) workers had monthly wages more than 20000.
- iii) In particular large scale industries, 16 (10.4%) workers had monthly wages less than 8000, 21 (13.6%) workers had monthly wages 8000 to 10000, 70 (45.5%) workers had monthly wages 10000 to 15000, 35 (22.7%) workers had monthly wages 15000 to 20000 and remaining 12 (7.8%) workers had monthly wages more than 20000.

Graph 5.07
Monthly wages of workers (in Rs)

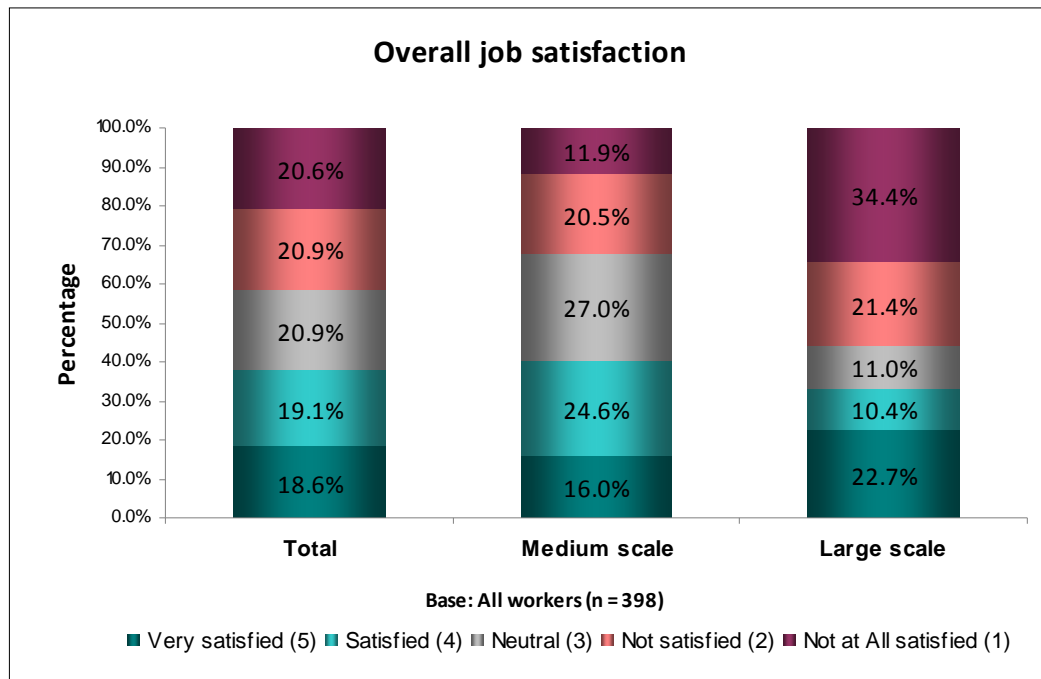


5.3 Overall job satisfaction of workers

Table 5.07
Overall job satisfaction

	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Not at All satisfied (1)	82	20.60%	29	11.90%	53	34.40%
Not satisfied (2)	83	20.90%	50	20.50%	33	21.40%
Neutral (3)	83	20.90%	66	27.00%	17	11.00%
Satisfied (4)	76	19.10%	60	24.60%	16	10.40%
Very satisfied (5)	74	18.60%	39	16.00%	35	22.70%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	2.94		3.12		2.66	
Std. Dev.	1.4		1.25		1.58	

Graph 5.08
Overall Job Satisfaction



- i) Table 5.07 explains that out of 398 workers, 74 (18.6%) have Strongly Agreed whereas 76 (19.1%) have agreed and 82 (20.6%) have Strongly Disagreed whereas 83 (20.9%) have disagreed and the remaining 83 (20.9%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 2.94 with standard deviation 1.4.
- ii) Out of 244 workers from medium scale industries, 39 (16%) have Strongly Agreed whereas 60 (24.6%) have agreed and 29 (11.9%) have Strongly Disagreed whereas 50 (20.5%) have disagreed and the remaining 66 (27%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.12 with standard deviation 1.25.
- iii) Out of 154 workers from Large scale industries, 35 (22.7%) have Strongly Agreed whereas 16 (10.4%) have agreed and 53 (34.4%) have Strongly Disagreed whereas 33 (21.4%) have disagreed and the remaining 17 (11%) have neutral opinion (i.e. neither agreed nor

disagreed).The average score given by workers from Large scale industries is 2.66 with standard deviation 1.58. The following graph illustrates the same.

5.4 Opinion of respondents about Job satisfaction

5.4.1 PAY AND PERKS

5.4.1.1 My pay and perks are commensurate with my competence.

Table 5.08

My pay and perks are commensurate with my competence.

	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	15	3.80%	1	0.40%	14	9.10%
Disagree	61	15.30%	23	9.40%	38	24.70%
Neutral	176	44.20%	137	56.10%	39	25.30%
Agree	140	35.20%	80	32.80%	60	39.00%
Strongly Agree	6	1.50%	3	1.20%	3	1.90%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.15		3.25		3	
Std. Dev.	0.83		0.65		1.04	

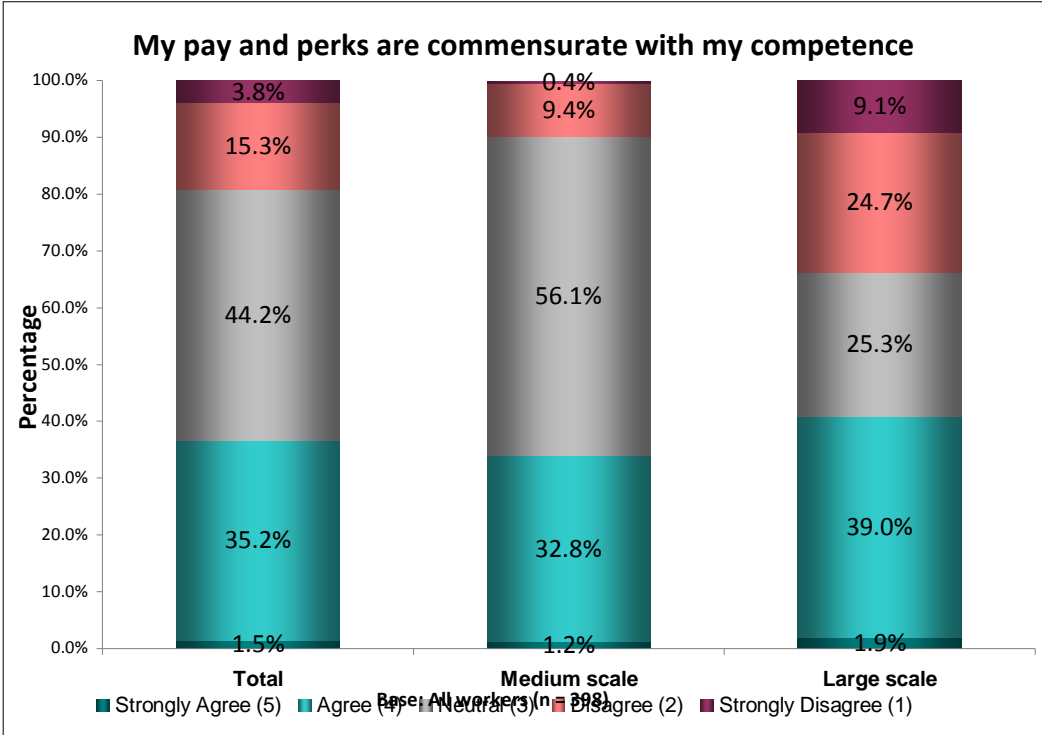
- i) Table 5.08 explains that out of 398 workers, 6 (1.5%) have Strongly Agreed whereas 140 (35.2%) have agreed and 15 (3.8%) have Strongly Disagreed whereas 61 (15.3%) have disagreed and the remaining 176 (44.2%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.15 with standard deviation 0.83.
- ii) Out of 244 workers from medium scale industries, 3 (1.2%) have Strongly Agreed whereas 80 (32.8%) have agreed and 1 (0.4%) have Strongly Disagreed whereas 23 (9.4%) have disagreed and the remaining 137 (56.1%) have neutral opinion (i.e. neither agreed nor disagreed).The

average score given by workers from medium scale industries is 3.25 with standard deviation 0.65.

iii) Out of 154 workers from large scale industries, 3 (1.9%) have Strongly Agreed whereas 60 (39%) have agreed and 14 (9.1%) have Strongly Disagreed whereas 38 (24.7%) have disagreed and the remaining 39 (25.3%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from large scale industries is 3 with standard deviation 1.04. The following graph illustrates the same.

Graph 5.09

My pay and perks are commensurate with my competence



5.4.1.2 I am able to meet the basic needs and necessities of my family with this pay and perks.

Table 5.09

I am able to meet the basic needs and necessities of my family with this pay and perks.

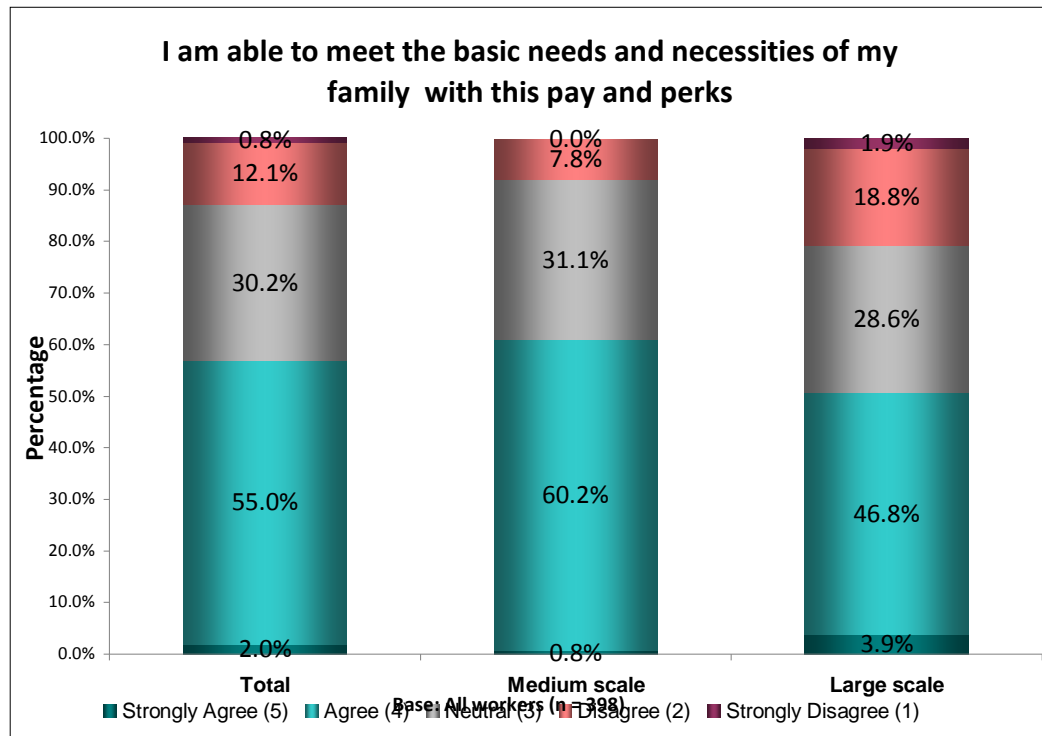
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	3	0.80%	0	0%	3	1.90%
Disagree	48	12.10%	19	7.80%	29	18.80%
Neutral	120	30.20%	76	31.10%	44	28.60%
Agree	219	55.00%	147	60.20%	72	46.80%
Strongly Agree	8	2.00%	2	0.80%	6	3.90%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.45		3.54		3.32	
Std. Dev.	0.76		0.65		0.89	

- i) Table 5.09 explains that out of 398 workers, 8 (2%) have Strongly Agreed whereas 219 (55%) have agreed and 3 (0.8%) have Strongly Disagreed whereas 48 (12.1%) have disagreed and the remaining 120 (30.2%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.45 with standard deviation 0.76.
- ii) Out of 244 workers from medium scale industries, 2 (0.8%) have Strongly Agreed whereas 147 (60.2%) have agreed and 0 (0%) have Strongly Disagreed whereas 19 (7.8%) have disagreed and the remaining 76 (31.1%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.54 with standard deviation 0.65.

iii) Out of 154 workers from Large scale industries, 6 (3.9%) have Strongly Agreed whereas 72 (46.8%) have agreed and 3 (1.9%) have Strongly Disagreed whereas 29 (18.8%) have disagreed and the remaining 44 (28.6%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.32 with standard deviation 0.89. The following graph illustrates the same.

Graph 5.10

I am able to meet the basic needs and necessities of my family with this pay and perks



5.4.1.3 My peers are getting same pay and perks in this organization.

Table 5.10

My peers are getting same pay and perks in this organization.

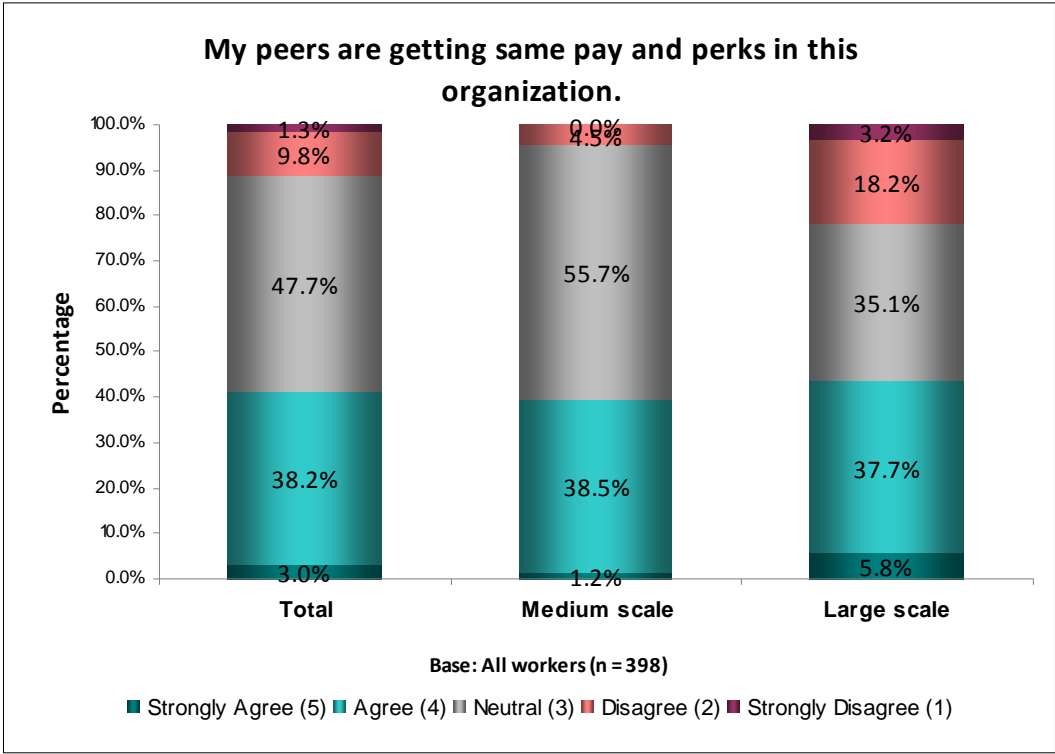
			Industry wise groups			
			Medium scale		Large scale	
			Total	%	Total	%
Strongly Disagree	5	1.30%	0	0%	5	3.20%
Disagree	39	9.80%	11	4.50%	28	18.20%
Neutral	190	47.70%	136	55.70%	54	35.10%
Agree	152	38.20%	94	38.50%	58	37.70%
Strongly Agree	12	3.00%	3	1.20%	9	5.80%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.32		3.36		3.25	
Std. Dev.	0.74		0.59		0.93	

- i) Table 5.10 explains that out of 398 workers, 12 (3%) have Strongly Agreed whereas 152 (38.2%) have agreed and 5 (1.3%) have Strongly Disagreed whereas 39 (9.8%) have disagreed and the remaining 190 (47.7%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.32 with standard deviation 0.74.
- ii) Out of 244 workers from medium scale industries, 3 (1.2%) have Strongly Agreed whereas 94 (38.5%) have agreed and 0 (0%) have Strongly Disagreed whereas 11 (4.5%) have disagreed and the remaining 136 (55.7%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.36 with standard deviation 0.59.
- iii) Out of 154 workers from Large scale industries, 9 (5.8%) have Strongly Agreed whereas 58 (37.7%) have agreed and 5 (3.2%) have Strongly Disagreed whereas 28 (18.2%) have disagreed and the remaining 54

(35.1%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.25 with standard deviation 0.93. The following graph illustrates the same.

Graph 5.11

My peers are getting same pay and perks in this organization.



5.4.1.4 I feel that I could have got higher pay and perks in any other industry in this area.

Table 5.11

I feel that I could have got higher pay and perks in any other industry in this area.

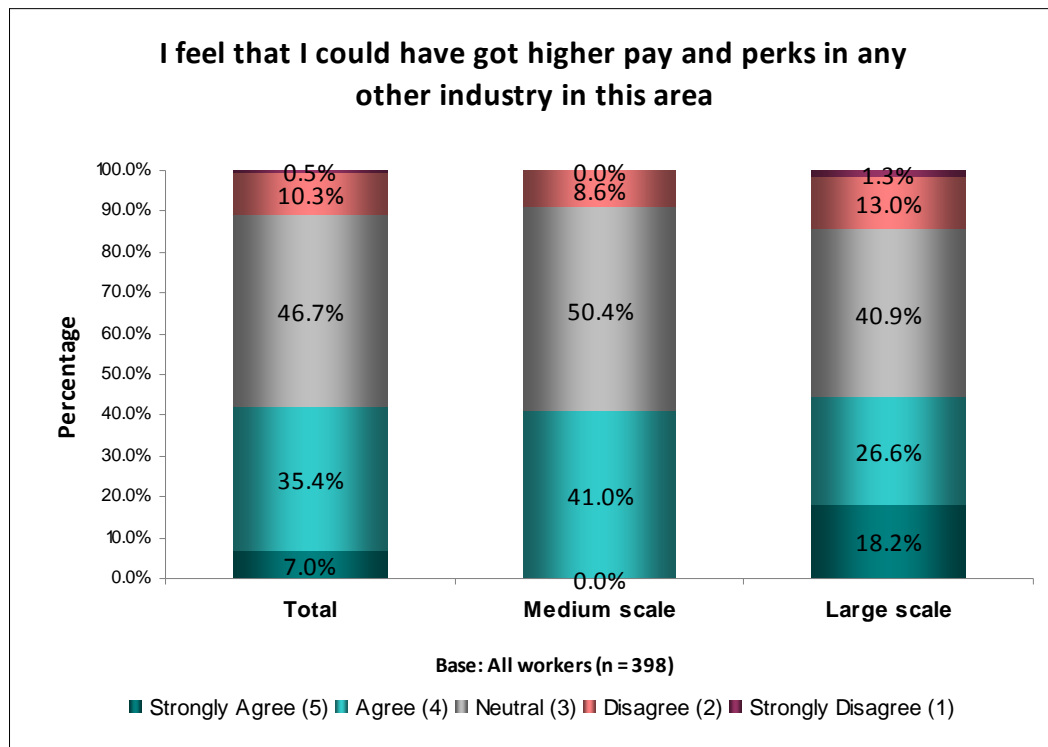
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	2	0.50%	0	0%	2	1.30%
Disagree	41	10.30%	21	8.60%	20	13.00%
Neutral	186	46.70%	123	50.40%	63	40.90%
Agree	141	35.40%	100	41.00%	41	26.60%
Strongly Agree	28	7.00%	0	0%	28	18.20%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.38		3.32		3.47	
Std. Dev.	0.78		0.63		0.98	

- i) Table 5.11 explains that out of 398 workers, 28 (7%) have Strongly Agreed whereas 141 (35.4%) have agreed and 2 (0.5%) have Strongly Disagreed whereas 41 (10.3%) have disagreed and the remaining 186 (46.7%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.38 with standard deviation 0.78.
- ii) Out of 244 workers from medium scale industries, 0 (0%) have Strongly Agreed whereas 100 (41%) have agreed and 0 (0%) have Strongly Disagreed whereas 21 (8.6%) have disagreed and the remaining 123 (50.4%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.32 with standard deviation 0.63.

iii) Out of 154 workers from Large scale industries, 28 (18.2%) have Strongly Agreed whereas 41 (26.6%) have agreed and 2 (1.3%) have Strongly Disagreed whereas 20 (13%) have disagreed and the remaining 63 (40.9%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.47 with standard deviation 0.98. The following graph illustrates the same.

Graph 5.12

I feel that I could have got higher pay and perks in any other industry in this area.



5.4.1.5 I frankly agree that I am more satisfied with the pay and perks than any other factor in this organization.

Table 5.12

I frankly agree that I am more satisfied with the pay and perks than any other factor in this organization.

