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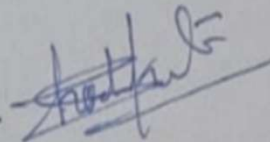
## ACKNOWLEDGEMENT

I would like to take this opportunity to express my sincere thanks and gratitude to Faculty of MIT School of Distance Education, for allowing me to do my project work in your esteemed organization. It has been a great learning and enjoyable experience.

I would like to express my deep sense of gratitude and profound thanks to all staff members of MIT School of Distance Education for their kind support and cooperation which helped me in gaining lots of knowledge and experience to do my project work successfully.

At last but not least, I am thankful to my Family and Friends for their moral support, endurance and encouragement during the course of the project.

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Student ID: MIT202201008

# Declaration Form

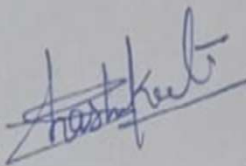
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## DECLARATION

I hereby declare that this project report entitled “Employee’s attitude towards the Organization” bonafide record of the project work carried out by me during the academic year 2022-2024, in fulfillment of the requirements for the award of “PGDBM in Operation Management” of MIT School of Distance Education.

This work has not been undertaken or submitted elsewhere in connection with any other academic course.

Sign:-



Name:- Shashikant Yadav

Student ID: MIT202201008

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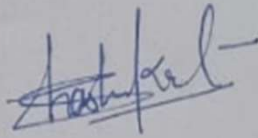
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- 4. Full-time Student

Thanking you in anticipation of your approval to my request.

Regards

Student Sign: -



Student Name:- Shashikant Yadav

Student ID:- MIT2022C01008

**A PROJECT REPORT**

**ON**

**Employee's attitude towards the organization**

**PGDM**

Submitted by

***Shashikant Yadav***

**Enrolment No- MIT2022C01008**

**MIT SCHOOL OF DISTANCE EDUCATION, PUNE.**

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## **ABSTRACT**

The project work entitled “**Employee’s attitude towards the organization**” with special reference to the **RJIL Lucknow** the various factors that are concerned towards the attitude of the employees.

The analysis has been made mainly based on the primary data that is by the employees’ opinion survey method. The researcher has taken a sample size of 180 and has used the stratified random sampling method to select the samples from the total population.

The study gives the opinion of employees about all the H.R. functions of **RJIL**, employment conditions, wages and incentives, interpersonal relationship, working conditions, management practices, etc.

The researcher has used percentage analysis and CHI-Square test, and the study reveals that there is no relationship between JOB ENRICHMENT educational qualification of the respondents, and there is no relationship between length of service of the respondents, and welfare facilities, and there is no relationship between the salary of the respondents and welfare facilities. The study has also revealed that most of the respondents have a positive attitude towards the welfare facilities, management practices and employment conditions, WELFARE FACILITIES, INTER PERSONAL RELATIONSHIP, WORKING CONDITION the researcher has given suggestions for its

improvement which includes suggestion schemes which may be transparent and promotions which may be made both based on seniority and performance to a certain level in the organizational hierarchy.

## INTRODUCTION

**Attitude:** The importance of attitude in understanding psychological phenomenon was given formal recognition early in the history of social psychology. From the time of the concept's entry in to the language of psychology until now, interest in attitude has been strong and growing. However, over the years attitudes have been studied with differing emphasis and methods.

**Concept of Attitude:** It is necessary to be precise in defining attitudes, because the variety of published definitions and descriptions is almost endless. Like any other concept, attitude may also be defined in two ways, Conceptual and Operational. There is quite a difference in the conceptual definition of the term attitude, and divergent points of view regarding the concept of attitude have developed.

**Major aspects:** When the term first entered the field of social phenomenon, it was natural to conceive of attitude as a tendency, set or readiness to respond to some social object. For the first time, ALLPORT noted the definition of attitude, which he had observed contained the words 'readiness', 'set' or 'disposition to act'. Even ALLPORT has used these terms in defining attitude. He defines attitude as follows:

“Attitude is a mental and neural state of readiness organized through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related”

### **Features of Attitude:**

Attitudes affect behavior of an individual by putting him ready to respond favorably to things in his environment.

- Attitudes are acquired through learning over a period of time. The process of learning attitudes starts right from the childhood and continues throughout the life of a person.



- Attitudes are invisible as they constitute a psychologized phenomenon which cannot be observed directly. They can be observed by observing the behavior of an individual.
- Attitudes are pervasive and every individual has some kind of attitude towards the objects in his environment. In fact, attitudes are forced in the socialization process and may relate to anything in the environment.

### ***Attitude, Opinion and Belief***

An opinion is generally the expression of one's judgment of a particular set of facts, an evaluation of the circumstances presented to him. "Thurstone" defines opinion as a response to a specifically limited stimulus, but the response is certainly influenced by the predisposition with which the individual is operating, that is, the attitude structure. A difference can also be made between attitude and belief. A belief is an enduring organization of perceptions and cognitions about some aspects of individual world. Thus, belief is a hypothesis concerning the nature of objects, more particularly, concerning one's judgments of the probability regarding the nature. In this sense, belief is the cognitive component of attitude, which reflects the manner in which an object is perceived. The difference between attitude, opinion, and belief exists on conceptual basis. Most researchers believe that these three terms are so closely tied that it is difficult to separate them except on a limited conceptual basis.

In the literature, often, there is a considerable amount of overlapping in these three terms. Most psychologists, however, believe that attitudes are more fundamental to human behavior than are the related aspects. For this reason, more attempts have been made to analyze attitudes as compared to others. Obviously attitudes are an important consideration because of their central position in the process of transforming work requirements in to efforts.

Attitude alone do not influence behavior but these acts with other factors in the individual influencing behavior, such as personality, perception, motivation, etc. Further, attitudes are also affected by the individual dimension as well as the objects, persons, and ideas. Attitudes have been through as serving four functions and there by influencing the behavior. These are instrumental, ego defensive, value orientation and knowledge.

- **Instrumental:** Attitudes serve as a means to reach a desired goal or to avoid an undesired one. Instrumental attitude are aroused by the activation of a need or cues that are associated with the attitude object and arouse favorable or unfavorable feelings.
- **Ego-Defensive:** The ego-defensive functions of attitude acknowledge the importance of psychological thought. Attitude may be acquired by facing threats in the external world or becoming aware of his own unacceptable impulses.
- **Value Orientation:** The value-orientation function takes in to account attitudes that are held because they express a person's self-image, or by cues that engage the person's values and make them salient to him.

- **Knowledge:** The knowledge function of attitude is based on a person's need to maintain a stable, organized and meaningful structure of the world.
- **Attitude** that provides a standard against which a person evaluates the aspects of his world and serve as the knowledge function too.

These functions of attitudes affect the individual's way of interpreting the information coming to him. Since attitudes intervene between work requirements and work responses, information about how people feel about their jobs can be quite useful in the predication about work response. Thus, these types of attitudes can portray areas of investigation for making the individual and the organization more compatible.

### ***Factors in Attitude Formation***

The attitudes are learned. Though there are different approaches as how learning works and is acquired by an individual, generally it is held that individuals learn things from the environment in which they interact. Thus, for attitude formation, all these factors must be taken in to account from which people learn. Such factors may be analyzed in terms of groups starting from the family as a group, an individual moves in a close group, then to longer groups, and finally to the society as a whole. A part from these groups, the individual's psychology which makes up particularly his personality, is also responsible for behavior and attitudes.

### ***Methods of Attitude Change***

There are various methods through which a positive change in attitudes may be brought. In the social context, Cohen has suggested four methods for attitude change. They are

- Communication of additional information.
- Approval and disapproval of a particular attitude.
- Group influence, and
- Inducing engagement in discrepant behavior.