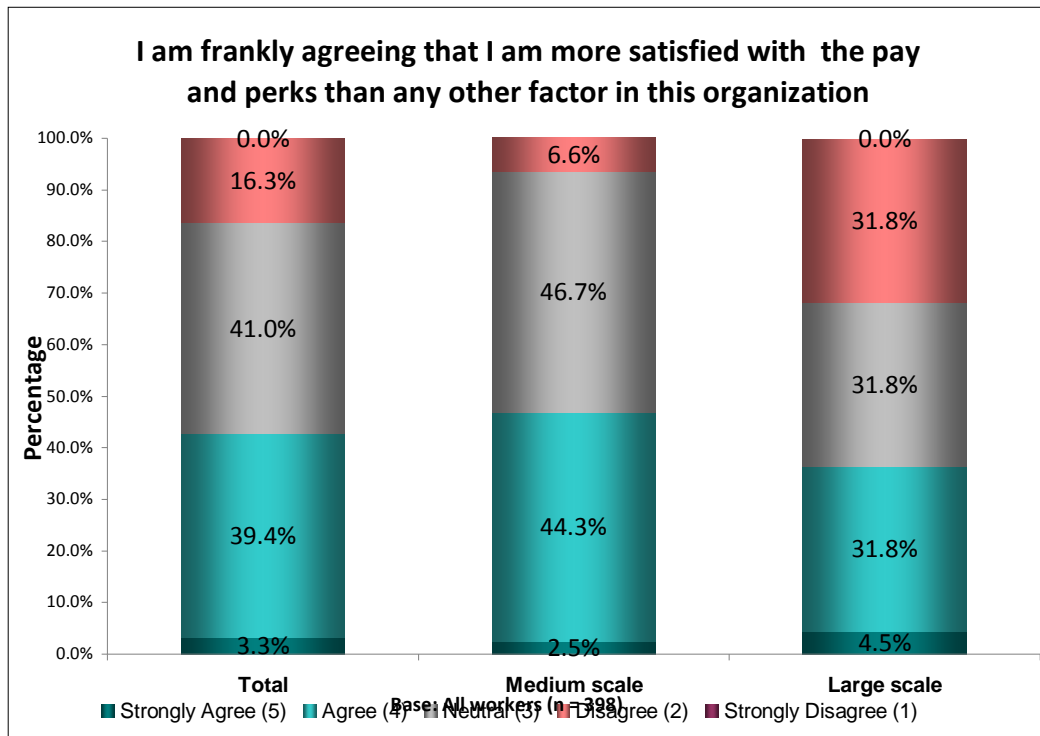
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	0	0%	0	0%	0	0%
Disagree	65	16.30%	16	6.60%	49	31.80%
Neutral	163	41.00%	114	46.70%	49	31.80%
Agree	157	39.40%	108	44.30%	49	31.80%
Strongly Agree	13	3.30%	6	2.50%	7	4.50%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.3		3.43		3.09	
Std. Dev.	0.78		0.65		0.9	

- i) Table 5.12 explains that out of 398 workers, 13 (3.3%) have Strongly Agreed whereas 157 (39.4%) have agreed and 0 (0%) have Strongly Disagreed whereas 65 (16.3%) have disagreed and the remaining 163 (41%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.3 with standard deviation 0.78.
- ii) Out of 244 workers from medium scale industries, 6 (2.5%) have Strongly Agreed whereas 108 (44.3%) have agreed and 0 (0%) have Strongly Disagreed whereas 16 (6.6%) have disagreed and the remaining 114 (46.7%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.43 with standard deviation 0.65.

iii) Out of 154 workers from Large scale industries, 7 (4.5%) have Strongly Agreed whereas 49 (31.8%) have agreed and 0 (0%) have Strongly Disagreed whereas 49 (31.8%) have disagreed and the remaining 49 (31.8%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.09 with standard deviation 0.9. The following graph illustrates the same.

Graph 5.13

I am frankly agreeing that I am more satisfied with the pay and perks than any other factor in this organization



5.4.2 PROMOTIONS AND BENEFITS

5.4.2.1 There is good system of promotions which are based on the performance appraisal

Table 5.13

There is good system of promotions which are based on the performance appraisal

			Industry wise groups			
			Medium scale		Large scale	
			Total	%	Total	%
Strongly Disagree	9	2.30%	0	0%	9	5.80%
Disagree	62	15.60%	25	10.20%	37	24.00%
Neutral	202	50.80%	142	58.20%	60	39.00%
Agree	114	28.60%	76	31.10%	38	24.70%
Strongly Agree	11	2.80%	1	0.40%	10	6.50%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.14		3.22		3.02	
Std. Dev.	0.79		0.62		0.99	

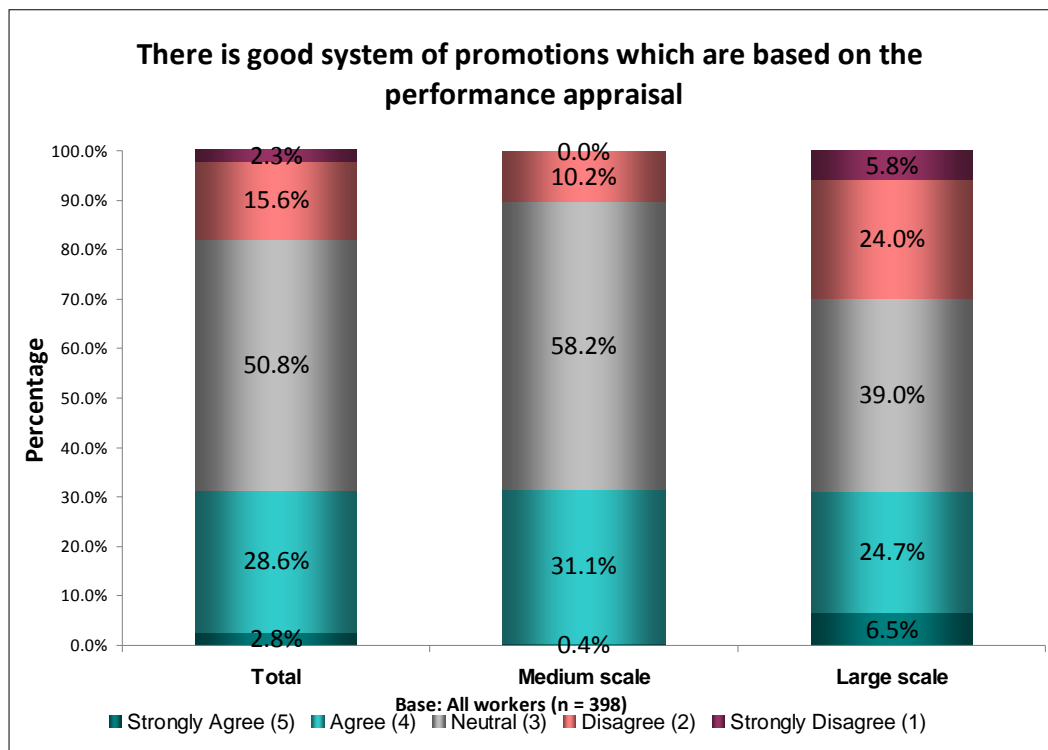
- i) Table 5.13 explains that out of 398 workers, 11 (2.8%) have Strongly Agreed whereas 114 (28.6%) have agreed and 9 (2.3%) have Strongly Disagreed whereas 62 (15.6%) have disagreed and the remaining 202 (50.8%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.14 with standard deviation 0.79.
- ii) Out of 244 workers from medium scale industries, 1 (0.4%) have Strongly Agreed whereas 76 (31.1%) have agreed and 0 (0%) have Strongly Disagreed whereas 25 (10.2%) have disagreed and the remaining 142 (58.2%) have neutral opinion (i.e. neither agreed nor disagreed).The

average score given by workers from medium scale industries is 3.22 with standard deviation 0.62.

iii) Out of 154 workers from Large scale industries, 10 (6.5%) have Strongly Agreed whereas 38 (24.7%) have agreed and 9 (5.8%) have Strongly Disagreed whereas 37 (24%) have disagreed and the remaining 60 (39%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.02 with standard deviation 0.99. The following graph illustrates the same.

Graph 5.14

There is good system of promotions which are based on the performance appraisal



5.4.2.2 The benefits given to the workers are competitive in the industry.

Table 5.14

The benefits given to the workers are competitive in the industry.

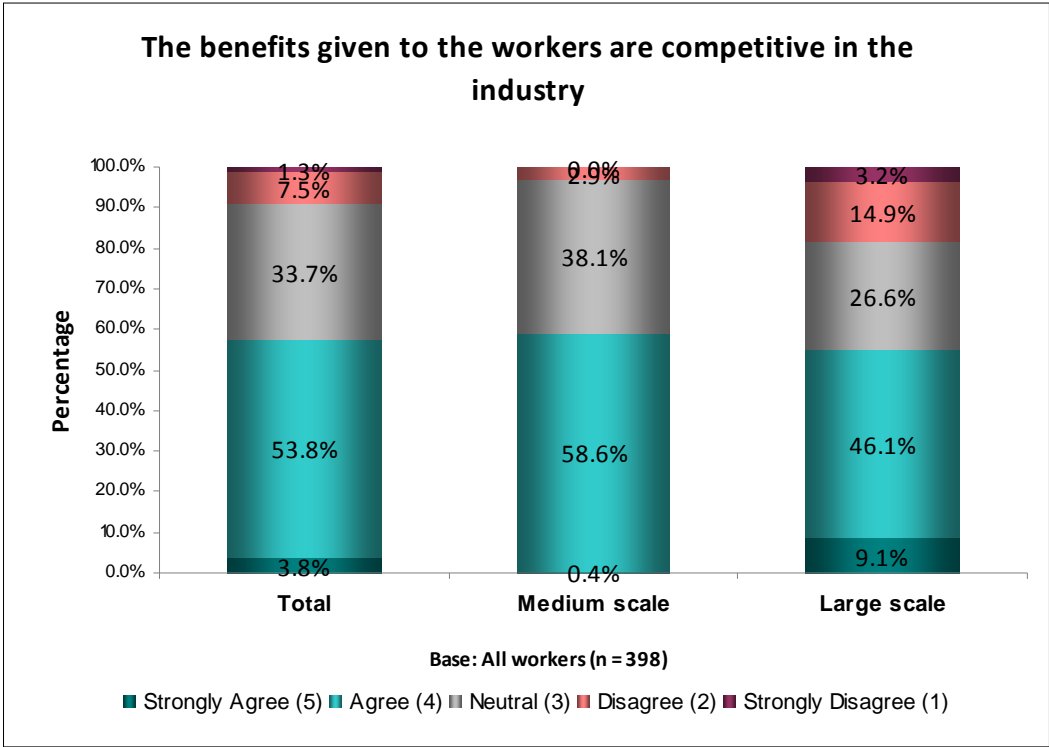
			Industry wise groups			
			Medium scale		Large scale	
			Total	%	Total	%
Strongly Disagree	5	1.30%	0	0%	5	3.20%
Disagree	30	7.50%	7	2.90%	23	14.90%
Neutral	134	33.70%	93	38.10%	41	26.60%
Agree	214	53.80%	143	58.60%	71	46.10%
Strongly Agree	15	3.80%	1	0.40%	14	9.10%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.51		3.57		3.43	
Std. Dev.	0.74		0.56		0.96	

- i) Table 5.14 explains that out of 398 workers, 15 (3.8%) have Strongly Agreed whereas 214 (53.8%) have agreed and 5 (1.3%) have Strongly Disagreed whereas 30 (7.5%) have disagreed and the remaining 134 (33.7%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.51 with standard deviation 0.74.
- ii) Out of 244 workers from medium scale industries, 1 (0.4%) have Strongly Agreed whereas 143 (58.6%) have agreed and 0 (0%) have Strongly Disagreed whereas 7 (2.9%) have disagreed and the remaining 93 (38.1%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.57 with standard deviation 0.56.
- iii) Out of 154 workers from Large scale industries, 14 (9.1%) have Strongly Agreed whereas 71 (46.1%) have agreed and 5 (3.2%) have Strongly Disagreed whereas 23 (14.9%) have disagreed and the remaining 41

(26.6%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from Large scale industries is 3.43 with standard deviation 0.96. The following graph illustrates the same.

Graph 5.15

The benefits given to the workers are competitive in the industry.



5.4.2.3 My peers are getting same pay and perks in this organization.

Table 5.15

My peers are getting same pay and perks in this organization.

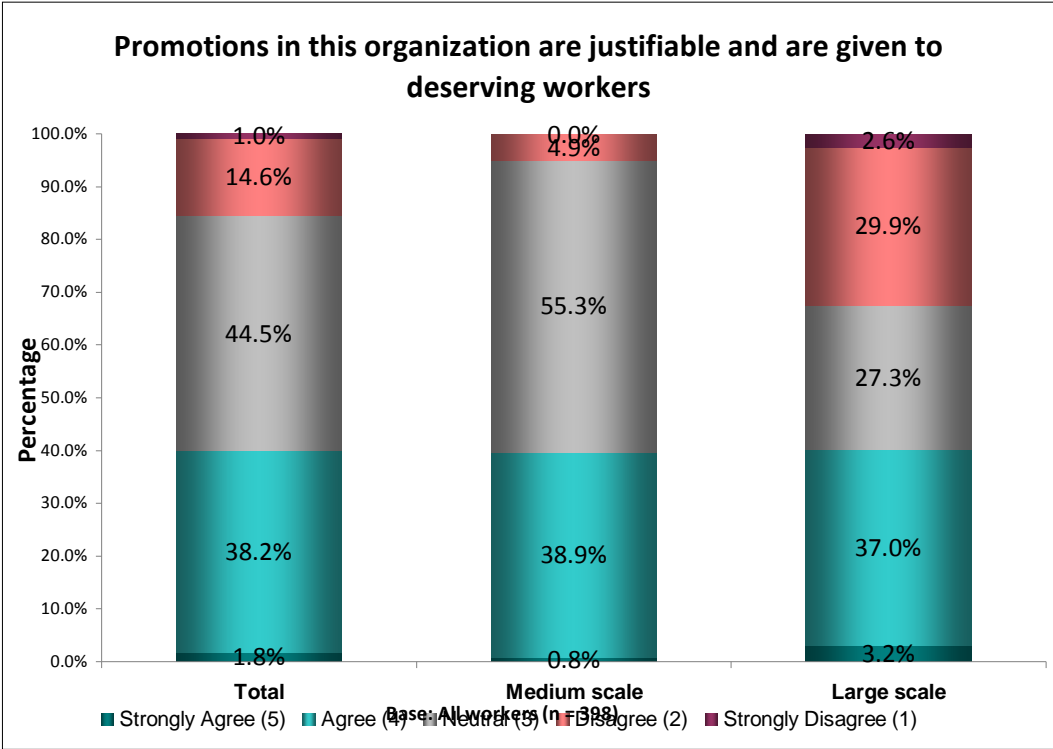
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	4	1.00%	0	0%	4	2.60%
Disagree	58	14.60%	12	4.90%	46	29.90%
Neutral	177	44.50%	135	55.30%	42	27.30%
Agree	152	38.20%	95	38.90%	57	37.00%
Strongly Agree	7	1.80%	2	0.80%	5	3.20%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.25		3.36		3.08	
Std. Dev.	0.76		0.59		0.95	

- i) Table 5.15 explains that out of 398 workers, 7 (1.8%) have Strongly Agreed whereas 152 (38.2%) have agreed and 4 (1%) have Strongly Disagreed whereas 58 (14.6%) have disagreed and the remaining 177 (44.5%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.25 with standard deviation 0.76.
- ii) Out of 244 workers from medium scale industries, 2 (0.8%) have Strongly Agreed whereas 95 (38.9%) have agreed and 0 (0%) have Strongly Disagreed whereas 12 (4.9%) have disagreed and the remaining 135 (55.3%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.36 with standard deviation 0.59.
- iii) Out of 154 workers from Large scale industries, 5 (3.2%) have Strongly Agreed whereas 57 (37%) have agreed and 4 (2.6%) have Strongly Disagreed whereas 46 (29.9%) have disagreed and the remaining 42

(27.3%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.08 with standard deviation 0.95. The following graph illustrates the same.

Graph 5.16

Promotions in this organization are justifiable and are given to deserving workers



5.4.2.4 I think there is equitable distribution (grade wise) of benefits among all the workers.

Table 5.16

I think there is equitable distribution (grade wise) of benefits among all the workers.

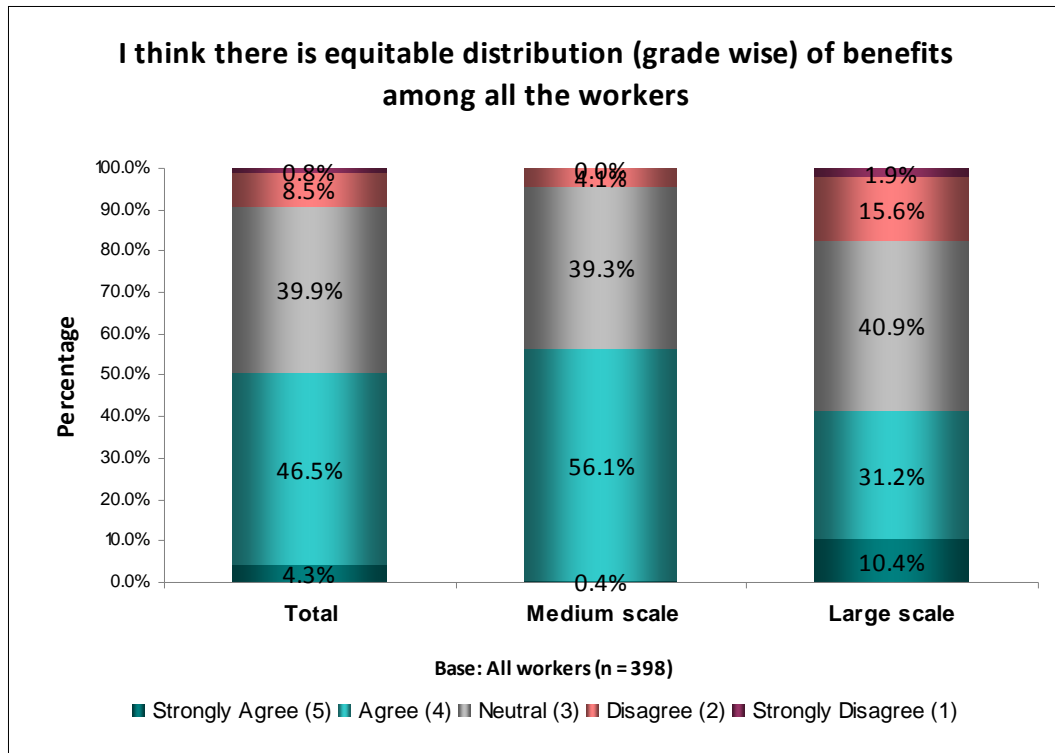
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	3	0.80%	0	0%	3	1.90%
Disagree	34	8.50%	10	4.10%	24	15.60%
Neutral	159	39.90%	96	39.30%	63	40.90%
Agree	185	46.50%	137	56.10%	48	31.20%
Strongly Agree	17	4.30%	1	0.40%	16	10.40%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.45		3.53		3.32	
Std. Dev.	0.74		0.58		0.93	

- i) Table 5.16 Table explains that out of 398 workers, 17 (4.3%) have Strongly Agreed whereas 185 (46.5%) have agreed and 3 (0.8%) have Strongly Disagreed whereas 34 (8.5%) have disagreed and the remaining 159 (39.9%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.45 with standard deviation 0.74.
- ii) Out of 244 workers from medium scale industries, 1 (0.4%) have Strongly Agreed whereas 137 (56.1%) have agreed and 0 (0%) have Strongly Disagreed whereas 10 (4.1%) have disagreed and the remaining 96 (39.3%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.53 with standard deviation 0.58.

iii) Out of 154 workers from Large scale industries, 16 (10.4%) have Strongly Agreed whereas 48 (31.2%) have agreed and 3 (1.9%) have Strongly Disagreed whereas 24 (15.6%) have disagreed and the remaining 63 (40.9%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.32 with standard deviation 0.93. The following graph illustrates the same.

Graph 5.17

I think there is equitable distribution (grade wise) of benefits among all the workers



5.4.2.5 I am working with this organization as I am more concerned about Promotion and Benefits than other factors.

Table 5.17

I am working with this organization as I am more concerned about Promotion and Benefits than other factors.