In some or the other, all these methods involve introducing discrepancies among the elements making up the individual's attitudes in the hope that the elements will be rebalanced through the effective component of the attitudes. From the organization point of view, a Manager can take following actions in bringing change in attitudes of its organizational members.

- Group action
- Persuasion through leadership • Persuasion through communication and
- Influence of total situation.

These actions involve the analysis of different variables affecting a particular action.

## ***Values and Attitudes***

Some researchers see values as consisting of large sets of related attitudes. For example, “Fishbein” and “Ajzen” have included two components in attitudes: informational, emotional. Thus, they have taken values as a part of attitudes. However, some differences exist between values and attitudes. Attitudes are specific and related to distinct objects; people, or ideas. Values are more general than attitudes, values often contain statement of goodness or badness associated with the attitudes which people hold. Values are, then, beliefs about which attitudes we should have or how we should behave.

## ***Values and Behaviour***

Behaviour of people is influenced by the values which they hold, particularly in terms of those stimuli which have some value orientation in the organizational context, understanding the influence of individual value system on the behaviour of individuals in the following manner:

- Values influence an individual perception about the problems he faces and consequently the decision he makes to overcome those problems.
- Values influences the way in which an individual looks at the other individual and groups of individuals, that is, interpersonal relationship. Values become the basis of such interpersonal relationship interactions.
- Individuals judge organizational success as well as its achievement of the basis of their value system. Thus, for some individuals, organizational success may be in the form of high profit learning irrespective of the means adopted where as, this may be a mean thing for other individuals.

- Individuals set limit for the determination of what is ethical or unethical behaviour for themselves as well as for the others.
- Values determine the extent to which individuals accept organizational pressures and goals. If these do not match with the value held by them, they thwart the organizational pressures and goals, and even leave the organization.

### ***Employee's Attitudes towards the Organization***

Attitudes are not the same as values, but the two are interrelated. You can see this by looking at the three components of an attitude: cognition, affect and behavior. The belief that “discrimination is wrong” is a value statement.

### **Types of Attitudes**

A person can have thousands of attitudes, but Organizational Behaviour focuses our attention on a very limited number of workrelated attitudes. These work-related attitudes tap positive or negative evaluations that employees hold about aspects of their work environment. Most of the research in OB has been concerned with three attitudes: job satisfaction, job involvement, and organizational commitment.

### **Job Satisfaction**

The term job satisfaction to an individual's general attitude towards his or her job. A person with a high level of job satisfaction holds positive attitudes about their job, while a person who is dissatisfied with his or her job holds negative attitudes

about the job. When people speak of employee attitudes, more often mean job satisfaction.

### **Job Involvement**

The term job involvement is a more recent addition to the OB literature while there isn't complete agreement over what the term means. A workable definition states that job involvement measures the degree to which a person identifies himself with his or her job and considers his or her perceived performance level important to self worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do.

### **Organizational Commitment**

The third job attitude is organizational commitment, which is defined as a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization. So, high job involvement means identifying with one's specific job, while high organizational commitment means identifying with one's employing organization.

### **Attitudes and Consistency**

Research has generally concluded that people seek consistency among their attitudes and between their attitudes and their behaviour. This means that individuals seek to reconcile divergent attitudes and align their attitudes and behaviour so that they appear rational and consistent. When there is an inconsistency, forces are initiated to return the individual to an equilibrium state.

## **Cognitive Dissonance Theory**

This theory sought to explain the linkage between attitudes and behaviour.

Dissonance means an inconsistency. Cognitive dissonance refers to any incompatibility that an individual might perceive between two or more of his or her attitudes, or between his or her behaviour and attitudes.

## **Moderating Variables**

The most powerful moderates have been found to be the importance of the attitude; specially, its accessibility, whether there exist social pressures, and whether a person has direct experience with the attitude. Important attitudes are one's that reflect fundamental values, self-interest, or identification with individuals or groups that a person values. Attitude that individuals consider important tend to show a strong relationship to behaviour.

## **Attitude Survey**

The preceding review indicates that knowledge of employee attitudes can be helpful to managers in attempting to predict employee behaviour. But, how does management get information about employee attitudes. The most popular methods are through the use of attitude surveys.

## **Attitude and Workforce Diversity**

Managers are increasingly concerned with changing employee attitude to reflect shifting perspectives on racial, gender, and other diversity issues. A comment to a co-worker of the opposite sex, which 20 years ago might have been taken as a complaint, can today become a career-limiting episode. The majority of large U.S. employees and a substantial proportion of medium sized and smaller ones sponsor



some sort of diversity training. Some examples are, Police Officers in Escondido, California, receive 36 hours of diversity training for their 12,000 employees. The Federal Aviations Administration sponsors a mandatory 8 hours diversity seminar for employees of its western pacific region.

### **Job Satisfaction**

Job satisfaction is one of the important factors which have drawn attention of managers in the organization as well as academicians Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. Though, there is no conclusive evidence that job satisfaction affects productivity directly because productivity depends on so many variables, it is still a prime concern for managers. Job satisfaction is the mental feeling of favorableness which an individual has about his job. “Dubrins” has defined job satisfaction in terms of pleasure and contentment when he says that.

### **Determinants of Job Satisfaction**

While analyzing various determinants of job satisfaction, we have to keep in mind that all individuals do not receive the same degree of satisfaction though they perform the same job in the same job environment and at the same time. Therefore, it appears that besides the nature of job and job environment, there are individual variables which affect job satisfaction. Thus all those factors which provide a fit among individual variables, nature of job and situational variables determine the degree of job satisfaction. Let us see what these factors are,

## **Individual Factors**

Individuals have certain expectations from their jobs. If these expectations are met from the jobs, they feel satisfied. These expectations are based on an individual's level of education, age, and other factors.

**1.Level of Education:** Level of education of an individual is a factor which determines the degree of job satisfaction. For example, several studies have found the negative correlation between the level of education, particularly higher level of education and job satisfaction.

**2.Age:** Individuals experience different degrees of job satisfaction at different stages of their life. Job satisfaction is high at the initial stage, get gradually reduced, starts rising up to certain stage and finally dips to a low degree.

**3.Other factors:** Besides the above two factors, there are other individual factors which affect job satisfaction. If an individual does not have favorable social and family life, he may not feel happy at the work place. Similarly, other personal problems associated with him may affect his level of job satisfaction.

## **Effect of his Job Satisfaction**

Job satisfaction has a variety of effects. The effects may be seen in the context of an individual's physical and mental health, productivity, absenteeism, and turnover.

### **Physical and Mental Health**

The degree of job satisfaction affects an individual's physical and mental health. Since, job satisfaction is a typed of mental feeling, its favorableness or unfavourableness affects the individual psychologically which for example, "Lawler" has pointed out that drug abuse, alcoholism, and mental and physical health results from psychologically harmful jobs.

### **Improving Job Satisfaction**

Job satisfaction plays a significant role in the organization. Therefore, Managers should take concrete steps to improve the level of job satisfaction. These steps may be in the form of job re-designing to make the job more interesting and challenging, improving quality of work life, linking rewards with performance, and improving overall organizational climate.

### **Attitude Measurement**

Attitudes are subjective attributes of people. They can be regarded as construct in the sense that they are conceptualizations of human statistical evidence. Thus, people may vary along a number of attitudinal dimensions.

Keeping this measurement aspect in to consideration, the attitudes might be defined operationally by describing the measurement systems that psychologists use to measure attitudes. Attitude measurement, developed largely by social psychologists is concerned with the efforts to tap these attitudes as they are characteristics of individuals. There are many methods of attitude measurement. The Thurston type of scaling goes back to the early work of Thurston and Chive, which collected a large number of statements relating to the area in which attitudes were to be

measured. This statement may be relating to any object about which attitudes were to be measured. The statements are both favorable and unfavorable and are placed in 11 piles, with most favorable one being placed in pile 11. Other statements are placed in between their position depending on the degree of favorability or unfavorability.

The scale is then presented to the respondents. Each respondent checks the statement in pulling together numerous methods dealings with attitude measurement. They are:

- Self Report
- Indirect Tests
- Direct Observation Techniques
- Psychology Reaction Techniques

However attitude measurement of employees in an organization is most commonly carried out with self-respect questionnaires uses several scaling methods. There are three types of attitude scaling which are commonly used in attitude measurement. They are Thurston type of scale, Likert scale, and semantic differential. With which he agrees his attitude score is then based on the average or the median scale of the statements that he has checked. Soon after Thurston scale, Likert experimented with certain other varieties of attitude scales. Likert's attitude scale uses five points. The statements relating to the measurement of attitude is given to the person concerned and he is asked to check one of the five points given for every statement. These points show the degree of agreement or disagreement with the statement. The Likert scale is considered better as compared to Thurston because of several positive facts.

For example, in this scaling, there is no much problem in making numerous statements which will show both positive and negative degree. The semantic differential, an attitude scaling technique that lends itself to various applications, was developed by Orgood, Suci and Tannenbaum. Therefore, an employee who has a high level of job satisfaction tends to bear attitudes, which are favorable to the organization. Balancing the positives with the negatives is important so that the employees will not be disappointed and become a problem that would have been avoided from the beginning. Attitudes cannot be changed drastically or quickly. There is a reason why people have attitudes; it is a part of them. To change a person takes patience and lots and lots of stalls, especially in a boss-employee relationship where it is more formal. Sometimes, all it takes is a warning in simple words which is to change an unfavorable attitude.

When an employee discloses a mental health problem, try to work out a reasonable accommodation. Give him/her time off from work or a modified work schedule, make physical changes to the work place, or adjust supervisory instructions or training. Many mental health problems are highly treatable and cause only temporary disruptions at work.

If an employee with a chronically negative attitude suddenly claims a mental disability, employers have the right to ask for medical certification and/or, in some situations, a second opinion. However, credible testimony from privacy. Check with an attorney before requesting these. Strike before the iron gets hot by including conduct problems in your employee hand book. Develop a policy that clearly delineates the types of behaviour which are not acceptable in your workplace. The

above mentioned examples are some which can change unfavorable attitude to a favorable one.

## **REVIEW OF LITERATURE**

### ***LITERATURE SURVEY***

#### **From the Wall Street Journal Online:**

A majority of U.S. employees say they are satisfied with their job and nearly half feel pride in their career, according to a recent, “Harris Interactive Poll”. Still, many U.S. employees dislike their jobs, suffer from burnout and don’t have good feelings about their employers and Senior Managers, the poll shows. Employees in small organizations are more likely to have positive attitude towards their jobs, their employers and their top managers.

Of people working for small employers, 54% of those polled say they are satisfied with their job, and company. 38% of those working for large employers feel they are at dead-end jobs, compared with 24% of those working for companies feel “this is the best organizational to work for” only 25% of the people working for large organizations, compared with for small employers, believe that the top manages display integrity and morality. This survey also shows that younger workers have much more negative view of their job than older workers. Among the older workers, 59% say a good deal of their pride comes from their work and careers, compared with just 37% of the younger workers. Likewise, among 64% of the older workers, only 47% of the younger workers really care about the fate of the organization for which they work. Overall, while 595 of the employees are satisfied with their jobs,

that two out of every five 41% of the workers aren't satisfied. In addition, one-third of the workers feel they are in dead-end jobs, and "trying to cope with feeling of burn out". Burn out is much more prevalent among the workers' ages between 18-24 years, 47% report feeling burned out, compared with 28% of the older workers.

Ms. B. Nagalakshmi, 2006, had done a project on "Employee Attitude towards the Organisation in "Lakshmi Machine Works Limited" and she suggested that Management/HR department may be changing the procedures or approaches to improve the employees' positive attitude towards them by participation from them. Attitudes change from person to person. In an organization, the functions and procedures followed by the management/ HR department should accepted and negative attitudes if any may be identified at an earlier stage. Relationship of the employees with the HR Department may be enhanced to reduce negative attitude among the employees in general which will lead to prosperity of the company through profits and that of the employees through enhanced quality of work life.

Ganguli (1964) has argued that the factors that determine performance of the workers in an industrial job can be classified under three heads.

1. Personal factors
2. Work factors
3. Environmental (physical and social) factors

Personal Factors refer to skills of workers and the degree of motivation that determine the extent to which he will apply his skill to the job. Work factor refers to tools and equipment, method of work and materials used. Examples of environmental factors are (a) physical lighting, ventilation, etc. (b) social and

psychological nature of leadership (supervisory and managerial), social climate in the shop, nature of the group formation amongst members, etc and (c) Nature of organizational controls, communication patterns, etc.

Mr. Vijayanand, 1999, had done a project on “job satisfaction”, among the employees in “Sakthi Sugars” and he suggested that the organization has to concentrate more on labour measures and also with regard to the maintenance of buildings.

Mr.Vasudevan.C, 1999, had done a project on “job satisfaction” among the workers in “ELGI Electric and Industries Limited” and he suggested that the organization may provide better working conditions, can reduce the hours of work and provide more career advancement opportunities.

According to Vroom(1964), productivity depends upon two major variables viz., employees’ job performance and resources utilized. In most organizational performance of the employees is relatively more important than the equipments and raw materials. Even in automated operations, productivity in strategic and coordinate systems largely depends up on the human performance. Performance of a worker on a task or job is a direct function of his motivation.

According to Hark Mantel(1971), the nature of the relationship between job characteristics and employee reactions to their work(including satisfaction, performance, and absenteeism) will depend upon the need status of the employees.



Maslow proposes that employees' emerge in a hierarchical fashion and it is important for the organization to satisfy their needs, failing which the employees may exhibit non productivity and effectiveness of the organization.

Fleishman (1953) has studied the relationship of supervisory behaviour with the productivity and morale of the sub ordinates, superiors create certain climate in their department and high consideration results in high productivity and morale.

Mr. R.K. Selvam has made 'A Study on Worker' Expectations on Labour Welfare Facilities in 1998. In TTK Prestige Limited, the sample size was 60. He used the interview schedule for primary data collection; the secondary data was collected through discussion with officials of the Personnel Department from the data it was found that almost every one were satisfied.

Mr. Rajaprabakaran has conducted a research on 'The Study on level of Motivating the Employees with special reference to TTK Prestige Limited in 2002. The sample size was 300 and he used the interview schedule for the primary data collection. He found that 28% of employees were motivated with the working conditions of the company. All of them were motivated with the first-aid facilities.

Argyris (1957) identified a style of leadership ranging from immaturity. He holds that the effective leader or manager will help people to move from a style of immaturity or dependent, towards a style of maturity.

## **RESEARCH METHODOLOGY**

## **INTRODUCTION**

Research is an active, diligent and systematic process of inquiry in order to discover, interpret, and revise facts, events, behaviors or theories or to make practical applications with the help of such facts, laws or theories. The term research is also used to describe the collection of information about a particular subject.

Employees' attitude towards the organization should be known by the entire organization to reduce the grievance. The main objective is to find out the number of employees who are having positive attitude and or negative attitude and what tends to the same.

Here, the general employee opinion survey method has been followed. The questionnaires were directly handed over to the employees of the organization for their responses.

## **OBJECTIVES OF THE STUDY**

- To know the employees' attitude towards the organization
- To know the reasons for the employees' positive attitude
- To know the reasons for the employees' negative attitude
- To know the employees' expectations from the organization
- To make suggestions to improve the attitude of the employees to the management.