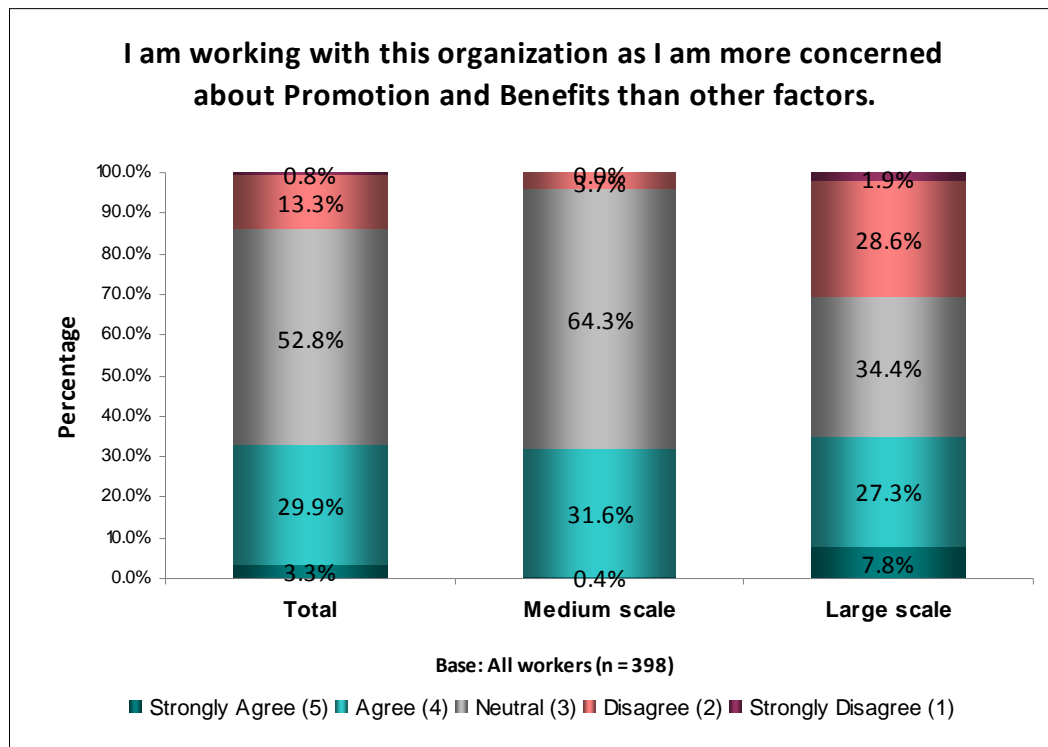
			Industry wise groups			
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	3	0.80%	0	0%	3	1.90%
Disagree	53	13.30%	9	3.70%	44	28.60%
Neutral	210	52.80%	157	64.30%	53	34.40%
Agree	119	29.90%	77	31.60%	42	27.30%
Strongly Agree	13	3.30%	1	0.40%	12	7.80%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.22		3.29		3.1	
Std. Dev.	0.74		0.54		0.97	

- i) Table 5.17 explains that out of 398 workers, 13 (3.3%) have Strongly Agreed whereas 119 (29.9%) have agreed and 3 (0.8%) have Strongly Disagreed whereas 53 (13.3%) have disagreed and the remaining 210 (52.8%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.22 with standard deviation 0.74.
- ii) Out of 244 workers from medium scale industries, 1 (0.4%) have Strongly Agreed whereas 77 (31.6%) have agreed and 0 (0%) have Strongly Disagreed whereas 9 (3.7%) have disagreed and the remaining 157 (64.3%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.29 with standard deviation 0.54.

iii) Out of 154 workers from Large scale industries, 12 (7.8%) have Strongly Agreed whereas 42 (27.3%) have agreed and 3 (1.9%) have Strongly Disagreed whereas 44 (28.6%) have disagreed and the remaining 53 (34.4%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.1 with standard deviation 0.97. The following graph illustrates the same.

Graph 5.18

I am working with this organization as I am more concerned about Promotion and Benefits than other factors.



5.4.3 NATURE AND CONDITIONS OF WORK

5.4.3.1 I like the nature and conditions of the job I am working with.

Table 5.18

I like the nature and conditions of the job I am working with.

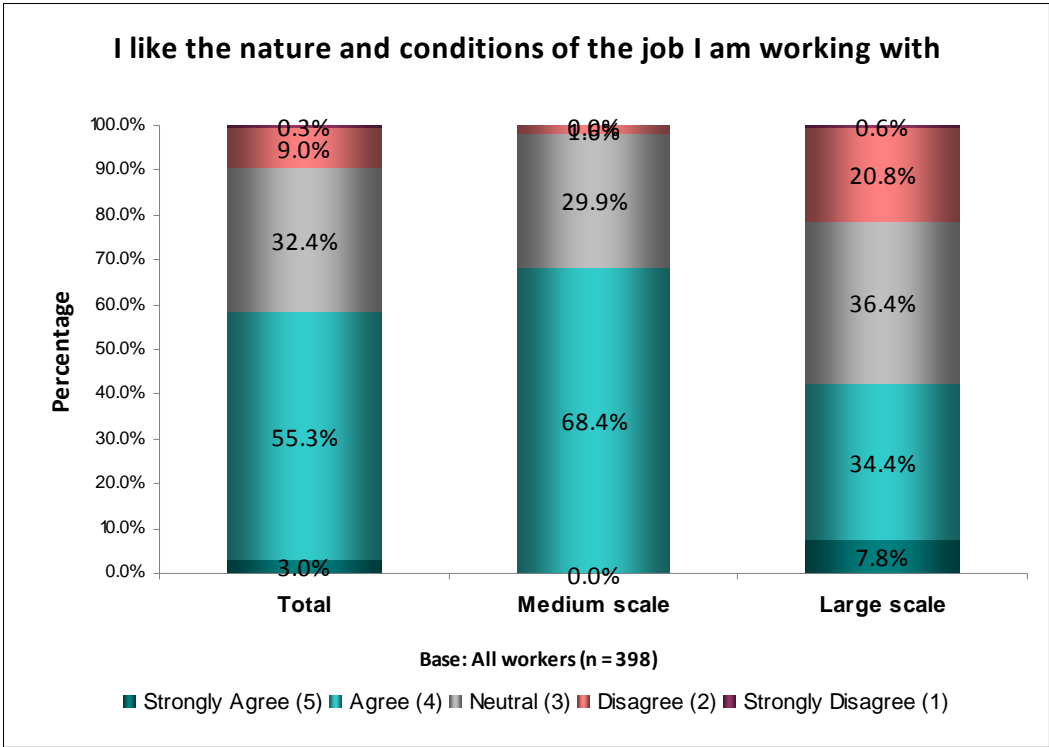
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	1	0.30%	0	0%	1	0.60%
Disagree	36	9.00%	4	1.60%	32	20.80%
Neutral	129	32.40%	73	29.90%	56	36.40%
Agree	220	55.30%	167	68.40%	53	34.40%
Strongly Agree	12	3.00%	0	0%	12	7.80%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.52		3.67		3.28	
Std. Dev.	0.71		0.51		0.9	

- i) Table 5.18 explains that out of 398 workers, 12 (3%) have Strongly Agreed whereas 220 (55.3%) have agreed and 1 (0.3%) have Strongly Disagreed whereas 36 (9%) have disagreed and the remaining 129 (32.4%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.52 with standard deviation 0.71.
- ii) Out of 244 workers from medium scale industries, 0 (0%) have Strongly Agreed whereas 167 (68.4%) have agreed and 0 (0%) have Strongly Disagreed whereas 4 (1.6%) have disagreed and the remaining 73 (29.9%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.67 with standard deviation 0.51.
- iii) Out of 154 workers from Large scale industries, 12 (7.8%) have Strongly Agreed whereas 53 (34.4%) have agreed and 1 (0.6%) have Strongly

Disagreed whereas 32 (20.8%) have disagreed and the remaining 56 (36.4%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.28 with standard deviation 0.9. The following graph illustrates the same.

Graph 5.19

I like the nature and conditions of the job I am working with.



5.4.3.2 The quality and quantity of the necessary tools and equipments provided to me is satisfactory.

Table 5.19

The quality and quantity of the necessary tools and equipments provided to me is satisfactory.

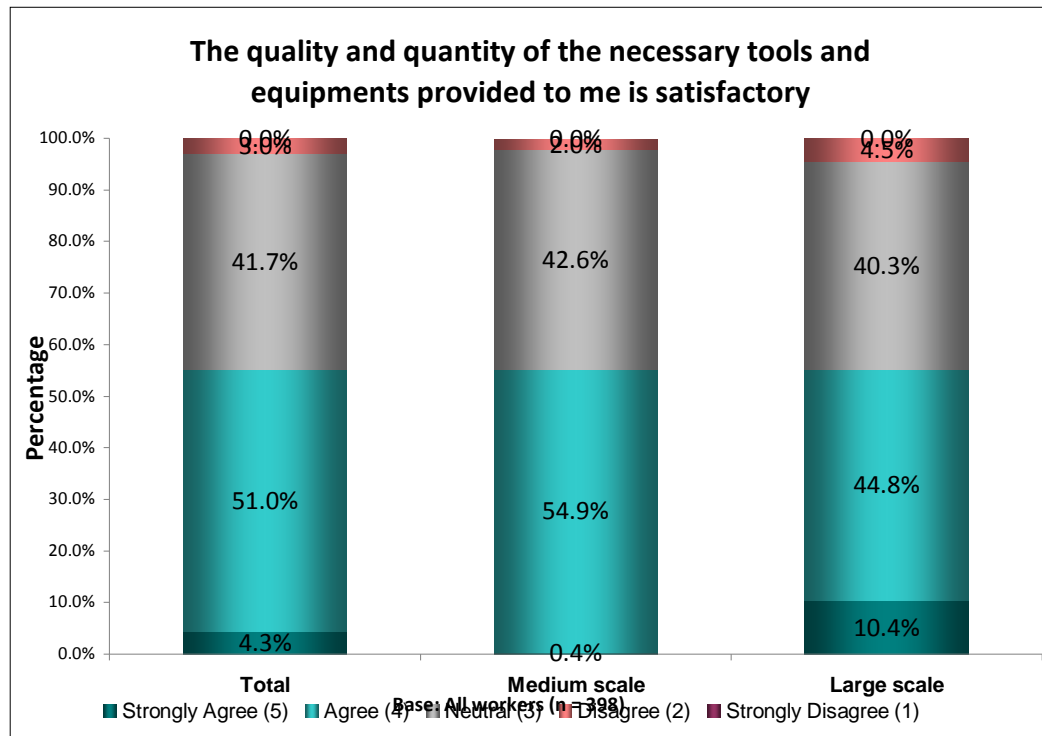
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	0	0%	0	0%	0	0%
Disagree	12	3.00%	5	2.00%	7	4.50%
Neutral	166	41.70%	104	42.60%	62	40.30%
Agree	203	51.00%	134	54.90%	69	44.80%
Strongly Agree	17	4.30%	1	0.40%	16	10.40%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.57		3.54		3.61	
Std. Dev.	0.63		0.55		0.73	

- i) Table 5.19 explains that out of 398 workers, 17 (4.3%) have Strongly Agreed whereas 203 (51%) have agreed and 0 (0%) have Strongly Disagreed whereas 12 (3%) have disagreed and the remaining 166 (41.7%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.57 with standard deviation 0.63.
- ii) Out of 244 workers from medium scale industries, 1 (0.4%) have Strongly Agreed whereas 134 (54.9%) have agreed and 0 (0%) have Strongly Disagreed whereas 5 (2%) have disagreed and the remaining 104 (42.6%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.54 with standard deviation 0.55.

iii) Out of 154 workers from Large scale industries, 16 (10.4%) have Strongly Agreed whereas 69 (44.8%) have agreed and 0 (0%) have Strongly Disagreed whereas 7 (4.5%) have disagreed and the remaining 62 (40.3%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.61 with standard deviation 0.73. The following graph illustrates the same.

Graph 5.20

The quality and quantity of the necessary tools and equipments provided to me is satisfactory.



5.4.3.3 The employer takes care of the health and safety requirements associated with the job.

Table 5.20

The employer takes care of the health and safety requirements associated with the job.

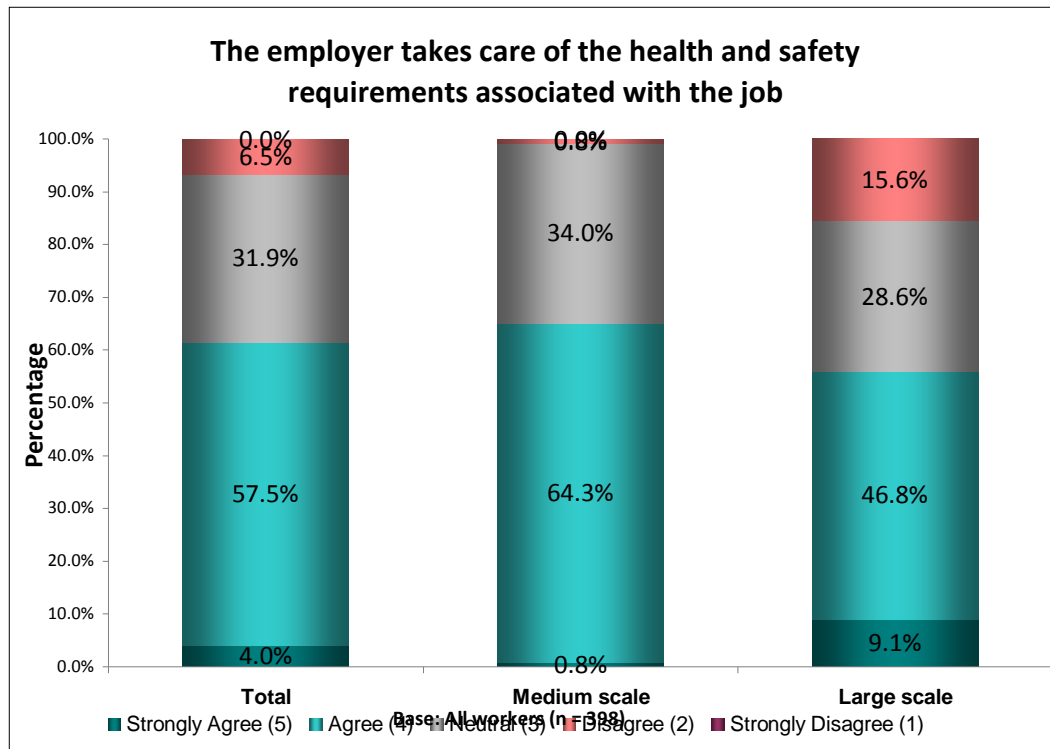
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	0	0%	0	0%	0	0%
Disagree	26	6.50%	2	0.80%	24	15.60%
Neutral	127	31.90%	83	34.00%	44	28.60%
Agree	229	57.50%	157	64.30%	72	46.80%
Strongly Agree	16	4.00%	2	0.80%	14	9.10%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.59		3.65		3.49	
Std. Dev.	0.67		0.51		0.87	

- i) Table 5.20 explains that out of 398 workers, 16 (4%) have Strongly Agreed whereas 229 (57.5%) have agreed and 0 (0%) have Strongly Disagreed whereas 26 (6.5%) have disagreed and the remaining 127 (31.9%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.59 with standard deviation 0.67.
- ii) Out of 244 workers from medium scale industries, 2 (0.8%) have Strongly Agreed whereas 157 (64.3%) have agreed and 0 (0%) have Strongly Disagreed whereas 2 (0.8%) have disagreed and the remaining 83 (34%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.65 with standard deviation 0.51.

iii) Out of 154 workers from Large scale industries, 14 (9.1%) have Strongly Agreed whereas 72 (46.8%) have agreed and 0 (0%) have Strongly Disagreed whereas 24 (15.6%) have disagreed and the remaining 44 (28.6%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.49 with standard deviation 0.87. The following graph illustrates the same.

Graph 5.21

The employer takes care of the health and safety requirements associated with the job.



5.4.3.4 Any job related problem gets solved within a reasonable time.

Table 5.21

Any job related problem gets solved within a reasonable time.

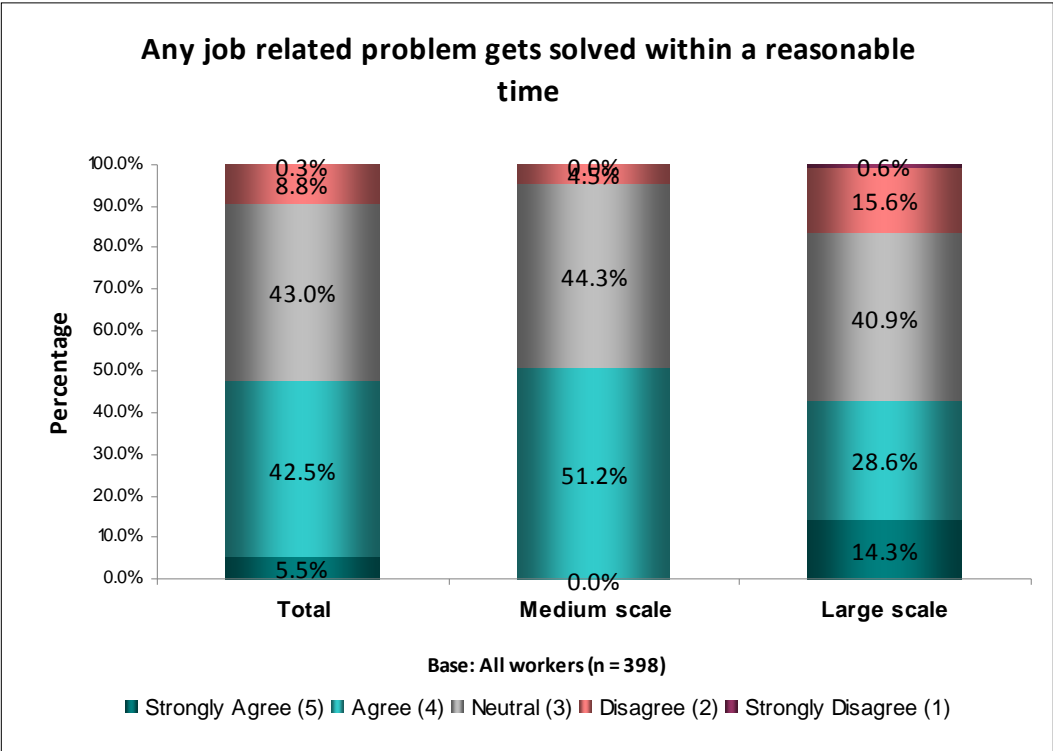
			Industry wise groups			
			Medium scale		Large scale	
			Total	%	Total	%
Strongly Disagree	1	0.30%	0	0%	1	0.60%
Disagree	35	8.80%	11	4.50%	24	15.60%
Neutral	171	43.00%	108	44.30%	63	40.90%
Agree	169	42.50%	125	51.20%	44	28.60%
Strongly Agree	22	5.50%	0	0%	22	14.30%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.44		3.47		3.4	
Std. Dev.	0.74		0.58		0.94	

- i) Table 5.21 explains that out of 398 workers, 22 (5.5%) have Strongly Agreed whereas 169 (42.5%) have agreed and 1 (0.3%) have Strongly Disagreed whereas 35 (8.8%) have disagreed and the remaining 171 (43%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.44 with standard deviation 0.74.
- ii) Out of 244 workers from medium scale industries, 0 (0%) have Strongly Agreed whereas 125 (51.2%) have agreed and 0 (0%) have Strongly Disagreed whereas 11 (4.5%) have disagreed and the remaining 108 (44.3%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.47 with standard deviation 0.58.
- iii) Out of 154 workers from Large scale industries, 22 (14.3%) have Strongly Agreed whereas 44 (28.6%) have agreed and 1 (0.6%) have Strongly Disagreed whereas 24 (15.6%) have disagreed and the remaining 63

(40.9%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.4 with standard deviation 0.94. The following graph illustrates the same.

Graph 5.22

Any job related problem gets solved within a reasonable time.



5.4.3.5 I feel I would like to work a long with this organization as I like the nature and condition of this job over the other factors..

Table 5.22

I feel I would like to work a long with this organization as I like the nature and condition of this job over the other factors.

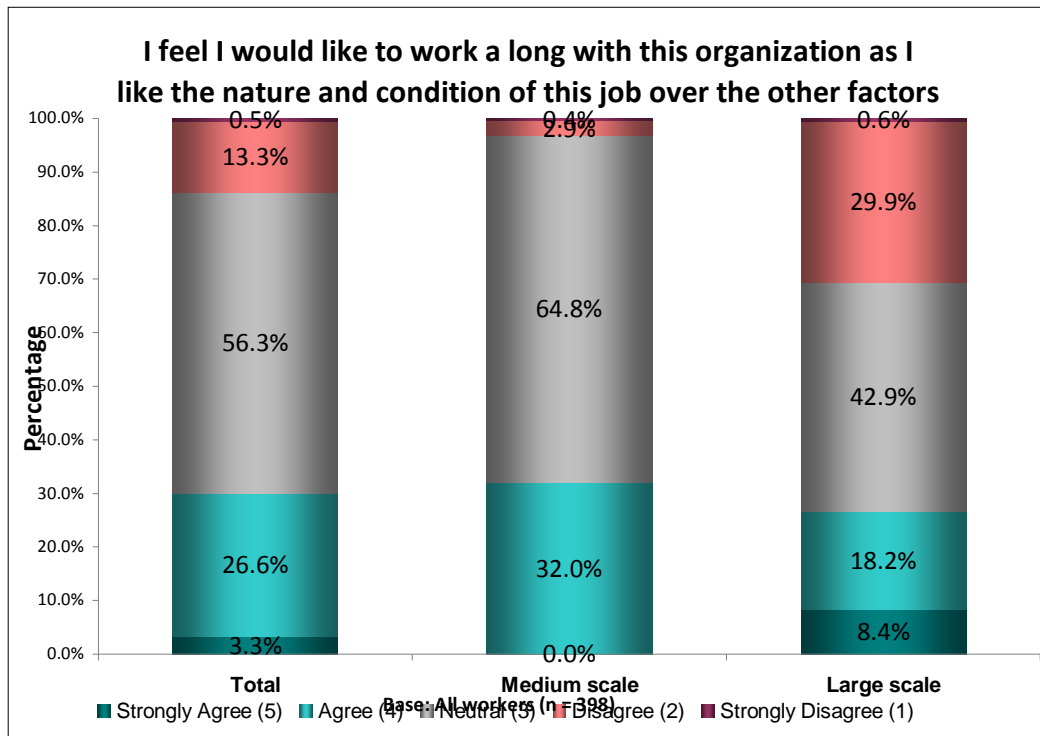
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	2	0.50%	1	0.40%	1	0.60%
Disagree	53	13.30%	7	2.90%	46	29.90%
Neutral	224	56.30%	158	64.80%	66	42.90%
Agree	106	26.60%	78	32.00%	28	18.20%
Strongly Agree	13	3.30%	0	0%	13	8.40%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.19		3.28		3.04	
Std. Dev.	0.72		0.53		0.92	

- i) Table 5.22 explains that out of 398 workers, 13 (3.3%) have Strongly Agreed whereas 106 (26.6%) have agreed and 2 (0.5%) have Strongly Disagreed whereas 53 (13.3%) have disagreed and the remaining 224 (56.3%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.19 with standard deviation 0.72.
- ii) Out of 244 workers from medium scale industries, 0 (0%) have Strongly Agreed whereas 78 (32%) have agreed and 1 (0.4%) have Strongly Disagreed whereas 7 (2.9%) have disagreed and the remaining 158 (64.8%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.28 with standard deviation 0.53.

iii) Out of 154 workers from Large scale industries, 13 (8.4%) have Strongly Agreed whereas 28 (18.2%) have agreed and 1 (0.6%) have Strongly Disagreed whereas 46 (29.9%) have disagreed and the remaining 66 (42.9%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.04 with standard deviation 0.92. The following graph illustrates the same.

Graph 5.23

I feel I would like to work a long with this organization as I like the nature and condition of this job over the other factors.



5.4.4 JOB SECURITY

5.4.4.1 I feel that my job is fully secured.

Table 5.23

I feel that my job is fully secured.

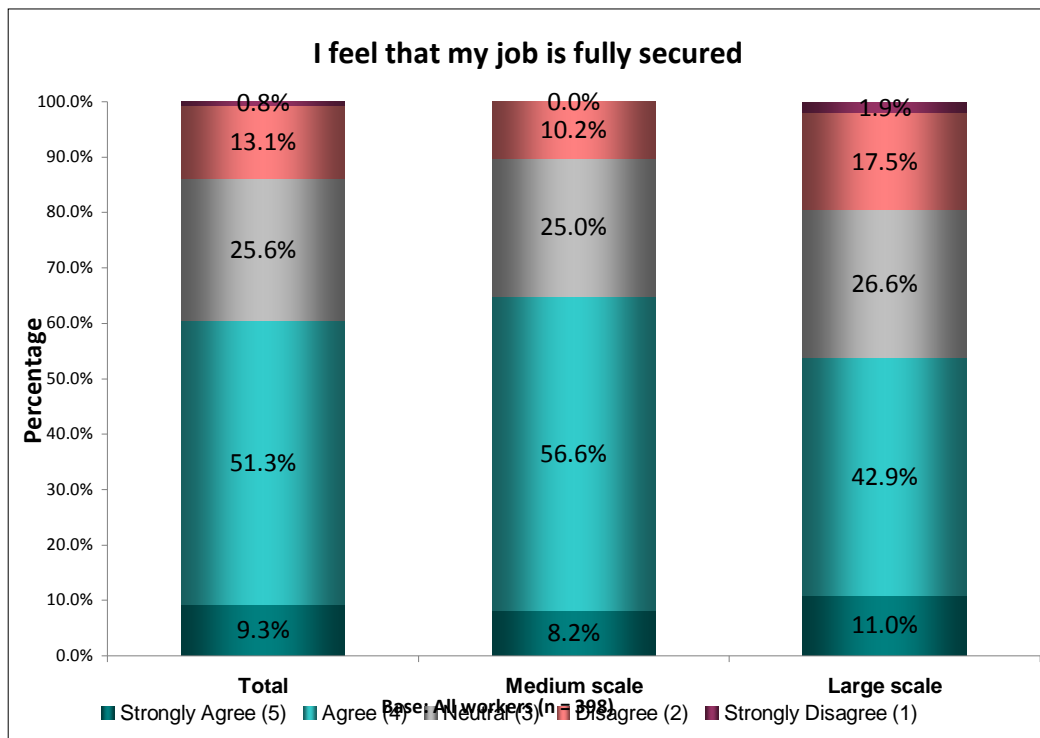
			Industry wise groups			
			Medium scale		Large scale	
			Total	%	Total	%
Strongly Disagree	3	0.80%	0	0%	3	1.90%
Disagree	52	13.10%	25	10.20%	27	17.50%
Neutral	102	25.60%	61	25.00%	41	26.60%
Agree	204	51.30%	138	56.60%	66	42.90%
Strongly Agree	37	9.30%	20	8.20%	17	11.00%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.55		3.63		3.44	
Std. Dev.	0.86		0.78		0.97	

- i) Table 5.23 explains that out of 398 workers, 37 (9.3%) have Strongly Agreed whereas 204 (51.3%) have agreed and 3 (0.8%) have Strongly Disagreed whereas 52 (13.1%) have disagreed and the remaining 102 (25.6%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers is 3.55 with standard deviation 0.86.
- ii) Out of 244 workers from medium scale industries, 20 (8.2%) have Strongly Agreed whereas 138 (56.6%) have agreed and 0 (0%) have Strongly Disagreed whereas 25 (10.2%) have disagreed and the remaining 61 (25%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from medium scale industries is 3.63 with standard deviation 0.78.

iii) Out of 154 workers from Large scale industries, 17 (11%) have Strongly Agreed whereas 66 (42.9%) have agreed and 3 (1.9%) have Strongly Disagreed whereas 27 (17.5%) have disagreed and the remaining 41 (26.6%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.44 with standard deviation 0.97. The following graph illustrates the same.

Graph 5.24

I feel that my job is fully secured.



5.4.4.2 I have observed nobody has lost job for unknown reasons in this organization.

Table 5.24

I am able to meet the basic needs and necessities of my family with this pay and perks.

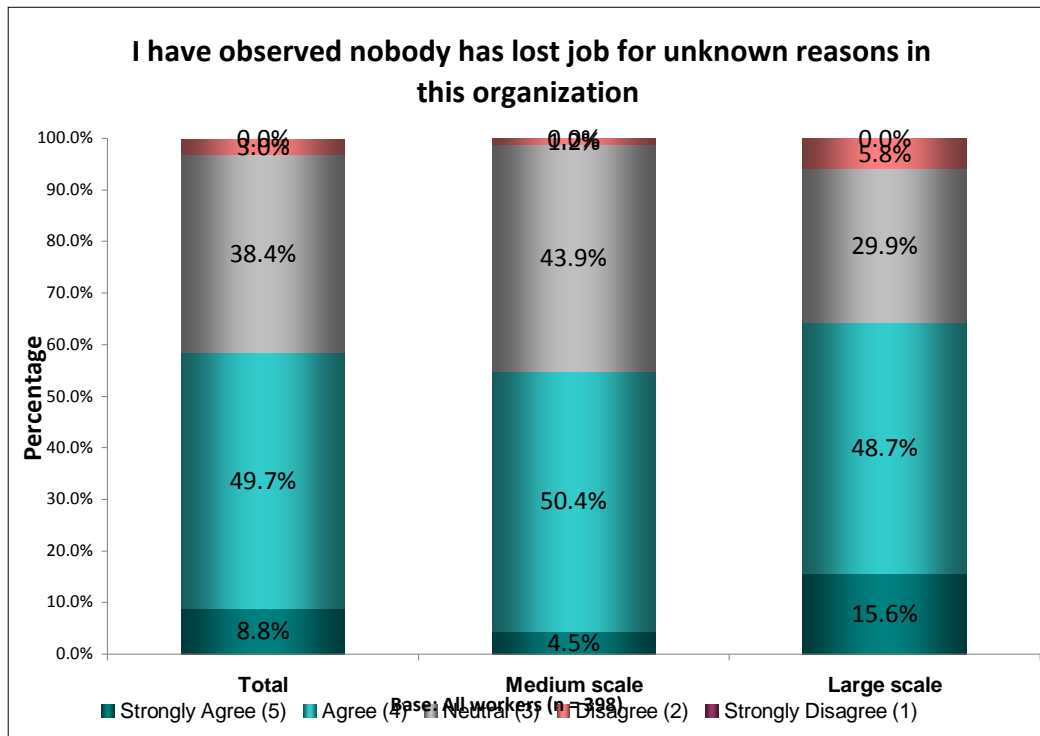
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	0	0%	0	0%	0	0%
Disagree	12	3.00%	3	1.20%	9	5.80%
Neutral	153	38.40%	107	43.90%	46	29.90%
Agree	198	49.70%	123	50.40%	75	48.70%
Strongly Agree	35	8.80%	11	4.50%	24	15.60%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.64		3.58		3.74	
Std. Dev.	0.68		0.6		0.79	

- i) Table 5.24 explains that out of 398 workers, 35 (8.8%) have Strongly Agreed whereas 198 (49.7%) have agreed and 0 (0%) have Strongly Disagreed whereas 12 (3%) have disagreed and the remaining 153 (38.4%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.64 with standard deviation 0.68.
- ii) Out of 244 workers from medium scale industries, 11 (4.5%) have Strongly Agreed whereas 123 (50.4%) have agreed and 0 (0%) have Strongly Disagreed whereas 3 (1.2%) have disagreed and the remaining 107 (43.9%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.58 with standard deviation 0.6.

iii) Out of 154 workers from Large scale industries, 24 (15.6%) have Strongly Agreed whereas 75 (48.7%) have agreed and 0 (0%) have Strongly Disagreed whereas 9 (5.8%) have disagreed and the remaining 46 (29.9%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.74 with standard deviation 0.79. The following graph illustrates the same.

Graph 5.25

I have observed nobody has lost job for unknown reasons in this organization.



5.4.4.3 I am sure that my organization will terminate my services if I commit any mistake..

Table 5.25

I am sure that my organization will terminate my services if I commit any mistake.

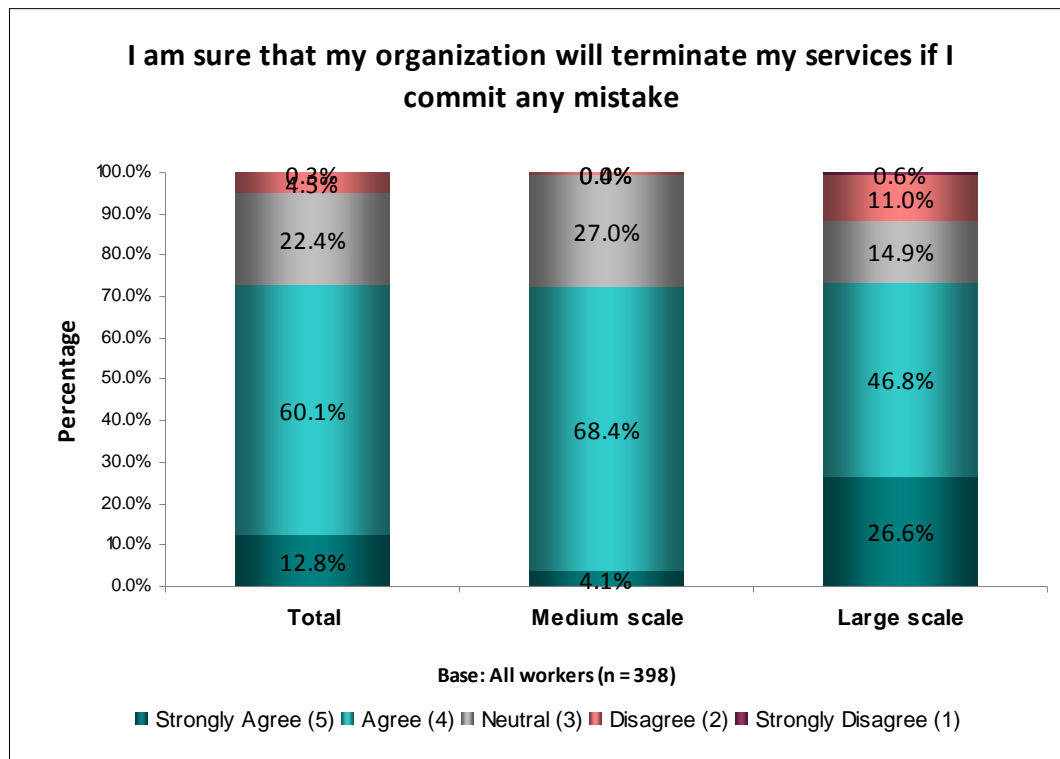
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	1	0.30%	0	0%	1	0.60%
Disagree	18	4.50%	1	0.40%	17	11.00%
Neutral	89	22.40%	66	27.00%	23	14.90%
Agree	239	60.10%	167	68.40%	72	46.80%
Strongly Agree	51	12.80%	10	4.10%	41	26.60%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.81		3.76		3.88	
Std. Dev.	0.72		0.52		0.95	

- i) Table 5.25 explains that out of 398 workers, 51 (12.8%) have Strongly Agreed whereas 239 (60.1%) have agreed and 1 (0.3%) have Strongly Disagreed whereas 18 (4.5%) have disagreed and the remaining 89 (22.4%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.81 with standard deviation 0.72.
- ii) Out of 244 workers from medium scale industries, 10 (4.1%) have Strongly Agreed whereas 167 (68.4%) have agreed and 0 (0%) have Strongly Disagreed whereas 1 (0.4%) have disagreed and the remaining 66 (27%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.76 with standard deviation 0.52.

iii) Out of 154 workers from Large scale industries, 41 (26.6%) have Strongly Agreed whereas 72 (46.8%) have agreed and 1 (0.6%) have Strongly Disagreed whereas 17 (11%) have disagreed and the remaining 23 (14.9%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.88 with standard deviation 0.95. The following graph illustrates the same.

Graph 5.26

I am sure that my organization will terminate my services if I commit any mistake.



5.4.4.4 Many workers are living happily with their family, working more than two years in this organization..

Table 5.26

Many workers are living happily with their family, working more than two years in this organization.

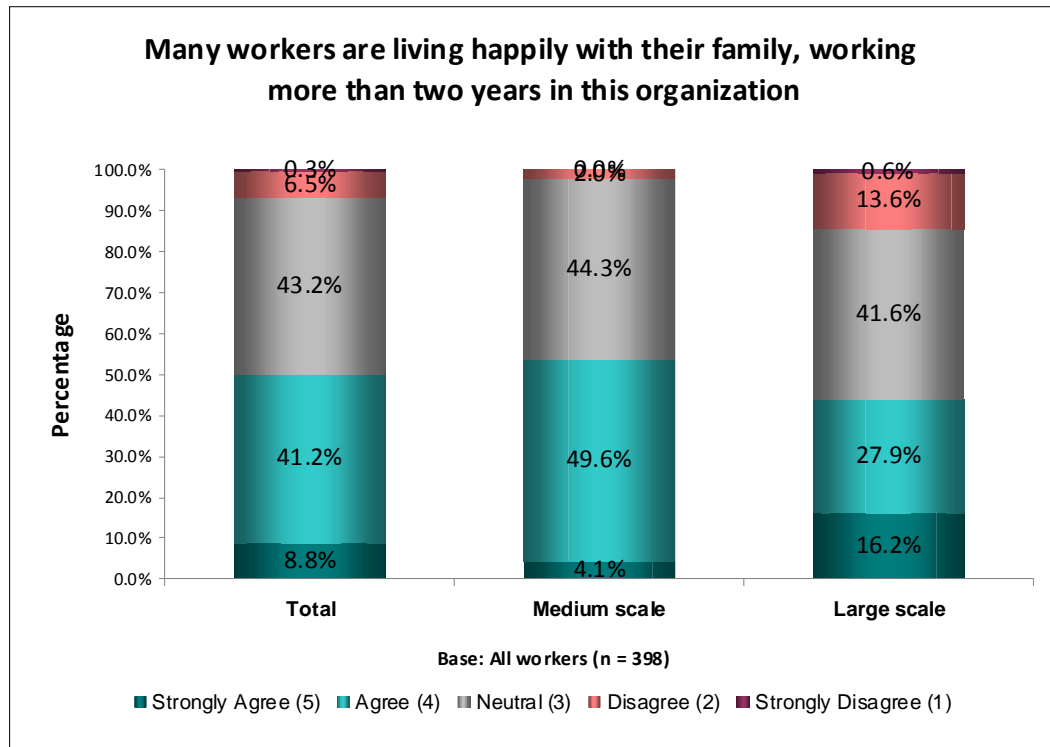
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	1	0.30%	0	0%	1	0.60%
Disagree	26	6.50%	5	2.00%	21	13.60%
Neutral	172	43.20%	108	44.30%	64	41.60%
Agree	164	41.20%	121	49.60%	43	27.90%
Strongly Agree	35	8.80%	10	4.10%	25	16.20%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.52		3.56		3.45	
Std. Dev.	0.76		0.61		0.94	

- i) Table 5.26 explains that out of 398 workers, 35 (8.8%) have Strongly Agreed whereas 164 (41.2%) have agreed and 1 (0.3%) have Strongly Disagreed whereas 26 (6.5%) have disagreed and the remaining 172 (43.2%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.52 with standard deviation 0.76.
- ii) Out of 244 workers from medium scale industries, 10 (4.1%) have Strongly Agreed whereas 121 (49.6%) have agreed and 0 (0%) have Strongly Disagreed whereas 5 (2%) have disagreed and the remaining 108 (44.3%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.56 with standard deviation 0.61.

iii) Out of 154 workers from Large scale industries, 25 (16.2%) have Strongly Agreed whereas 43 (27.9%) have agreed and 1 (0.6%) have Strongly Disagreed whereas 21 (13.6%) have disagreed and the remaining 64 (41.6%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.45 with standard deviation 0.94. The following graph illustrates the same.

Graph 5.27

Many workers are living happily with their family, working more than two years in this organization.



5.4.4.5 I can work happily in this company if my job is secured which is my primary concern over the other factors.

Table 5.27

I can work happily in this company if my job is secured which is my primary concern over the other factors.