## **SAMPLING METHOD**

The sample size taken is 180 which has been selected through **Stratified**

## **Random Sampling.**

When the markedly heterogeneous group is first sub-divided into groups or 'stratas' in such a manner that all items in any particular group are similar with regard to the characteristic under consideration. From each such 'strata' items are chosen at random. The number of items taken from each group may be in proportion to its relative strength, the sample so formed is called as 'stratified'.

## ***TOOLS FOR DATA COLLECTION***

Questionnaire is the main tool for data collection. Questionnaire has been distributed to the employees directly and a discussion also has been done.

## **STATISTICAL TOOLS USED**

The following are the statistical tools used in this project to arrive specific results.

### **Percentage Analysis:**

Percentage analysis is a statistical tool, which is used to identify the percentage of responses the respondent have given.

$$\text{Percentage} = (\text{No of respondents} / \text{Total No. of Samples}) \times 100$$

### **CHI-Square Test:**

The CHI-Square test is a useful measure of comparing experimentally obtained results with those expected theoretically and based on hypothesis. It is used as a test static in testing a hypothesis that provides a set of theoretical frequencies with

which observed frequencies are compared. In general, CHI Square test is applies to those problems in which we study whether the frequency with which a given event has occurred is scientifically different from the one as expected theoretically. The measure of CHI-Square enables us to find out the degree of discrepancy between observed frequencies and theoretical frequencies and a theoretical frequency is due to error of sampling or due to change.

$$\text{CHI-Square} = \sum (O_i - E_i)^2 / E_i$$

### **LIMITATIONS OF THE STUDY:**

This study has some limitations. They are Only 180 sample size has been taken for this study. So, if this study is conducted to maximum persons, it may give accurate overall attitude of the employees.

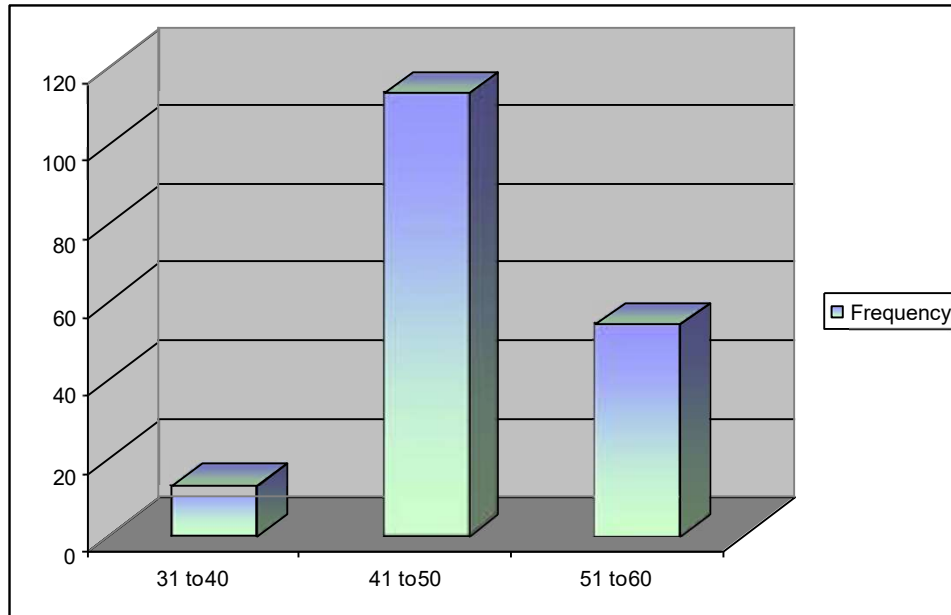
It is done in SAKTHI SUGARS, so it cannot resemble the entire population working in the whole industry.

### **Analysis and interpretation**

<b>Age group</b>		
	<b>Frequency</b>	<b>Percent</b>
31 to 40	13	7.2
41 to 50	113	62.8

51 to 60	54	30.0
<b>Total</b>	<b>180</b>	<b>100.0</b>

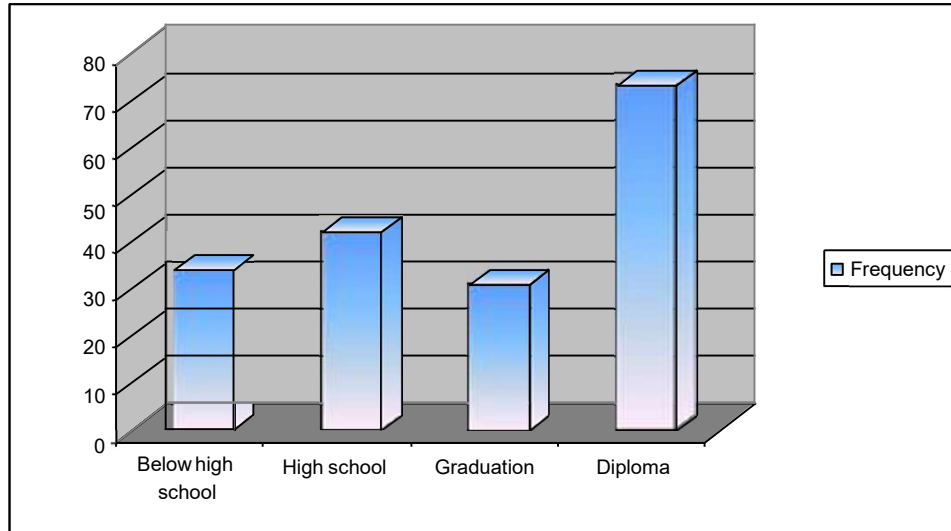
It is interpreted from the table 7 % of the respondents belongs to 31 to 40 years, 63 % of respondents belongs to 41 to 50 years and 30% of respondents belongs to 51 to 60 percentage.



### Educational Qualification

	Frequency	Percent
Below high school	34	18.9
High school	42	23.3
Graduation	31	17.2
Diploma	73	40.6
<b>Total</b>	<b>180</b>	<b>100.0</b>

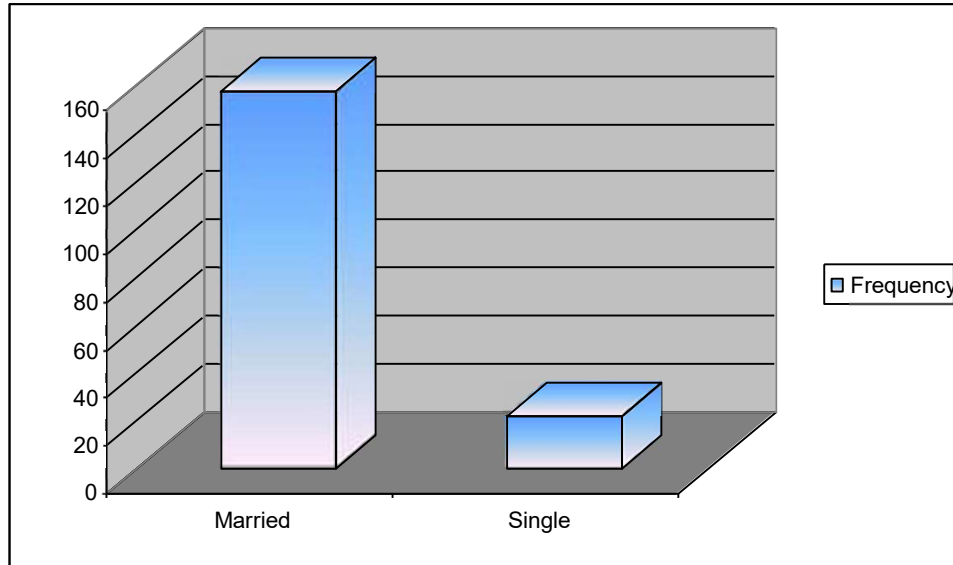
It is interpreted from the table 19 % of the respondents belong to below high school, 24 % of respondents belongs to high school, 17% of respondents belongs to graduate and 40 % of respondents belongs to technical qualification and diploma.



#### Marital Status

	Frequency	Percent
Married	158	87.8
Single	22	12.2
<b>Total</b>	<b>180</b>	<b>100.0</b>

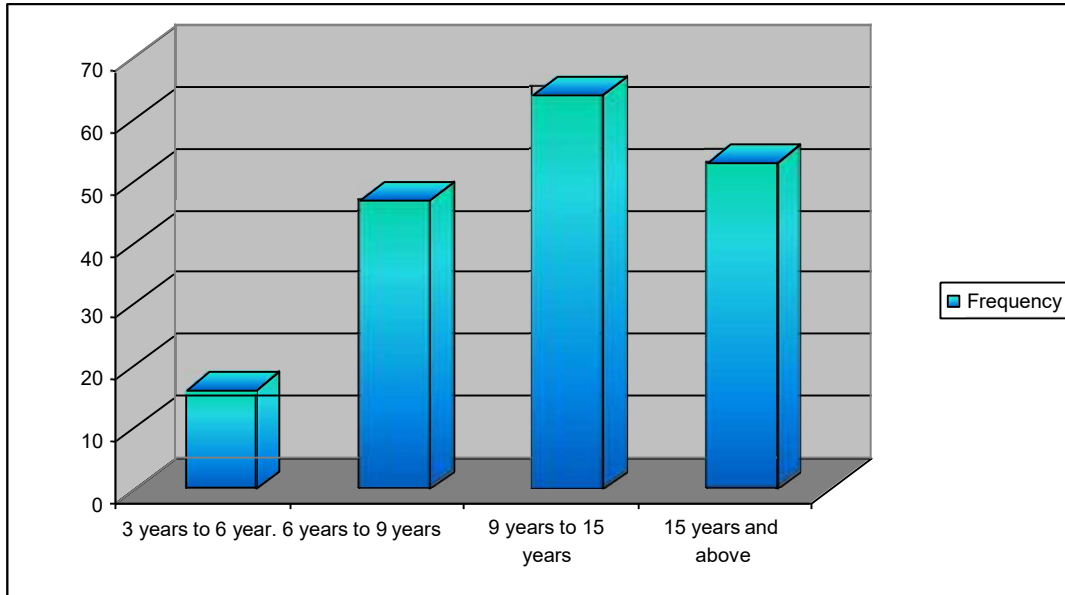
It is interpreted from the table 87 % of the respondents belongs to below married, 23 % of respondents belongs to single.



Length of Service

	Frequency	Percent
3 years to 6 year.	16	8.9
6 years to 9 years	47	26.1
9 years to 15 years	64	35.6
15 years and above	53	29.4
<b>Total</b>	<b>180</b>	<b>100.0</b>

It is interpreted from the table 8.9 % of the respondents belongs to 3 years to 6 years, 26.1% of the respondents belongs to 6 years to 9 years, 35.6 % of the respondents belongs to 9 to 15 years and 29.4 % of the respondents belongs to 15 years and above.

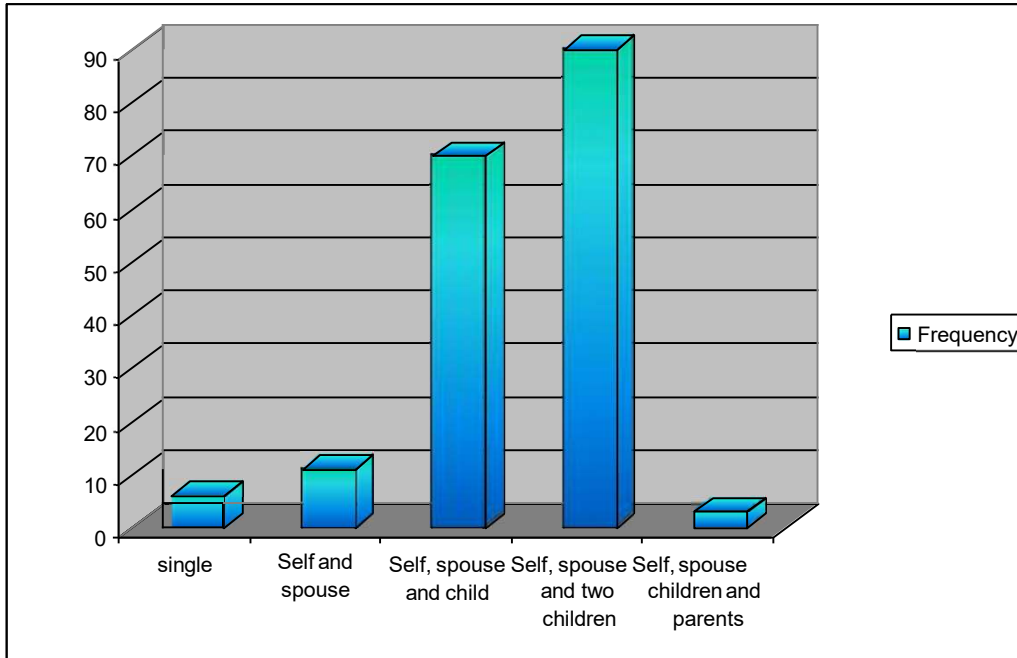


Number of Members in Family

	Frequency	Percent
single	6	3.3
Self and spouse	11	6.1
Self, spouse and child	70	38.9
Self, spouse and two children	90	50.0
Self, spouse children and parents	3	1.7
<b>Total</b>	<b>180</b>	<b>100.0</b>

It is interpreted from the table 3.3% of the respondents belongs to bachelor, 6.1% of the respondents belong to 2 members of the family, 38.9% of the respondents belongs to 3 members in the family, 50% of the respondents belongs to 4 members in the family, and 1.7% of respondents belongs to 5 member family.

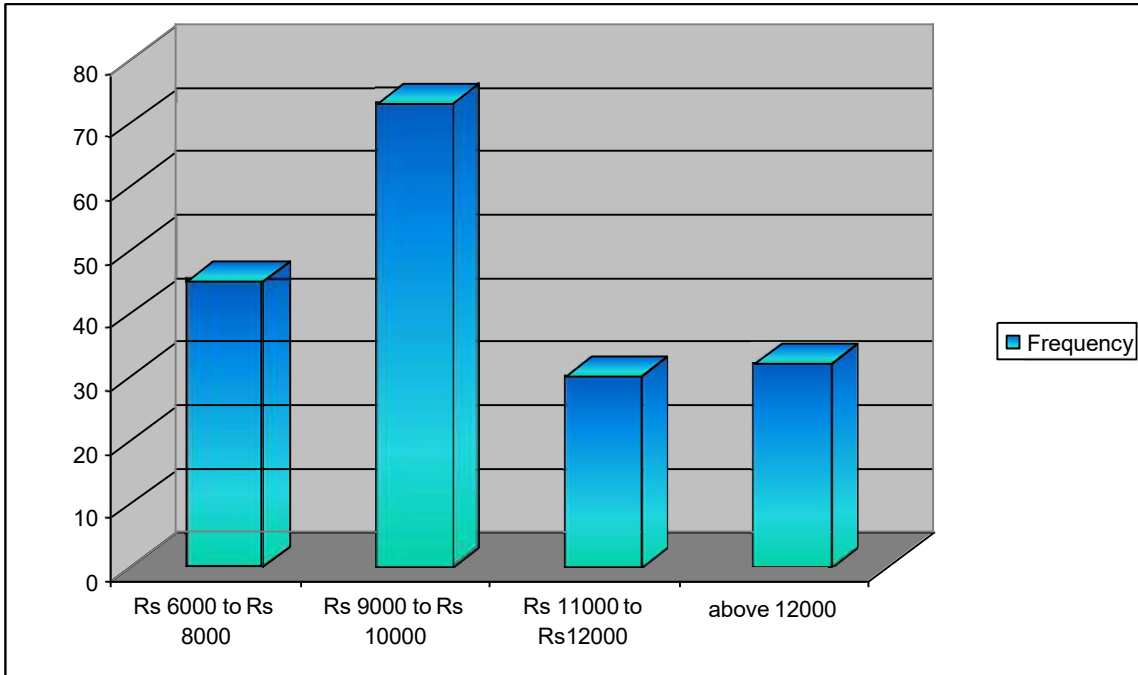




#### Present Salary You Draw

	Frequency	Percent
Rs 6000 to Rs 8000	45	25.0
Rs 9000 to Rs 10000	73	40.6
Rs 11000 to Rs12000	30	16.7
above 12000	32	17.8
<b>Total</b>	<b>180</b>	<b>100.0</b>