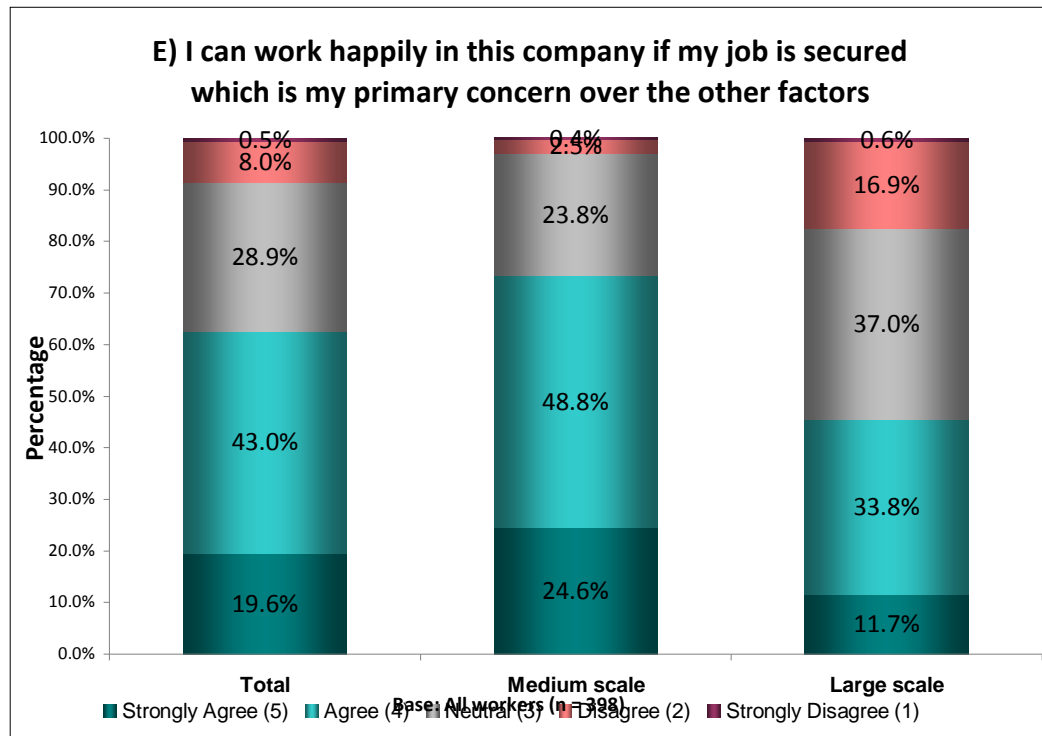
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	2	0.50%	1	0.40%	1	0.60%
Disagree	32	8.00%	6	2.50%	26	16.90%
Neutral	115	28.90%	58	23.80%	57	37.00%
Agree	171	43.00%	119	48.80%	52	33.80%
Strongly Agree	78	19.60%	60	24.60%	18	11.70%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.73		3.95		3.39	
Std. Dev.	0.88		0.79		0.92	

- i) Table 5.27 explains that out of 398 workers, 78 (19.6%) have Strongly Agreed whereas 171 (43%) have agreed and 2 (0.5%) have Strongly Disagreed whereas 32 (8%) have disagreed and the remaining 115 (28.9%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.73 with standard deviation 0.88.
- ii) Out of 244 workers from medium scale industries, 60 (24.6%) have Strongly Agreed whereas 119 (48.8%) have agreed and 1 (0.4%) have Strongly Disagreed whereas 6 (2.5%) have disagreed and the remaining 58 (23.8%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.95 with standard deviation 0.79.

iii) Out of 154 workers from Large scale industries, 18 (11.7%) have Strongly Agreed whereas 52 (33.8%) have agreed and 1 (0.6%) have Strongly Disagreed whereas 26 (16.9%) have disagreed and the remaining 57 (37%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.39 with standard deviation 0.92. The following graph illustrates the same.

Graph 5.28

I can work happily in this company if my job is secured which is my primary concern over the other factors.



5.4.5 RELATIONS WITH SUPERIORS

5.4.5.1 My boss possesses the required skill and ability to discuss and solve any problem related with my job.

Table 5.28

My boss possesses the required skill and ability to discuss and solve any problem related with my job.

			Industry wise groups			
			Medium scale		Large scale	
			Total	%	Total	%
Strongly Disagree	4	1.00%	1	0.40%	3	1.90%
Disagree	57	14.30%	22	9.00%	35	22.70%
Neutral	198	49.70%	158	64.80%	40	26.00%
Agree	124	31.20%	61	25.00%	63	40.90%
Strongly Agree	15	3.80%	2	0.80%	13	8.40%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.22		3.17		3.31	
Std. Dev.	0.77		0.6		0.98	

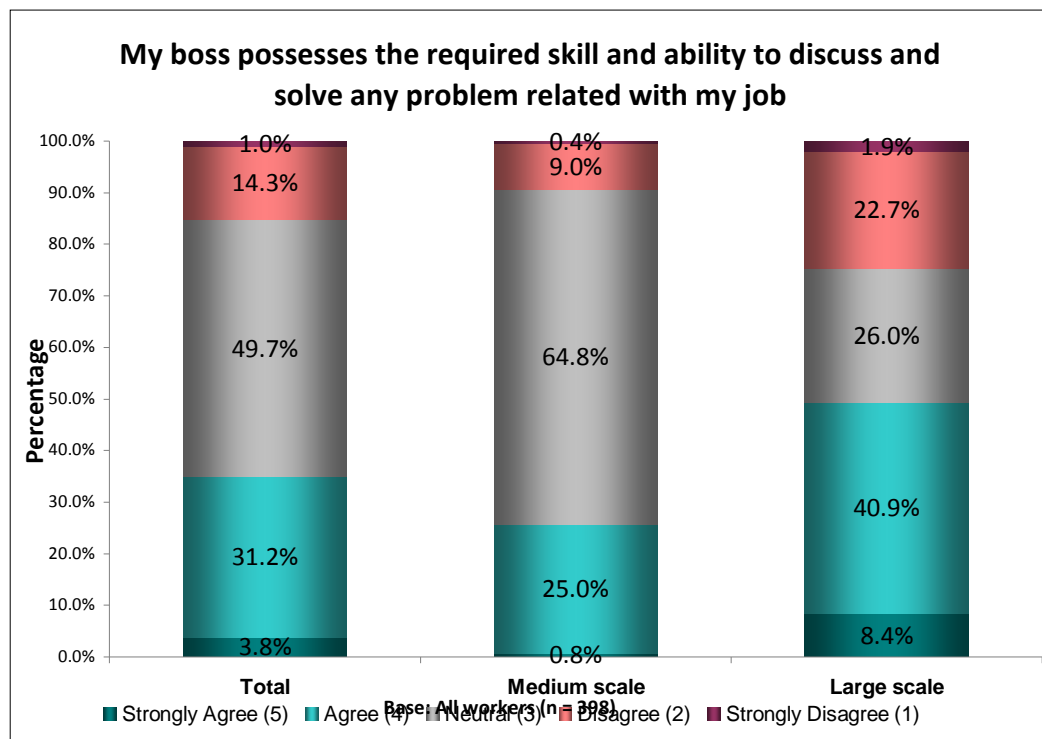
- i) Table 5.28 explains that out of 398 workers, 15 (3.8%) have Strongly Agreed whereas 124 (31.2%) have agreed and 4 (1%) have Strongly Disagreed whereas 57 (14.3%) have disagreed and the remaining 198 (49.7%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.22 with standard deviation 0.77.
- ii) Out of 244 workers from medium scale industries, 2 (0.8%) have Strongly Agreed whereas 61 (25%) have agreed and 1 (0.4%) have Strongly Disagreed whereas 22 (9%) have disagreed and the remaining 158 (64.8%) have neutral opinion (i.e. neither agreed nor disagreed).The average score

given by workers from medium scale industries is 3.17 with standard deviation 0.6.

iii) Out of 154 workers from Large scale industries, 13 (8.4%) have Strongly Agreed whereas 63 (40.9%) have agreed and 3 (1.9%) have Strongly Disagreed whereas 35 (22.7%) have disagreed and the remaining 40 (26%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.31 with standard deviation 0.98. The following graph illustrates the same.

Graph 5.29

My boss possesses the required skill and ability to discuss and solve any problem related with my job.



5.4.5.2 According to me my boss is the most suitable person to work with.

Table 5.29

According to me my boss is the most suitable person to work with.

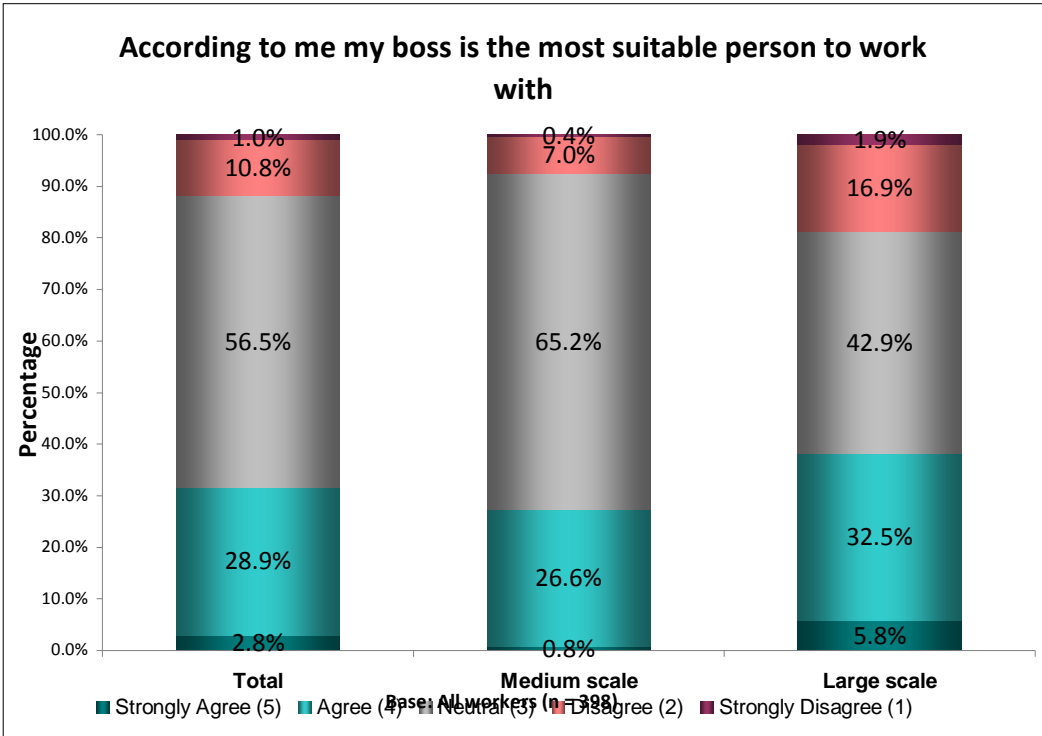
			Industry wise groups			
			Medium scale		Large scale	
			Total	%	Total	%
Strongly Disagree	4	1.00%	1	0.40%	3	1.90%
Disagree	43	10.80%	17	7.00%	26	16.90%
Neutral	225	56.50%	159	65.20%	66	42.90%
Agree	115	28.90%	65	26.60%	50	32.50%
Strongly Agree	11	2.80%	2	0.80%	9	5.80%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.22		3.2		3.23	
Std. Dev.	0.71		0.59		0.87	

- i) Table 5.29, explains that out of 398 workers, 11 (2.8%) have Strongly Agreed whereas 115 (28.9%) have agreed and 4 (1%) have Strongly Disagreed whereas 43 (10.8%) have disagreed and the remaining 225 (56.5%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.22 with standard deviation 0.71.
- ii) Out of 244 workers from medium scale industries, 2 (0.8%) have Strongly Agreed whereas 65 (26.6%) have agreed and 1 (0.4%) have Strongly Disagreed whereas 17 (7%) have disagreed and the remaining 159 (65.2%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.2 with standard deviation 0.59.
- iii) Out of 154 workers from Large scale industries, 9 (5.8%) have Strongly Agreed whereas 50 (32.5%) have agreed and 3 (1.9%) have Strongly Disagreed whereas 26 (16.9%) have disagreed and the remaining 66

(42.9%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.23 with standard deviation 0.87. The following graph illustrates the same.

Graph 5.30

According to me my boss is the most suitable person to work with.



5.4.5.3 He/she allows me to introduce my own ideas while performing my job.

Table 5.30

He/she allows me to introduce my own ideas while performing my job.

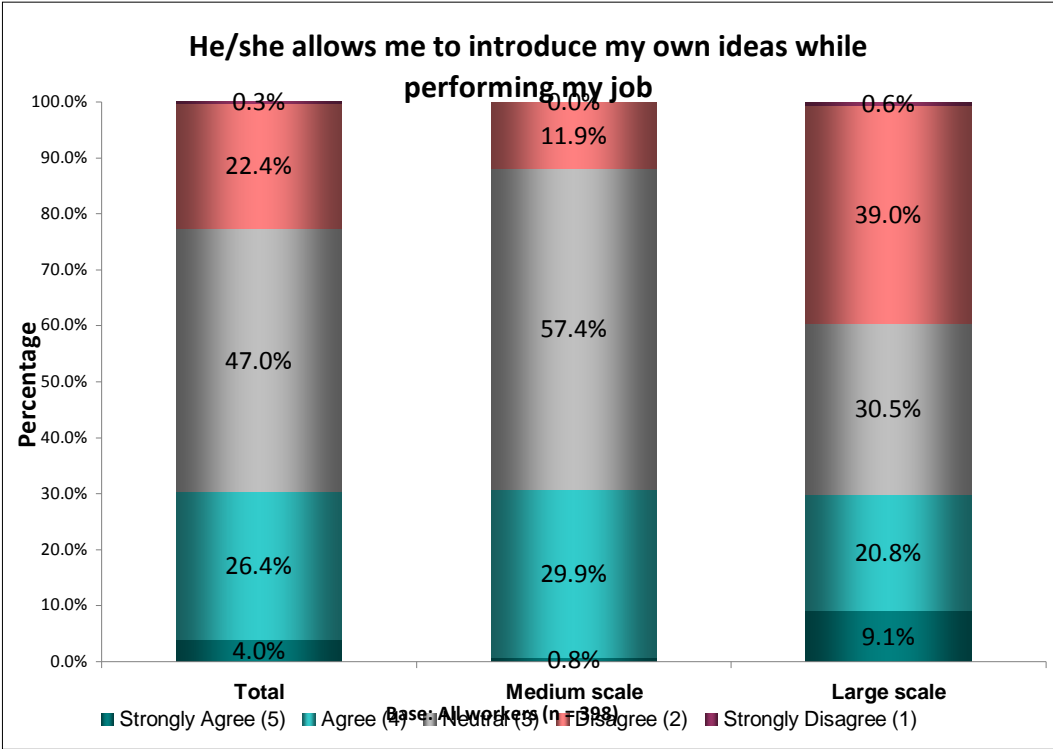
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	1	0.30%	0	0%	1	0.60%
Disagree	89	22.40%	29	11.90%	60	39.00%
Neutral	187	47.00%	140	57.40%	47	30.50%
Agree	105	26.40%	73	29.90%	32	20.80%
Strongly Agree	16	4.00%	2	0.80%	14	9.10%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.12		3.2		2.99	
Std. Dev.	0.8		0.64		1	

- i) Table 5.30 explains that out of 398 workers, 16 (4%) have Strongly Agreed whereas 105 (26.4%) have agreed and 1 (0.3%) have Strongly Disagreed whereas 89 (22.4%) have disagreed and the remaining 187 (47%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.12 with standard deviation 0.8.
- ii) Out of 244 workers from medium scale industries, 2 (0.8%) have Strongly Agreed whereas 73 (29.9%) have agreed and 0 (0%) have Strongly Disagreed whereas 29 (11.9%) have disagreed and the remaining 140 (57.4%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.2 with standard deviation 0.64.
- iii) Out of 154 workers from Large scale industries, 14 (9.1%) have Strongly Agreed whereas 32 (20.8%) have agreed and 1 (0.6%) have Strongly

Disagreed whereas 60 (39%) have disagreed and the remaining 47 (30.5%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 2.99 with standard deviation 1. The following graph illustrates the same.

Graph 5.31

He/she allows me to introduce my own ideas while performing my job.



5.4.5.4 He/she always encourages me in a very friendly manner.

Table 5.31

He/she always encourages me in a very friendly manner.

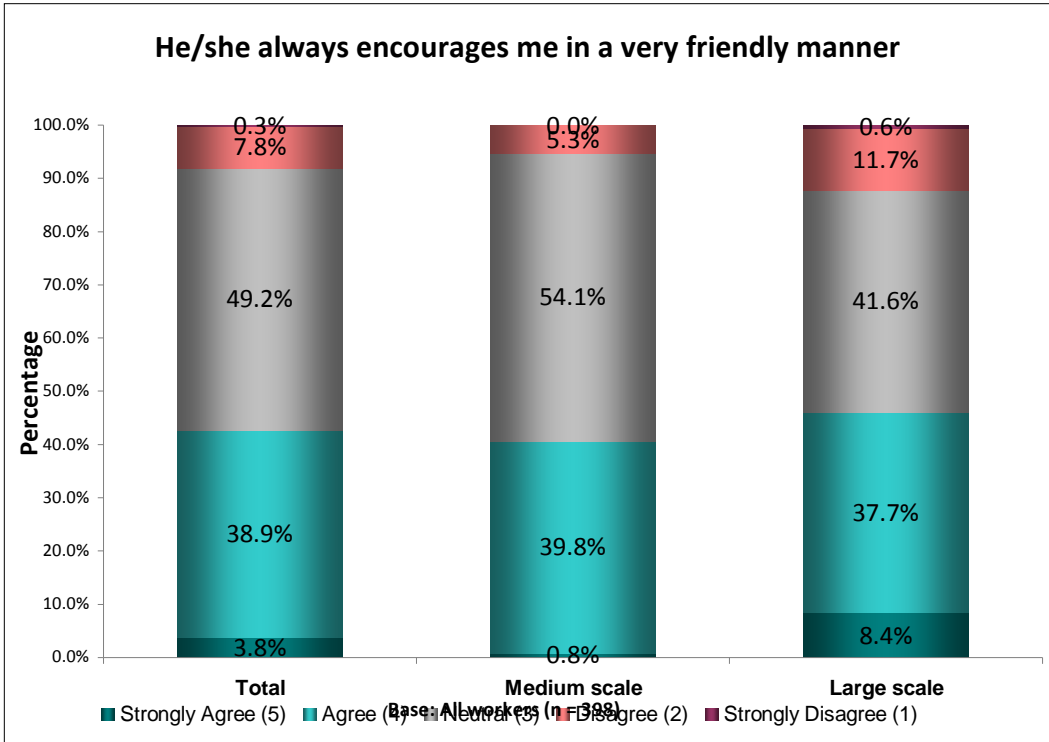
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	1	0.30%	0	0%	1	0.60%
Disagree	31	7.80%	13	5.30%	18	11.70%
Neutral	196	49.20%	132	54.10%	64	41.60%
Agree	155	38.90%	97	39.80%	58	37.70%
Strongly Agree	15	3.80%	2	0.80%	13	8.40%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.38		3.36		3.42	
Std. Dev.	0.7		0.6		0.83	

- i) Table 5.31 explains that out of 398 workers, 15 (3.8%) have Strongly Agreed whereas 155 (38.9%) have agreed and 1 (0.3%) have Strongly Disagreed whereas 31 (7.8%) have disagreed and the remaining 196 (49.2%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.38 with standard deviation 0.7.
- ii) Out of 244 workers from medium scale industries, 2 (0.8%) have Strongly Agreed whereas 97 (39.8%) have agreed and 0 (0%) have Strongly Disagreed whereas 13 (5.3%) have disagreed and the remaining 132 (54.1%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.36 with standard deviation 0.6.
- iii) Out of 154 workers from Large scale industries, 13 (8.4%) have Strongly Agreed whereas 58 (37.7%) have agreed and 1 (0.6%) have Strongly Disagreed whereas 18 (11.7%) have disagreed and the remaining 64

(41.6%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.42 with standard deviation 0.83. The following graph illustrates the same.

Graph 5.32

He/she always encourages me in a very friendly manner.



5.4.5.5 I feel that my relations with superior plays major role over the other factors to make me work with this organization for a longer time..

Table 5.32

I feel that my relations with superior plays major role over the other factors to make me work with this organization for a longer time.

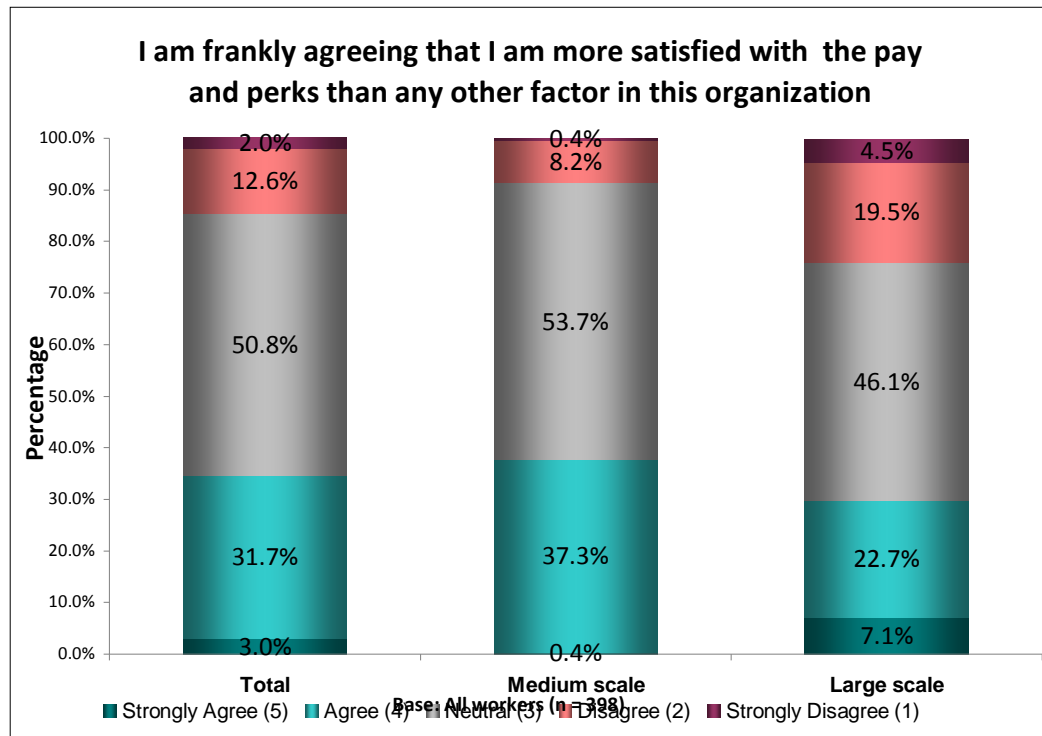
			Industry wise groups			
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	8	2.00%	1	0.40%	7	4.50%
Disagree	50	12.60%	20	8.20%	30	19.50%
Neutral	202	50.80%	131	53.70%	71	46.10%
Agree	126	31.70%	91	37.30%	35	22.70%
Strongly Agree	12	3.00%	1	0.40%	11	7.10%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.21		3.29		3.08	
Std. Dev.	0.77		0.64		0.94	

- i) Table 5.32 explains that out of 398 workers, 12 (3%) have Strongly Agreed whereas 126 (31.7%) have agreed and 8 (2%) have Strongly Disagreed whereas 50 (12.6%) have disagreed and the remaining 202 (50.8%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.21 with standard deviation 0.77.
- ii) Out of 244 workers from medium scale industries, 1 (0.4%) have Strongly Agreed whereas 91 (37.3%) have agreed and 1 (0.4%) have Strongly Disagreed whereas 20 (8.2%) have disagreed and the remaining 131 (53.7%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.29 with standard deviation 0.64.

iii) Out of 154 workers from Large scale industries, 11 (7.1%) have Strongly Agreed whereas 35 (22.7%) have agreed and 7 (4.5%) have Strongly Disagreed whereas 30 (19.5%) have disagreed and the remaining 71 (46.1%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.08 with standard deviation 0.94. The following graph illustrates the same.