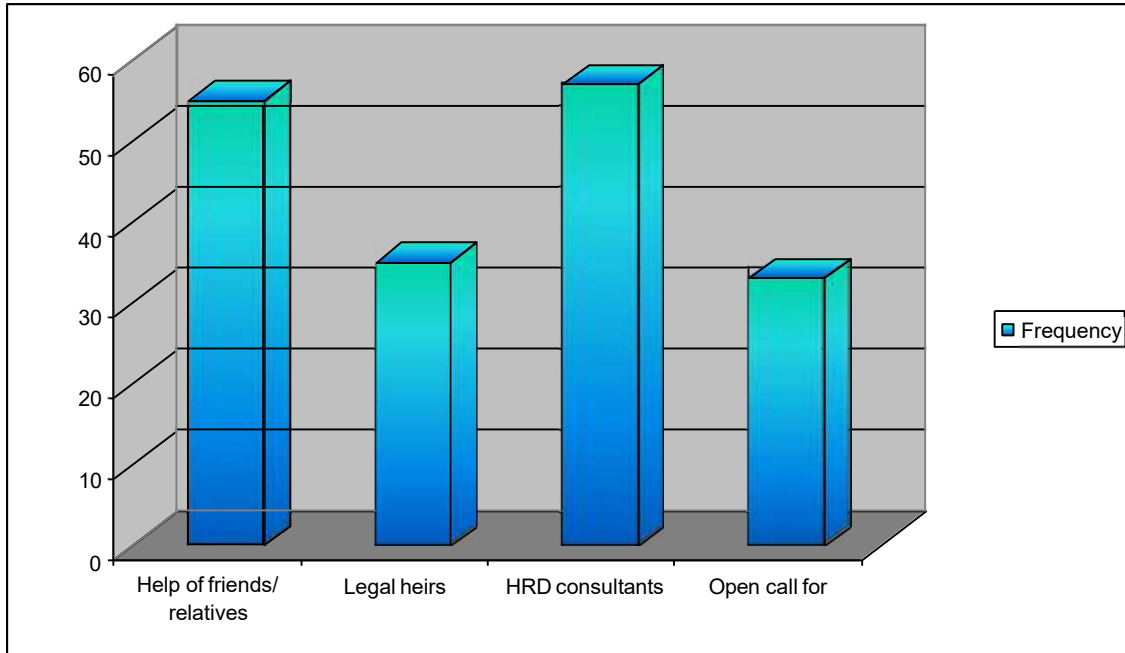
It is interpreted from the above table , 25% of the respondents draw rs 6000 to 8000, 40 % of respondent draw 8000 to 10000, 16% of the respondents belongs to 10000 to 12000, and 17% of the respondents belongs to 12000 and above.



Through whom did you join this organization?

	Frequency	Percent
Help of friends/ relatives	55	30.6
Legal heirs	35	19.4
HRD consultants	57	18.3
Open call for	33	31.7
<b>Total</b>	<b>180</b>	<b>100.0</b>

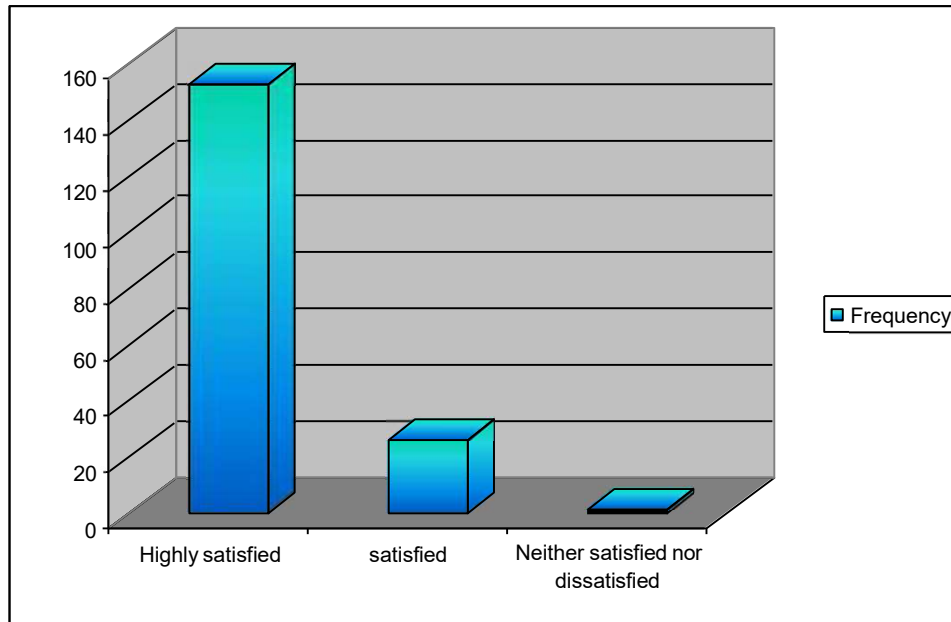
The table shows that 30.6% of the respondents belong to help of friend, 19.4% of respondents say that legal heirs, 31.7% of the respondents through HRD consultants and the 18.3% respondents say from open call for option.



Type of work performed by you

	<b>Frequency</b>	<b>Percent</b>
Highly satisfied	153	85.0
satisfied	26	14.4
Neither satisfied nor dissatisfied	1	6
<b>Total</b>	<b>180</b>	<b>100.0</b>

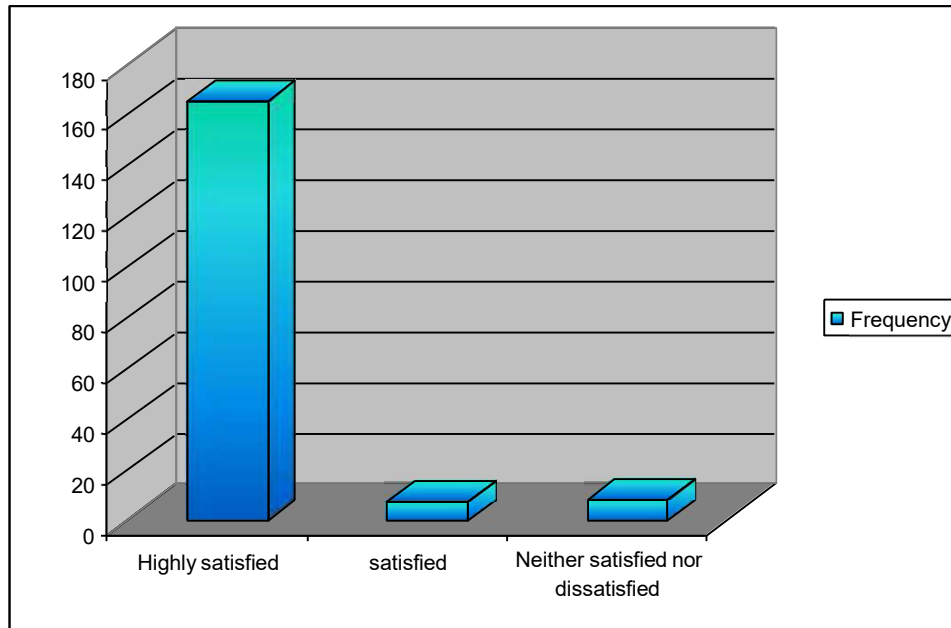
The table show that 85% of the respondents are highly satisfied of type of work, 14.4% of the respondents are satisfied on type of the work and .6% percentage of respondents are neither satisfied nor dissatisfied on type of the work



Work Load

	Frequency	Percent
Highly satisfied	165	91.7
satisfied	7	3.9
Neither satisfied nor dissatisfied	8	4.4
<b>Total</b>	<b>180</b>	<b>100.0</b>

The table show that 91.7 % of the respondents are highly satisfied of work load, 3.9 % of the respondents are satisfied on work load and only 4.4 % of respondents are neither satisfied nor dissatisfied on work load



### CHI SQUARE ANALYSIS

**Null hypothesis:** There is no association between age and type of work performed.

**Alternate hypothesis:** There is an association between age and type of work performed.

#### Age \* Type of work performed by you cross tabulation

		type of work performed by you			Total
		highly satisfied	satisfied	neither satisfied nor dissatisfied	
age	31 to 40	13			13

	41 to 50	95	18		113
	51 to 60	45	8	1	54
Total		153	26	1	180

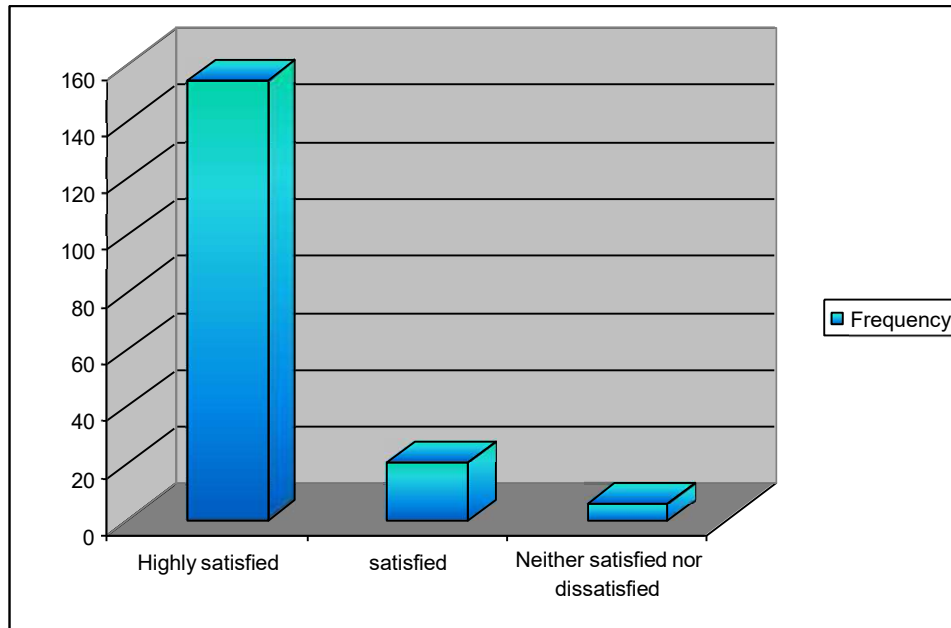
$\Psi_{02} = 28.222$

The table value  $\Psi_{e2}$  for the same at 5% level of significance = 16.919 (i.e.) D.F = 9 Since the computed value is greater than the table value, the hypothesis is rejected Hence, there is an association between age and type of work performed.

#### Job Rotation

	Frequency	Percent
Highly satisfied	154	85.6
satisfied	20	11.1
Neither satisfied nor dissatisfied	6	3.3
<b>Total</b>	<b>180</b>	<b>100.0</b>

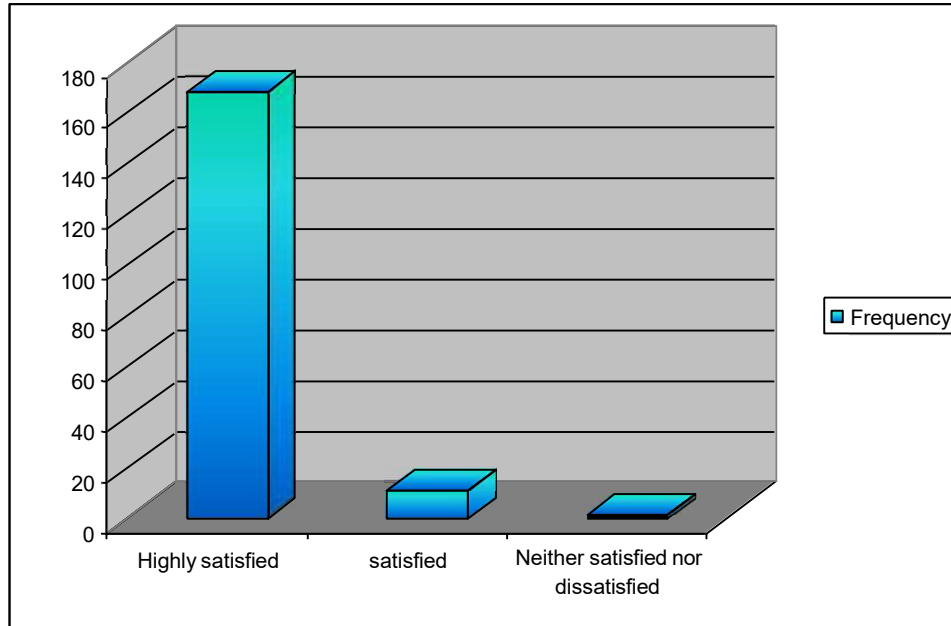
The table show that 85.6 % of the respondents are highly satisfied of job rotation, 11.1 % of the respondents are satisfied on job rotation and only 3.3 % of respondents are neither satisfied nor dissatisfied on job rotation



Working Hours

	<b>Frequency</b>	<b>Percent</b>
Highly satisfied	168	93.3
satisfied	11	6.1
Neither satisfied nor dissatisfied	1	.6
<b>Total</b>	<b>180</b>	<b>100.0</b>

The table show that 93.3 % of the respondents are highly satisfied of working hours, 6.1 %of the respondents are satisfied on working hours, and only .6% of respondents are neither satisfied nor dissatisfied on working hours.

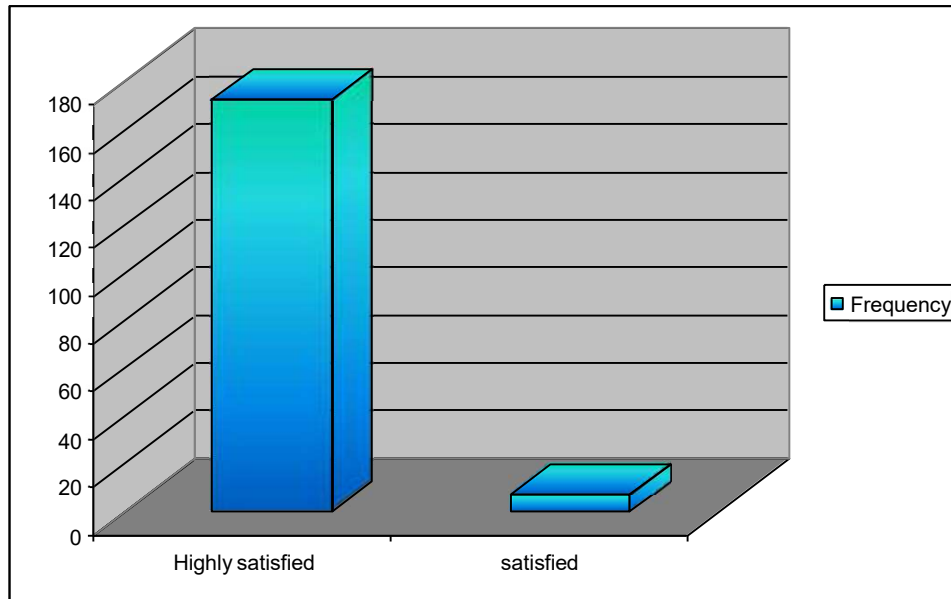


### Shift Timing

	Frequency	Percent
Highly satisfied	173	96.1
satisfied	7	3.9
<b>Total</b>	<b>180</b>	<b>100.0</b>

The table show that 96.1 % of the respondents are highly satisfied of shift timings, 3.9% of the respondents are satisfied on shift timing.