Graph 5.33

I feel that my relations with superior plays major role over the other factors to make me work with this organization for a longer time.



5.4.6 RELATIONS WITH COWORKERS

5.4.6.1 I have very friendly relations with my peers which help to improve performance of our dept.

Table 5.33

I have very friendly relations with my peers which help to improve performance of our dept.

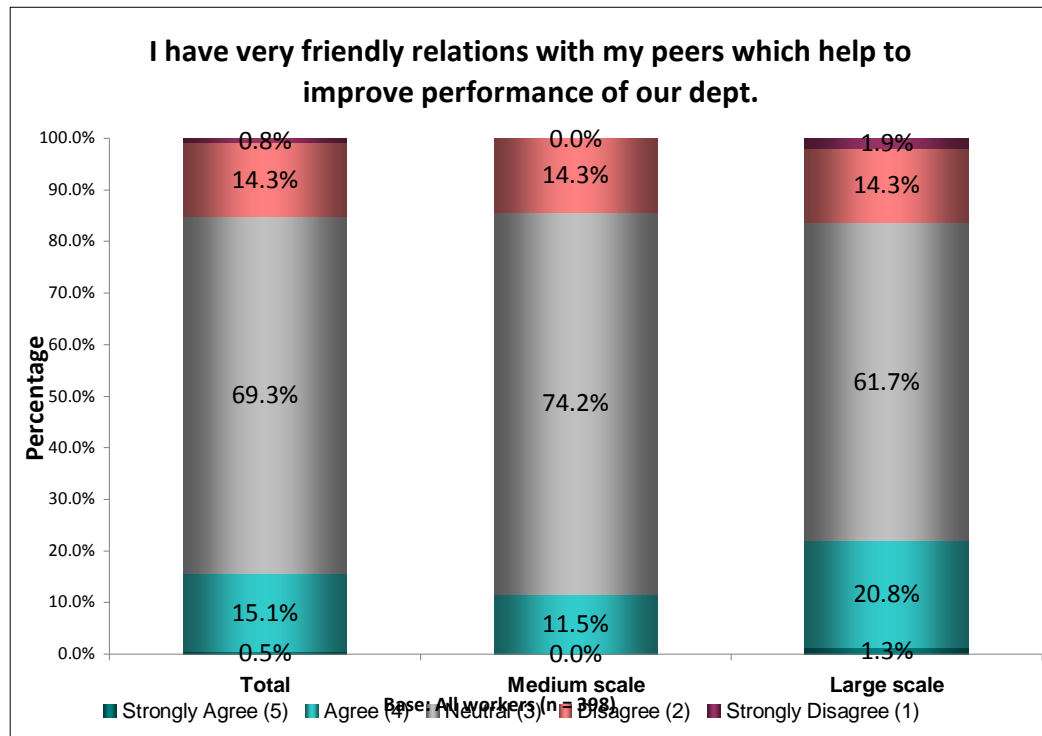
			Industry wise groups			
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	3	0.80%	0	0%	3	1.90%
Disagree	57	14.30%	35	14.30%	22	14.30%
Neutral	276	69.30%	181	74.20%	95	61.70%
Agree	60	15.10%	28	11.50%	32	20.80%
Strongly Agree	2	0.50%	0	0%	2	1.30%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3		2.97		3.05	
Std. Dev.	0.59		0.51		0.69	

- i) Table 5.33 explains that out of 398 workers, 6 (1.5%) have Strongly Agreed whereas 140 (35.2%) have agreed and 15 (3.8%) have Strongly Disagreed whereas 61 (15.3%) have disagreed and the remaining 176 (44.2%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.15 with standard deviation 0.83.
- ii) Out of 244 workers from medium scale industries, 3 (1.2%) have Strongly Agreed whereas 80 (32.8%) have agreed and 1 (0.4%) have Strongly Disagreed whereas 23 (9.4%) have disagreed and the remaining 137 (56.1%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 3.25 with standard deviation 0.65.

iii) Out of 154 workers from large scale industries, 3 (1.9%) have Strongly Agreed whereas 60 (39%) have agreed and 14 (9.1%) have Strongly Disagreed whereas 38 (24.7%) have disagreed and the remaining 39 (25.3%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from large scale industries is 3 with standard deviation 1.04. The following graph illustrates the same.

Graph 5.34

I have very friendly relations with my peers which help to improve performance of our dept.



5.4.6.2 We all coworkers discuss job related issues among us.

Table 5.34

We all coworkers discuss job related issues among us.

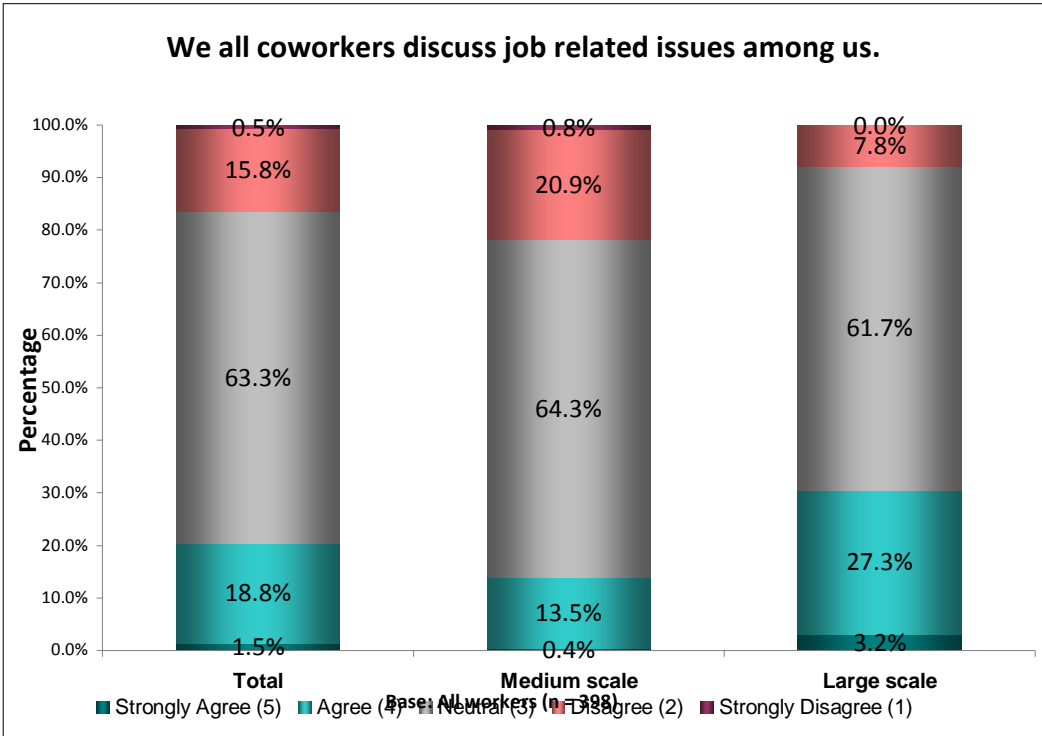
			Industry wise groups			
			Medium scale		Large scale	
			Total	%	Total	%
Strongly Disagree	2	0.50%	2	0.80%	0	0%
Disagree	63	15.80%	51	20.90%	12	7.80%
Neutral	252	63.30%	157	64.30%	95	61.70%
Agree	75	18.80%	33	13.50%	42	27.30%
Strongly Agree	6	1.50%	1	0.40%	5	3.20%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	3.05		2.92		3.26	
Std. Dev.	0.65		0.62		0.64	

- i) Table 5.34 explains that out of 398 workers, 6 (1.5%) have Strongly Agreed whereas 75 (18.8%) have agreed and 2 (0.5%) have Strongly Disagreed whereas 63 (15.8%) have disagreed and the remaining 252 (63.3%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 3.05 with standard deviation 0.65.
- ii) Out of 244 workers from medium scale industries, 1 (0.4%) have Strongly Agreed whereas 33 (13.5%) have agreed and 2 (0.8%) have Strongly Disagreed whereas 51 (20.9%) have disagreed and the remaining 157 (64.3%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 2.92 with standard deviation 0.62.
- iii) Out of 154 workers from Large scale industries, 5 (3.2%) have Strongly Agreed whereas 42 (27.3%) have agreed and 0 (0%) have Strongly Disagreed whereas 12 (7.8%) have disagreed and the remaining 95 (61.7%)

have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 3.26 with standard deviation 0.64. The following graph illustrates the same.

Graph 5.35

We all coworkers discuss job related issues among us



5.4.6.3 We all coworkers help each other in meeting the deadlines.

Table 5.35

We all coworkers help each other in meeting the deadlines.

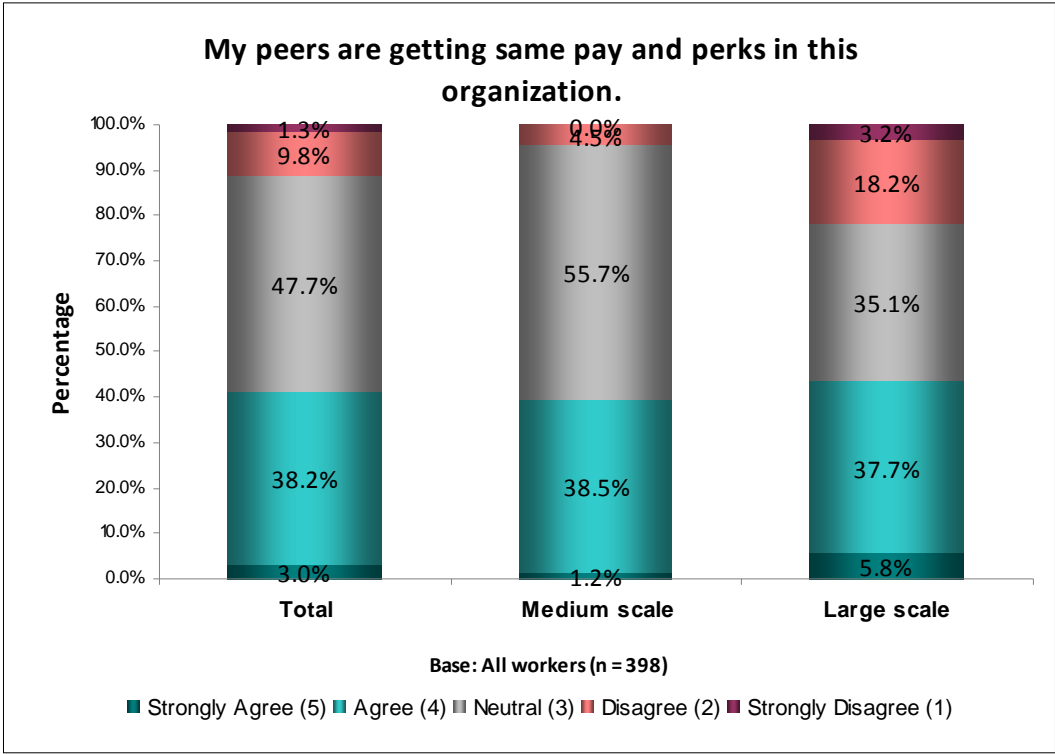
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	4	1.00%	4	1.60%	0	0%
Disagree	74	18.60%	58	23.80%	16	10.40%
Neutral	250	62.80%	149	61.10%	101	65.60%
Agree	68	17.10%	33	13.50%	35	22.70%
Strongly Agree	2	0.50%	0	0%	2	1.30%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	2.97		2.86		3.15	
Std. Dev.	0.65		0.65		0.6	

- i) Table 5.35 explains that out of 398 workers, 2 (0.5%) have Strongly Agreed whereas 68 (17.1%) have agreed and 4 (1%) have Strongly Disagreed whereas 74 (18.6%) have disagreed and the remaining 250 (62.8%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 2.97 with standard deviation 0.65.
- ii) Out of 244 workers from medium scale industries, 0 (0%) have Strongly Agreed whereas 33 (13.5%) have agreed and 4 (1.6%) have Strongly Disagreed whereas 58 (23.8%) have disagreed and the remaining 149 (61.1%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 2.86 with standard deviation 0.65.
- iii) Out of 154 workers from Large scale industries, 2 (1.3%) have Strongly Agreed whereas 35 (22.7%) have agreed and 0 (0%) have Strongly Disagreed whereas 16 (10.4%) have disagreed and the remaining 101

(65.6%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from Large scale industries is 3.15 with standard deviation 0.6. The following graph illustrates the same.

Graph 5.36

My peers are getting same pay and perks in this organization.



5.4.6.4 There is reasonable co-operation among all of us for upgrading the performance of any of the coworkers.

Table 5.36

There is reasonable co-operation among all of us for upgrading the performance of any of the coworkers.

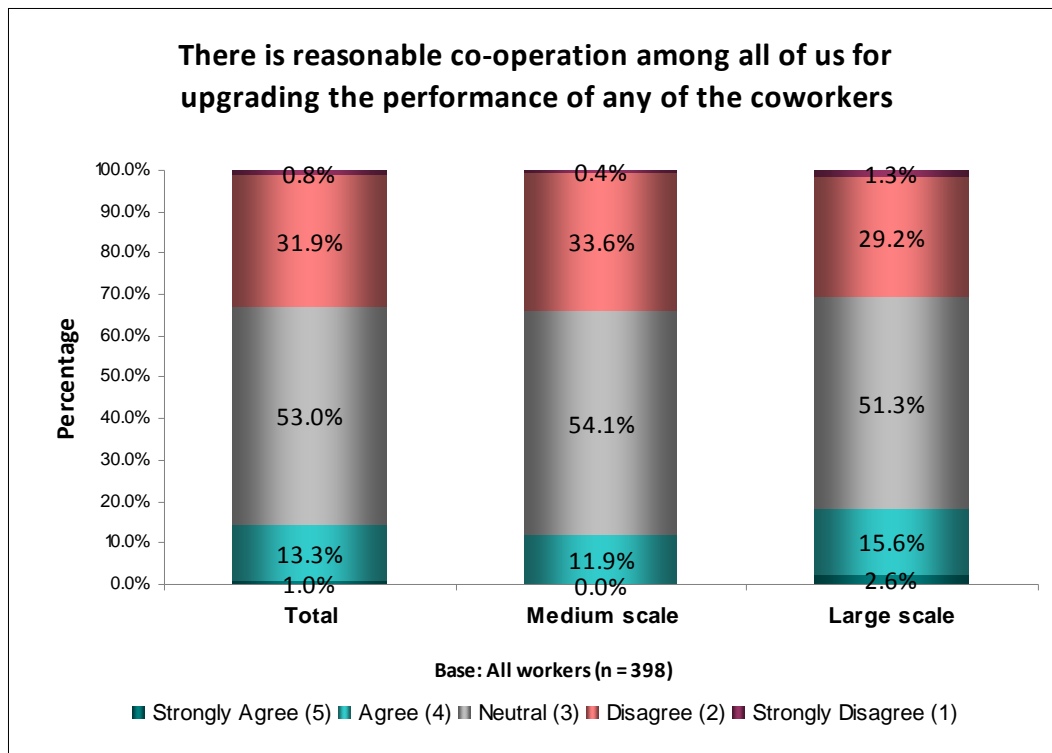
	Industry wise groups					
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	3	0.80%	1	0.40%	2	1.30%
Disagree	127	31.90%	82	33.60%	45	29.20%
Neutral	211	53.00%	132	54.10%	79	51.30%
Agree	53	13.30%	29	11.90%	24	15.60%
Strongly Agree	4	1.00%	0	0%	4	2.60%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	2.82		2.77		2.89	
Std. Dev.	0.7		0.65		0.77	

- i) Table 5.36 explains that out of 398 workers, 4 (1%) have Strongly Agreed whereas 53 (13.3%) have agreed and 3 (0.8%) have Strongly Disagreed whereas 127 (31.9%) have disagreed and the remaining 211 (53%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 2.82 with standard deviation 0.7.
- ii) Out of 244 workers from medium scale industries, 0 (0%) have Strongly Agreed whereas 29 (11.9%) have agreed and 1 (0.4%) have Strongly Disagreed whereas 82 (33.6%) have disagreed and the remaining 132 (54.1%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 2.77 with standard deviation 0.65.

iii) Out of 154 workers from Large scale industries, 4 (2.6%) have Strongly Agreed whereas 24 (15.6%) have agreed and 2 (1.3%) have Strongly Disagreed whereas 45 (29.2%) have disagreed and the remaining 79 (51.3%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 2.89 with standard deviation 0.77. The following graph illustrates the same.

Graph 5.37

There is reasonable co-operation among all of us for upgrading the performance of any of the coworkers.



5.4.6.5 I feel that I am working in this organization mainly because of good relations with co-workers than any other factor.

Table 5.37

I feel that I am working in this organization mainly because of good relations with co-workers than any other factor.

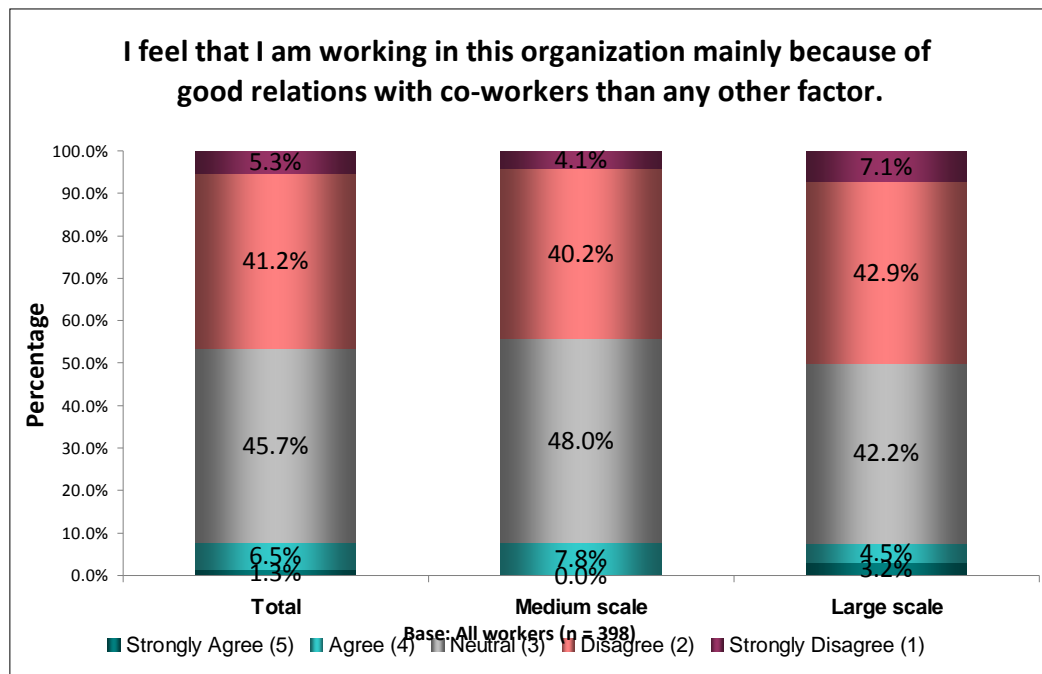
			Industry wise groups			
			Medium scale		Large scale	
	Total	%	Total	%	Total	%
Strongly Disagree	21	5.30%	10	4.10%	11	7.10%
Disagree	164	41.20%	98	40.20%	66	42.90%
Neutral	182	45.70%	117	48.00%	65	42.20%
Agree	26	6.50%	19	7.80%	7	4.50%
Strongly Agree	5	1.30%	0	0%	5	3.20%
Base: All workers	398	100.00%	244	100.00%	154	100.00%
Mean	2.57		2.59		2.54	
Std. Dev.	0.75		0.69		0.83	

- i) Table 5.37 explains that out of 398 workers, 5 (1.3%) have Strongly Agreed whereas 26 (6.5%) have agreed and 21 (5.3%) have Strongly Disagreed whereas 164 (41.2%) have disagreed and the remaining 182 (45.7%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers is 2.57 with standard deviation 0.75.
- ii) Out of 244 workers from medium scale industries, 0 (0%) have Strongly Agreed whereas 19 (7.8%) have agreed and 10 (4.1%) have Strongly Disagreed whereas 98 (40.2%) have disagreed and the remaining 117 (48%) have neutral opinion (i.e. neither agreed nor disagreed).The average score given by workers from medium scale industries is 2.59 with standard deviation 0.69.

iii) Out of 154 workers from Large scale industries, 5 (3.2%) have Strongly Agreed whereas 7 (4.5%) have agreed and 11 (7.1%) have Strongly Disagreed whereas 66 (42.9%) have disagreed and the remaining 65 (42.2%) have neutral opinion (i.e. neither agreed nor disagreed). The average score given by workers from Large scale industries is 2.54 with standard deviation 0.83. The following graph illustrates the same.

Graph 5.38

I feel that I am working in this organization mainly because of good relations with co-workers than any other factor.



5.5 Summary:

The workers in the medium scale organizations have given preference to Job Security with Mean 3.95 and S.D. 0.79 and workers in large scale organizations also have given preference to Job Security with Mean 3.39 and S.D. 0.92. The overall preference is given by all respondents to Job Security with mean 3.73 and S.D. 0.88 in the context of achieving better job satisfaction. This is the highest among all the parameters of Job Satisfaction under this research.

CHAPTER 6 – TESTING OF HYPOTHESES

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- 6.1. Introduction
- 6.2. Interrelationship in components of Job satisfaction
- 6.3. Model evaluation of components of job satisfaction and overall
Job Satisfaction
- 6.4. Share of job satisfaction components.
 - 6.4.1. Comparison of share of job satisfaction components
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by industries (large scale industries)
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CHAPTER 6 – TESTING OF HYPOTHESES

6.1 Introduction

In this chapter, the researcher has done inferential analysis and interpretation of the collected information i.e. data. The researcher has used T-Test Analysis, Correlation and Regression analysis some graphical methods have been used to visualize the results. The testing of hypotheses has been done in this chapter.

6.2 Hypothesis 1 : Interrelationship in components of Job satisfaction

The below tables interpret the interrelationship in job satisfaction components.

Table No 6.01

Interrelationship between components of job Satisfaction

	Pay And Perks	Promotions And Benefits	Nature And Conditions Of Work	Job Security	Relations With Superiors	Relations With Coworkers
Pay And Perks	1	0.489	0.541	0.406	0.260	0.195
Promotions And Benefits	0.489	1	0.503	0.379	0.366	0.122
Nature And Conditions Of Work	0.541	0.503	1	0.435	0.325	0.208
Job Security	0.406	0.379	0.435	1	0.325	0.113
Relations With Superiors	0.260	0.366	0.325	0.325	1	0.118
Relations With Coworkers	0.195	0.122	0.208	0.113	0.118	1

- i) The Table 6.01 displays the component “*Pay and Perks*” is moderately correlated with “*Promotions and Benefits*”, “*Nature and conditions of work*” and “*Job security*” the degree of correlation is 0.489, 0.541 and 0.406 respectively. Similarly, there exists moderate degree of positive correlation of component “*Promotions and Benefits*” with “*Nature and conditions of work*” and “*Job security*”, It is 0.503 and 0.379 respectively. It indicated that these components are interrelated with a positive degree of correlation.
- ii) The component “*Relation with superiors*” is moderately correlated with “*Promotions and Benefits*”, “*Nature and conditions of work*” and “*Job security*” and the degree of correlation is 0.366, 0.325 and 0.325 respectively. It is weekly correlated with the component “*Pay and perks*”. The component “*Relation with coworkers*” is weekly correlated with “*Pay and Perks*”, “*Promotions and Benefits*”, “*Nature and conditions of work*” and “*Job security*”.
- iii) In short, "Pay and Perks", "Promotions and Benefits", "Nature and Conditions of Work" and "Job Security" these four components are moderately correlated with each other and the degree of positive correlation between them is more than with the components “*Relation with Superiors*” and “*Relation with Coworkers*”.

6.3. Model evaluation of components of job satisfaction and overall job satisfaction

Table 6.02

Correlation between overall satisfaction and job satisfaction component

	Overall Satisfaction
Pay And Perks	0.65
Promotions And Benefits	0.60
Nature And Conditions Of Work	0.68
Job Security	0.57
Relations With Superiors	0.52
Relations With Coworkers	0.43

The Table 6.02 explains the relation of each components of job satisfaction with overall job satisfaction score.

- i) The Pearson correlation coefficient between component “PAY AND PERKS” and overall job satisfaction is 0.65 which is moderate degree of positive correlation.
- ii) The Pearson correlation coefficient between component “PROMOTIONS AND BENEFITS” and overall job satisfaction is 0.60 which is moderate degree of positive correlation.
- iii) The Pearson correlation coefficient between component “NATURE AND CONDITIONS OF WORK” and overall job satisfaction is 0.68 which is moderate degree of positive correlation.
- iv) The Pearson correlation coefficient between component “JOB SECURITY” and overall job satisfaction is 0.57 which is moderate degree of positive correlation

- v) The Pearson correlation coefficient between component “RELATIONS WITH SUPERIORS” and overall job satisfaction is 0.52 which is moderate degree of positive correlation.
- vi) The Pearson correlation coefficient between component “RELATIONS WITH COWORKERS” and overall job satisfaction is 0.43 which is moderate degree of positive correlation.

The correlation coefficient measures the linear relation between variable, from above table it is clear that the components of job satisfaction are linearly related with overall job satisfaction. Next step is to go for **Linear Regression** for analysis of variances.

Table 6.03
Regression Results (SPSS Output):

Model	Variables Entered	Variables Removed	Method
1	Relations With Coworkers, Job Security, Relations With Superiors, Pay And Perks, Promotions And Benefits, Nature And Conditions Of Work(A)	.	Enter

- a. All requested variables entered.
- b. Dependent Variable: Overall Satisfaction of Workers

Table 6.04

Regression Model Summary:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.873	0.763	0.759	0.689

- a. Predictors: (Constant), Relations with Coworkers, Job Security, Relations with Superiors, Pay and Perks, Promotions and Benefits, Nature and Conditions of Work

Interpretation: The coefficient of variation R^2 has value 0.763 which indicates the predictor variables explained 76.3% variation in dependent variable *Overall satisfaction score*.

Table 6.05 ANOVA Table (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	596.05	6	99.34	209.26	0.00
	Residual	185.62	391	0.48		
	Total	781.67	397			

- a. Predictors: (Constant), Relations With Coworkers, Job Security, Relations With Superiors, Pay And Perks, Promotions And Benefits, Nature And Conditions Of Work
- b. Dependent Variable: Overall Satisfaction of Workers

Interpretation: As P value is less than 0.05, it indicated that there exists a linear relation between set of predictor variables and dependent variable.

Table 6.06
Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	- 10.787	0.399		- 27.057	0.000
	Pay And Perks	0.143	0.019	0.238	7.579	0.000
	Promotions And Benefits	0.102	0.018	0.173	5.590	0.000
	Nature And Conditions Of Work	0.165	0.021	0.251	7.794	0.000
	Job Security	0.115	0.016	0.203	7.028	0.000
	Relations With Superiors	0.128	0.016	0.213	7.783	0.000
	Relations With Coworkers	0.183	0.018	0.258	10.195	0.000

a. Dependent Variable: Overall Satisfaction of Workers

Interpretation: As P values (*probability of Reject Ho / Ho True*) for all job satisfaction components are less than 0.05, it indicates that they have contributed significantly in explanation of dependent variable.

6.4. Share of job satisfaction components.

6.4.1. T- Test Analysis for comparison of share of job satisfaction components

a) **Pair wise T-test** procedure is used to compare share of components job satisfaction.

Ho: There is no significant difference between shares of component **“Job Security”** and **other components** (*“Pay and Perks”, “Promotions and Benefits”, “Nature and Conditions of Work”, “Relations with Superiors”* and *“Relations with Coworkers”*).

H1: There is significant difference between shares of component **“Job Security”** and **other components** (*“Pay and Perks”, “Promotions and Benefits”, “Nature and Conditions of Work”, “Relations with Superiors”* and *“Relations with Coworkers”*).

Paired T-Test Results (SPSS Output):

**Table 6.07
Paired Samples Statistics**

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Pay And Perks	16.70	398	1.65	0.08
	Job Security	18.37	398	1.84	0.09
Pair 2	Promotions And Benefits	16.66	398	1.70	0.09
	Job Security	18.37	398	1.84	0.09
Pair 3	Nature And Conditions Of Work	17.42	398	1.43	0.07
	Job Security	18.37	398	1.84	0.09
Pair 4	Job Security	18.37	398	1.84	0.09
	Relations With Superiors	16.27	398	1.87	0.09
Pair 5	Job Security	18.37	398	1.84	0.09
	Relations With Coworkers	14.57	398	1.97	0.10

Interpretation: The above Table 6.07 represents the descriptive statistics of Pair-wise components. The average share of “*Job Security*” is more across all pairs with other components.

Table 6.08
Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	Pay And Perks & Job Security	398	-.191	.000
Pair 2	Promotions And Benefits & Job Security	398	-.259	.000
Pair 3	Nature And Conditions Of Work & Job Security	398	-.193	.000
Pair 4	Job Security & Relations With Superiors	398	-.176	.000
Pair 5	Job Security & Relations With Coworkers	398	-.246	.000

Interpretation: The above table indicates that there exists significant correlations between pairs of component “Job security” with other components.

Table 6.09
Paired Samples Test

		Paired Differences					T	Df	P-Value	
		Mean	Std. Dev.	Std. Err Mean	95% CI of the Diff					
					Lower	Upper				
Pair 1	Pay And Perks - Job Security	-1.67	2.70	0.14	-1.94	-1.41	-	12.36	397	0.00
Pair 2	Promotions And Benefits - Job Security	-1.71	2.81	0.14	-1.99	-1.43	-	12.14	397	0.00
Pair 3	Nature And Conditions Of Work - Job Security	-0.95	2.54	0.13	-1.20	-0.70	-	-7.44	397	0.00
Pair 4	Job Security - Relations With Superiors	2.11	2.85	0.14	1.83	2.39	-	14.78	397	0.00
Pair 5	Job Security - Relations With Coworkers	3.80	3.01	0.15	3.50	4.10	-	25.16	397	0.00

Interpretation: Table 6.09 shows that P-values (probability of Reject Ho/Ho is true) for all pairs are less than 0.05 revealed that the Job security has more significant share than the other components.

The contribution of job security in workers' job satisfaction is the most significant as compared to other factors since this factor provides higher level of job satisfaction.

b) T-test for Independent samples is used to compare share of pairs of job satisfaction components with "*Job Security*".

Ho: There is no significant difference between shares of job satisfaction components of Medium and Large scale industries.

H1: There is significant difference between shares of job satisfaction components of Medium and Large scale industries.

Table 6.10

T-test analysis for comparison of share of job satisfaction components

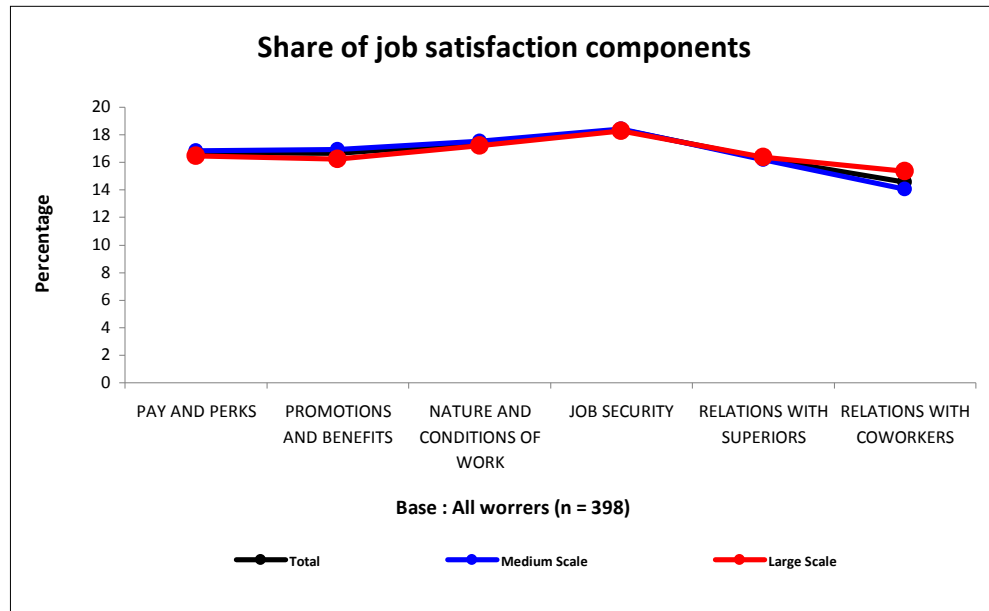
	Total		Medium Scale		Large Scale		Cal t	Tab $t_{(0.05,398)}$	Decision
	Mean	SD	Mean	SD	Mean	SD			
Pay And Perks	16.70	1.65	16.85	1.59	16.46	1.73	1.21	1.97	Accept Ho
Promotions And Benefits	16.66	1.70	16.92	1.39	16.26	2.03	1.92	1.97	Accept Ho
Nature And Conditions Of Work	17.42	1.43	17.56	1.20	17.22	1.72	1.16	1.97	Accept Ho
Job Security	18.37	1.84	18.42	1.67	18.30	2.10	0.31	1.97	Accept Ho
Relations With Superiors	16.27	1.87	16.19	1.73	16.39	2.07	0.52	1.97	Accept Ho
Relations With Coworkers	14.57	1.97	14.07	1.83	15.38	1.93	3.56	1.97	Reject Ho

Note: The sum across job satisfaction components is adding up to 100.

From the Table 6.10, it is clear that average share of each component have been almost equal across High and medium scale industries. The researcher have tested statistically this average share across industry type and found there

is no significant difference between the share of components in medium and large scale industries except *Relation with coworkers*. The share of component “*Relation with coworkers*” is statistically more significant in large scale industries than in medium scale industries.

Graph 6.01
Share of Job satisfaction components



The contribution of job security in workers’ job satisfaction is the most significant than the other components in medium and large scale industries. Additionally the shares of components of job satisfaction for Medium scale industries are as same as large scale industries except component “*Relations with Coworkers*”.

6.4.2. Comparison of share of job satisfaction components by industries (medium scale industries)

Table 6.11
Average share of job satisfaction components and Industry type (Medium scale Industries)

	Pay And Perks	Promotions And Benefits	Nature And Conditions Of Work	Job Security	Relations With Superiors	Relations With Coworkers
Medium Scale Total	16.85	16.92	17.56	18.42	16.19	14.07
Virgo Engineering	16.78	16.59	18.10	18.13	15.20	15.20
Autoline	17.17	16.97	17.54	19.09	15.07	14.16
Canto	17.12	16.77	17.01	19.10	16.65	13.36
Devchaya	17.01	17.22	16.98	18.94	16.69	13.16
HyTechEngr	16.38	16.97	17.83	19.38	15.54	13.91
San Enterprises	17.44	17.33	17.44	17.89	17.32	12.57
Nirmiti Stampings	16.61	17.08	16.79	17.10	16.86	15.57
Ranvik	17.65	15.70	19.01	17.76	15.02	14.87
SS Engr	16.25	17.32	17.04	19.01	17.01	13.37
V-Teck	16.30	17.33	17.78	17.67	16.83	14.09

Note: The sum across job satisfaction components is adding up to 100.

Medium Scale Total: Average share of Pay and Perks is 16.85, Promotions and Benefits is 16.92, Nature and conditions of Work is 17.56, Job Security is 18.42, Relations with Superiors is 16.19 Relations with Coworkers are 14.07. The job security component shows more share than other components.

1. Virgo Engineering: Average share of Pay and Perks is 16.78, Promotions and Benefits is 16.59, Nature and conditions of Work is 18.1, Job Security is 18.13, Relations with Superiors is 15.2 Relations with Coworkers are

- 15.2. The job security component shows more share than other components.
2. **Autoline:** Average share of Pay and Perks is 17.17, Promotions and Benefits is 16.97, Nature and conditions of Work is 17.54, Job Security is 19.09, Relations with Superiors is 15.07 Relations with Coworkers are 14.16. The job security component shows more share than other components.
 3. **Canto:** Average share of Pay and Perks is 17.12, Promotions and Benefits is 16.77, Nature and conditions of Work is 17.01, Job Security is 19.1, Relations with Superiors is 16.65 Relations with Coworkers are 13.36. The job security component shows more share than other components.
 4. **Devchaya:** Average share of Pay and Perks is 17.01, Promotions and Benefits is 17.22, Nature and conditions of Work is 16.98, Job Security is 18.94, Relations with Superiors is 16.69 Relations with Coworkers are 13.16. The job security component shows more share than other components.
 5. **HyTechEngr:** Average share of Pay and Perks is 16.38, Promotions and Benefits is 16.97, Nature and conditions of Work is 17.83, Job Security is 19.38, Relations with Superiors is 15.54 Relations with Coworkers are 13.91. The job security component shows more share than other components.
 6. **San Enterprises:** Average share of Pay and Perks is 17.44, Promotions and Benefits is 17.33, Nature and conditions of Work is 17.44, Job Security is 17.89, Relations with Superiors is 17.32 Relations with Coworkers are 12.57. The job security component shows more share than other components.
 7. **Nirmiti Stampings:** Average share of Pay and Perks is 16.61, Promotions and Benefits is 17.08, Nature and conditions of Work is 16.79, Job Security

is 17.1, Relations with Superiors is 16.86 Relations with Coworkers are 15.57. The job security component shows more share than other components.

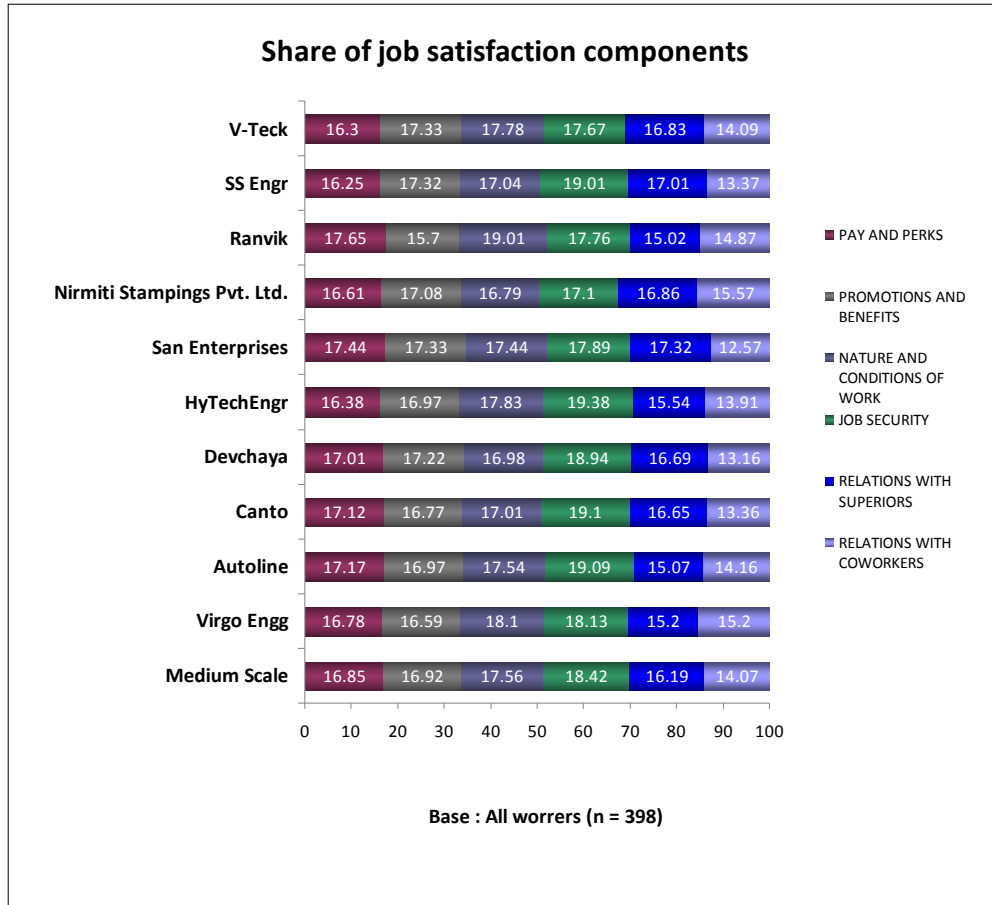
8. Ranvik: Average share of Pay and Perks is 17.65, Promotions and Benefits is 15.7, Nature and conditions of Work is 19.01, Job Security is 17.76, Relations with Superiors is 15.02 Relations with Coworkers are 14.87. The job security component shows more share than other components.

9. SS Engr: Average share of Pay and Perks is 16.25, Promotions and Benefits is 17.32, Nature and conditions of Work is 17.04, Job Security is 19.01, Relations with Superiors is 17.01 Relations with Coworkers are 13.37. The job security component shows more share than other components.

10.V-Teck: Average share of Pay and Perks is 16.3, Promotions and Benefits is 17.33, Nature and conditions of Work is 17.78, Job Security is 17.67, Relations with Superiors is 16.83 Relations with Coworkers are 14.09. The job security component shows more share than other components.

Graph 6.02

Share of Job satisfaction components (Medium Scale Industries)



**6.4.3. Comparison of share of job satisfaction components by industries
(large scale industries)**

**Table 6.12
Average share of job satisfaction components and Industry type (Large scale industries)**

		Pay And Perks	Promotions And Benefits	Nature And Conditions Of Work	Job Security	Relations With Superiors	Relations With Coworkers
Large scale Total	Mean	16.46	16.26	17.22	18.30	16.39	15.38
Force Motors	Mean	15.37	15.77	17.86	17.01	16.92	17.07
SKS Bearings Ltd	Mean	16.64	16.21	16.51	18.38	16.77	15.50
TAL	Mean	17.03	16.75	17.42	18.13	15.82	14.84
TATA Motors	Mean	16.18	15.92	17.47	19.87	16.19	14.37

Note: The sum across job satisfaction components is adding up to 100.

Large scale Total: Average share of Pay and Perks is 16.46, Promotions and Benefits is 16.26, Nature and conditions of Work is 17.22, Job Security is 18.3, Relations with Superiors is 16.39 Relations with Coworkers are 15.38. The job security component shows more share than other components.

1. Force Motors: Average share of Pay and Perks is 15.37, Promotions and Benefits is 15.77, Nature and conditions of Work is 17.86, Job Security is 17.01, Relations with Superiors is 16.92 Relations with Coworkers are 17.07. The job security component shows more share than other components.

2. **SKS Bearings Ltd:** Average share of Pay and Perks is 16.64, Promotions and Benefits is 16.21, Nature and conditions of Work is 16.51, Job Security is 18.38, Relations with Superiors is 16.77 Relations with Coworkers are 15.5. The job security component shows more share than other components.
3. **TAL:** Average share of Pay and Perks is 17.03, Promotions and Benefits is 16.75, Nature and conditions of Work is 17.42, Job Security is 18.13, Relations with Superiors is 15.82 Relations with Coworkers are 14.84. The job security component shows more share than other components.
4. **TATA Motors:** Average share of Pay and Perks is 16.18, Promotions and Benefits is 15.92, Nature and conditions of Work is 17.47, Job Security is 19.87, Relations with Superiors is 16.19 Relations with Coworkers are 14.37. The job security component shows more share than other components.

Graph 6.03 Share of Job satisfaction components (Large Scale Industries)



6.5 Summary:

Various statistical techniques and ‘t’ test results indicate that these components are interrelated with a positive degree of correlation. The component “Relation with coworkers” is weakly correlated with “Pay and Perks”, “Promotions and Benefits”, “Nature and conditions of work” and “Job security”. There are significant correlations between pairs of component “Job security” with other components. The contribution of job security in workers’ job satisfaction is the most significant as compared to other factors since this factor provides higher level of job satisfaction for longer period. There is no significant difference between shares of job satisfaction components of Medium and Large scale industries. The organizational factors of job satisfaction are inter-related and inter-dependent for measuring workers’ job satisfaction.

CHAPTER 7: FINDINGS, CONCLUSIONS, SUGGESTIONS AND RECOMMENDATIONS

Contents:

7.1 Introduction

7.2 Findings

7.3 Conclusions

7.4 Suggestions

7.5 Recommendations for the future research

7.6 Summary

CHAPTER 7: FINDINGS, CONCLUSIONS, SUGGESTIONS AND RECOMMENDATIONS

7.1 Introduction: The findings, conclusions and recommendations are derived from the Profiles of the Companies, Data Analysis and Interpretation and from the Testing of Hypothesis. Conclusions are drawn with a view to bring about certain improvement in job satisfaction of workers and recommendations are made for the future research in this area.

7.2 Findings:

Major Findings:

- 1. The contribution of job security in workers' job satisfaction (w.r.t. Hypothesis 1 & 2):** The contribution of job security in workers' job satisfaction is the most significant than the other factors in medium and large scale industries. Additionally the shares of the factors of job satisfaction for Medium scale industries are almost equal to that of large scale industries except the factor "Relations with Coworkers".
- 2. Significance of Job Security (w.r.t. Hypothesis 1):** The analysis of the data indicates that a significant correlation exists between pairs of the factor of "Job security" with other factors.
- 3. The Percent Contribution of factors of Job Satisfaction (w.r.t. Hypothesis 2):** The factors of job satisfaction of workers contribute in different percentages individually. This is the internal structure of all the organizational factors to construct the actual job satisfaction of workers in the respondent organizations. The average share of organizational factors of workers' job satisfaction in respondent organizations is found as under:

Table 7.1

Percentage Share of Factors of Job Satisfaction

Type of Organization	Pay And Perks	Promotions And Benefits	Nature And Conditions Of Work	Job Security	Relations With Superiors	Relations With Coworkers
Medium Scale (MS)	16.85	16.92	17.56	18.42	16.18	14.06
Large Scale (LS)	16.46	16.26	17.22	18.30	16.39	15.37
Average of MS & LS	16.66	16.59	17.39	18.36	16.29	14.73

This is shown in the following pie charts:

Chart 7.1 Percentage Contribution of factors of job satisfaction in Medium Scale Organization

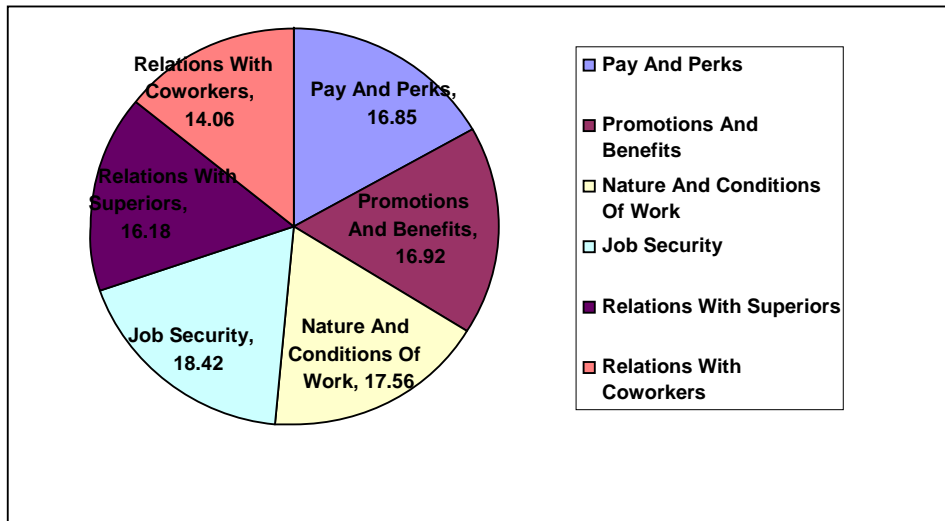


Chart 7.2 Percentage Contribution of factors of job satisfaction in Large Scale Organization

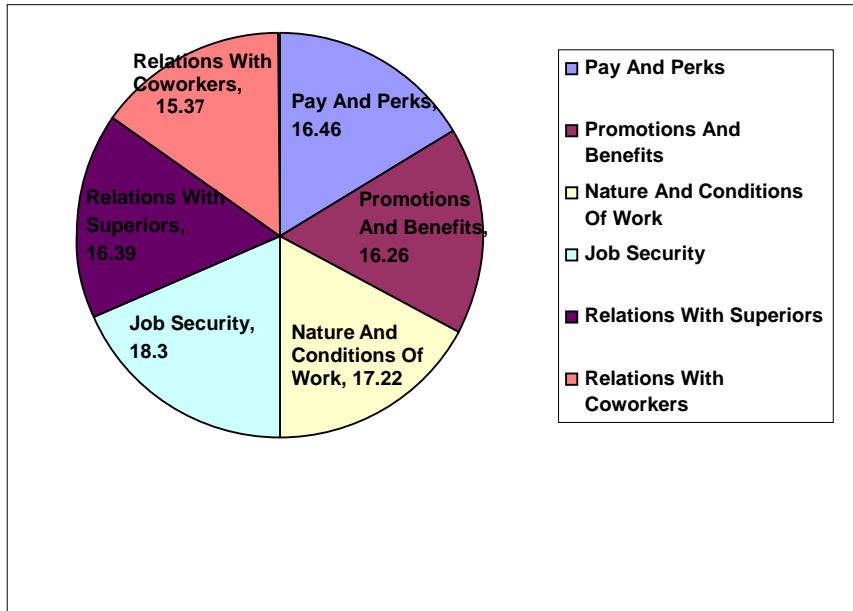
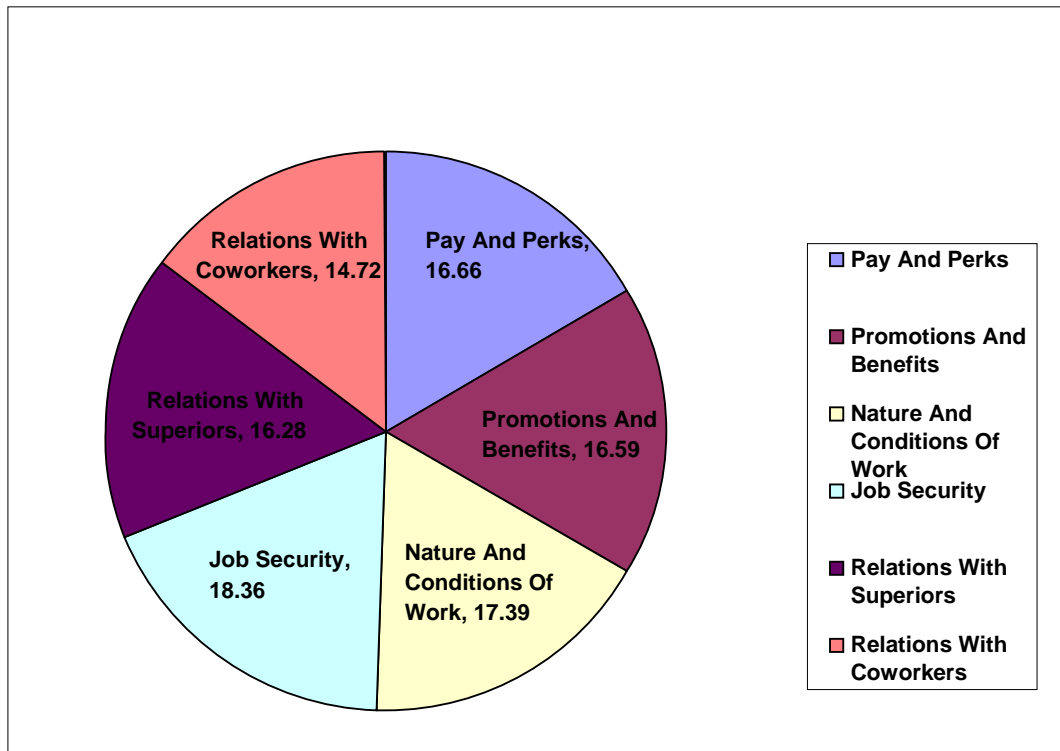


Chart 7.3 Average Percentage Contribution of factors of job satisfaction in Medium Scale & Large Scale Organizations



4. Correlation between the factors of Job Satisfaction (w.r.t. Hypothesis 3): The four factors “Pay and Perks”, “Promotions and Benefits”, “Nature and Conditions of Work” and “Job Security” are

moderately correlated with each other and the degree of positive correlation between them is more than with the components “Relation with Superiors” and “Relation with Coworkers”.

5. The coefficient of variation (w.r.t. Hypothesis 3): The coefficient of variation R^2 has value 0.763 which indicates the predictor variables explained 76.3% variation in dependent variable Overall satisfaction score. As P value is less than 0.05, it indicated that there exists a linear relation between set of predictor variables and dependent variable.

6. Linear relationship of the Factors of Job Satisfaction (w.r.t. Hypothesis 3): It is clear that the components of job satisfaction are linearly related with overall job satisfaction.

Some other general findings:

7. Findings from the Profiles of the Companies: The profile of the fourteen companies as discussed in Chapter 4 show that the companies are well established and doing well in their respective business sectors. They need to follow the legal and ethical ways to deal with the human resource available with them. They are trying their level best to bring about good amount of job satisfaction among the workers with an intention to have more productivity, to induce creative and innovative approach, retention of workers etc.

8. Findings from the Data Analysis and Interpretation: After analyzing the overall satisfaction of the workers it is found that the percentage of UNSATISFIED workers is 55.80% (34.40%+21.40%) in large scale organizations and 32.40% (11.90%+20.50%) in medium scale organizations. The overall percentage of SATISFIED workers in all the respondent organizations is 41.50% (20.6%+20.9%). The percentage of SATISFIED workers is 33.10% (10.40%+22.70%) in large scale organizations and 40.60% (24.60%+16.00%) in medium scale

organizations. The overall percentage of SATISFIED workers in all the respondent organizations is 37.70% (19.1%+18.6%).

7.3 Conclusions:

Major Conclusions:

1. Job Security factor as the most significant contributor (w.r.t. Hypothesis 1): In almost all the respondent organizations the workers have given priority to the Job Security while deciding their job satisfaction compared to all the other organizational factors of job satisfaction. The other factors have got lesser importance than Job Security.

2. Uniformity in percent contribution in Medium and Large scale organizations (w.r.t. Hypothesis 2): The organizational factors have different individual share or contribution in the overall job satisfaction. However the ratio of this contribution is almost constant for both medium and large scale organizations except the factor 'Relations with Coworkers'.

3. Interrelation among the factors of Job Satisfaction (w.r.t. Hypothesis 3): There is a moderate interrelation and interdependence among the factors of Job Satisfaction while forming the overall job satisfaction of a worker. The contribution of every individual factor gets affected by other factors due to this correlation.

Some other general conclusions:

4. The Growing Trend of Global Business: The respondent organizations have operations well established in national as well as international markets. This is a good indicator of their well developed systems in all functions of management including HRM. These industries are practically good representatives of the present industrial scene in Pimpri-Chinchwad industrial area and even at national level.

5. Extreme Need of Workers' Job Satisfaction for increasing the productivity: It is concluded from the findings that there is very high percentage of unsatisfied workers (around 44% in all) in the industrial area irrespective of type of organization, large or small. So there is certainly extreme need of increasing the job satisfaction of the workers. Otherwise the growth in the percentage of unsatisfied workers will damage the industrial productivity to a great extent.

6. Relations with Coworkers: Overall contribution of relations with coworkers is lesser than other factors. However the workers in the Large-scale organizations give more importance to the relations with coworkers than that of medium-scale organizations in the context of job satisfaction.

7. Hierarchy of Factors of Job Satisfaction: The workers have given their opinions about the importance of factors of job satisfaction in descending order as under (i.e. from the most important to the least important): 1) Job Security, 2) Nature and Conditions of Work, 3) Pay and Perks, 4) Promotion and Benefits, 5) Relations with Superiors, 6) Relations with Coworkers.

7.4 Suggestions:

- 1.** Importance must be given to Job Security for better job satisfaction of the workers. This is very important in the context of designing effective retention policy for any organization.
- 2.** The medium and large-scale organizations have to take strong and confident steps to improve the level of job satisfaction among the workers, because it is very important in the current scenario for more productive and efficient workforce.
- 3.** Workers are more concerned about the working conditions and nature of work than even pay and perks. Perhaps, nowadays most of the organizations have good pay structures, so workers are more concerned

about nature and conditions of work. Therefore, organizations have to focus on better nature and conditions of work.

4. Large-Scale organizations have to give proper attention to tackle relations among coworkers, because, the workers in large-scale organizations give more importance to the relations with coworkers.

5. Employers are suggested to take in to consideration the hierarchy of the factors of job satisfaction (as mentioned in the findings) before making any decisions related to the job satisfaction of workers.

7.5 Recommendations for the future research:

1 It is to be recommended that scientific study of “Standard Structural Model of Job Satisfaction” has to be done. Considering the wide variations every individual worker has different job satisfaction level in the given industrial environment. The researcher has combined all these individual responses to arrive at the central perception about job satisfaction of workers in the respondents’ organizations. This has resulted in discovering a standard combination of percentage contribution of organizational factors or determinants of job satisfaction. The percent contribution is surprisingly almost constant in all the respondents’ organizations of Pimpri-Chinchwad industrial area. This can give us very innovative model to gauge and calibrate the organizational job satisfaction level in very effective and scientific way.

This is recommended for the further research. The efforts for the future research are to be directed towards obtaining “Standard Structural Model of Job Satisfaction”.

2 Another recommendation for the future research is, to study the job satisfaction structure and contribution of factors of job satisfaction in Small-Scale organizations.

3 It is also recommended that the contribution of the factors other than organizational factors can be taken in to consideration for the future

research. For example, external or personal factors like stress level of individuals, educational qualification, career objectives, hobbies, etc. and many others.

7.6 Summary:

The various statistical techniques and 't' test results interpret and explain that the contribution of job security in workers' job satisfaction is the most significant as compared to other factors since this factor provides higher level of job satisfaction for longer period. There is no significant difference between shares of job satisfaction components of Medium and Large scale industries. The organizational factors of job satisfaction are inter-related and inter-dependent for measuring workers' job satisfaction. It indicated that these components are interrelated with a positive degree of correlation. "Pay And Perks", "Promotions and Benefits", "Nature and Conditions of Work" and "Job Security" these four components are moderately correlated with each other and the degree of positive correlation between them is more than with the components "Relation with Superiors" and "Relation with Coworkers". The researcher has given certain suggestions to the organizations for the improvement of job satisfaction of the workers. Some recommendations are also given to the future researches to be done.

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ANNEXURES

Contents:

- ❖ **ANNEXURE 1: Survey Questionnaire**
- ❖ **ANNEXURE 2: Covering Letter For Survey Questionnaire**

ANNEXURE 1: Survey Questionnaire to find out the Contribution of Organizational Factors in Worker's Job Satisfaction

This survey is designed to assess the Contribution of Organizational Factors in Worker's Job Satisfaction in Pimpri-Chinchwad industrial area. Following are statements about your organization, as well as yourself. Please tick mark () your response in the column provided against the given question.

Use the following ratings:

1. SD = Strongly Disagree
2. D = Disagree
3. N = Neutral
4. A = Agree
5. SA = Strongly Agree

Sr. No.	Questions	SD	D	N	A	SA
(A)	<u>Pay and Perks</u>					
1	My pay and perks are commensurate with my competence. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> .					
2	I am able to meet the basic needs and necessities of my family with this pay and perks. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> .					
3	I am getting almost similar package what anyone gets from other industries in the same cadre. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> .					
4	I feel that I deserve to get higher pay and perks in any other industry in this area. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> .					
5	I am frankly agreeing that I am more satisfied with the pay and perks than any other factor in this organization. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> .					

Comments, if any:

Thank you for participating in the above survey.

❖ ANNEXURE 2: Covering Letter For Survey Questionnaire

Date:

Dear Sir or Madam,

As a candidate for my PhD at Tilak Maharashtra University Pune, I am requesting your participation in my research study. The goal of this study is to determine the contribution of organizational factors in the actual job satisfaction of employees by examining the relationship between organization and employees.

Please take approximately 10-15 minutes to complete the following survey and return it in the envelope provided. To assure confidentiality of your responses, you are requested to seal the envelope before returning it.

Please return the survey before _____.

Participation in this study is voluntary. There are no risks associated with your participation in this study.

All responses will remain confidential to all except me as the researcher. A summary of the data will be placed in my research paper but no references will be made to identify you as the contributor of any particular data.

Should you have any questions regarding the survey or your participation, feel free to contact Mr. Prasad Bhanage 9850994143(M) or 020-27451707 (LL) or by email at bhuprati@yahoo.com

Your response is much appreciated.

Sincerely,

Prasad Bhanage

Enclosure: Survey Questionnaire Envelope