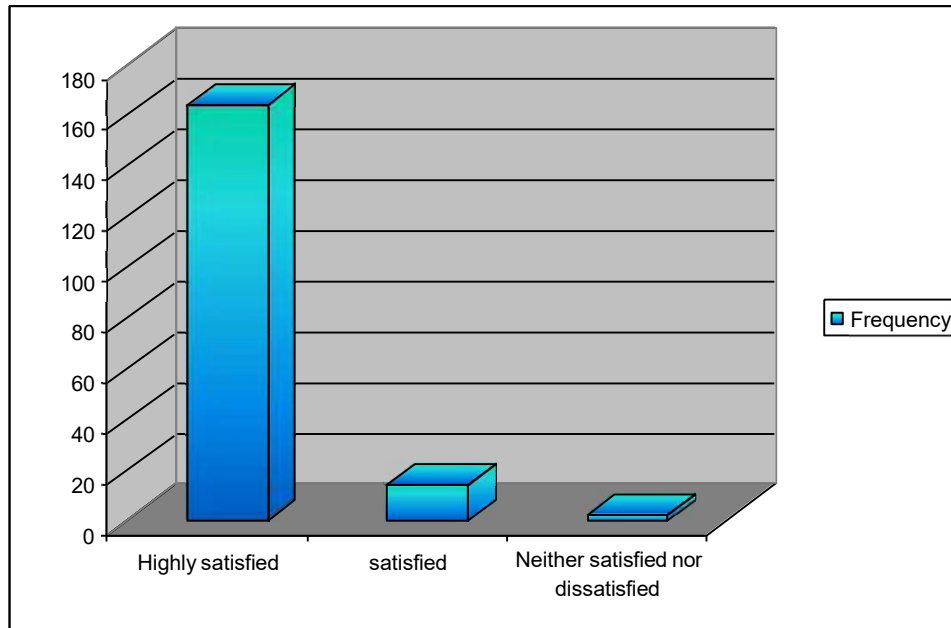




Responsibilities/Assignment Given

	Frequency	Percent
Highly satisfied	164	91.1
satisfied	14	7.8
Neither satisfied nor dissatisfied	2	1.1
<b>Total</b>	<b>180</b>	<b>100.0</b>

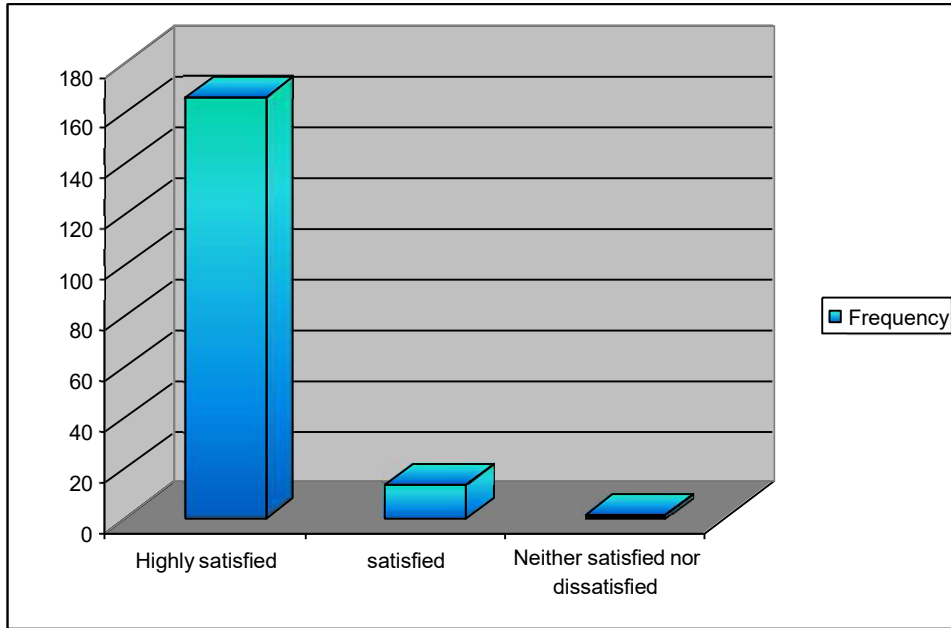
The table show that 91.1% of the respondents are highly satisfied of responsibilities, 7.8% of he respondents are satisfied on responsibilities, and only 1.1% of respondents are neither satisfied nor dissatisfied on responsibilities.



Treatment by the management

	Frequency	Percent
Highly satisfied	166	92.2
satisfied	13	7.2
Neither satisfied nor dissatisfied	1	.6
<b>Total</b>	<b>180</b>	<b>100.0</b>

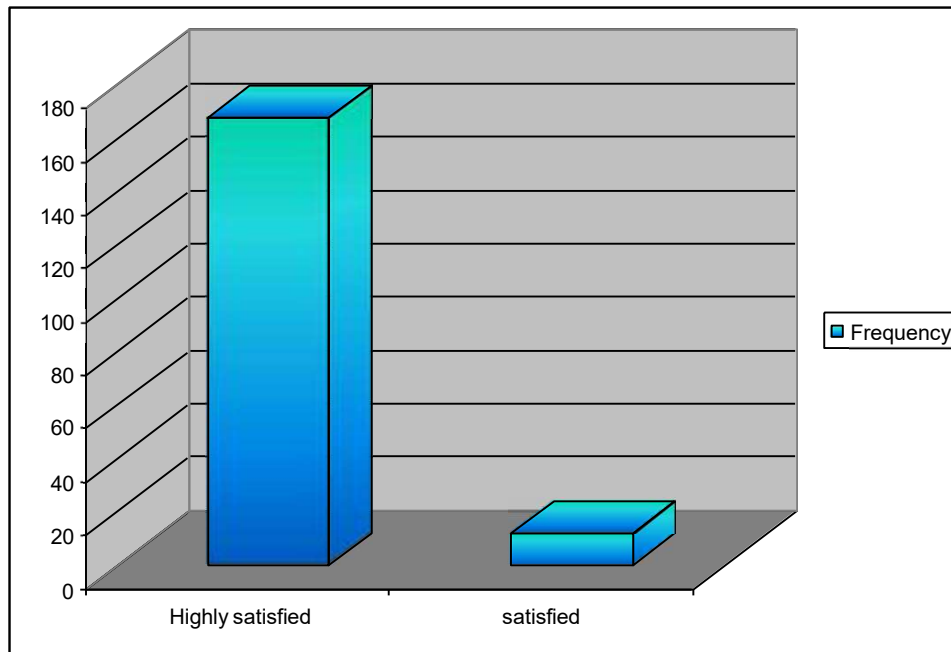
The table show that 92.2 % of the respondents are highly satisfied of treatment by management, 7.2% of the respondents are satisfied on treatment by management, and only .6 % of respondents are neither satisfied nor dissatisfied on treatment by management.



### Acceptance of Suggestions Given

	Frequency	
Highly satisfied	168	93.3
satisfied	12	6.7
<b>Total</b>	<b>180</b>	<b>100.0</b>

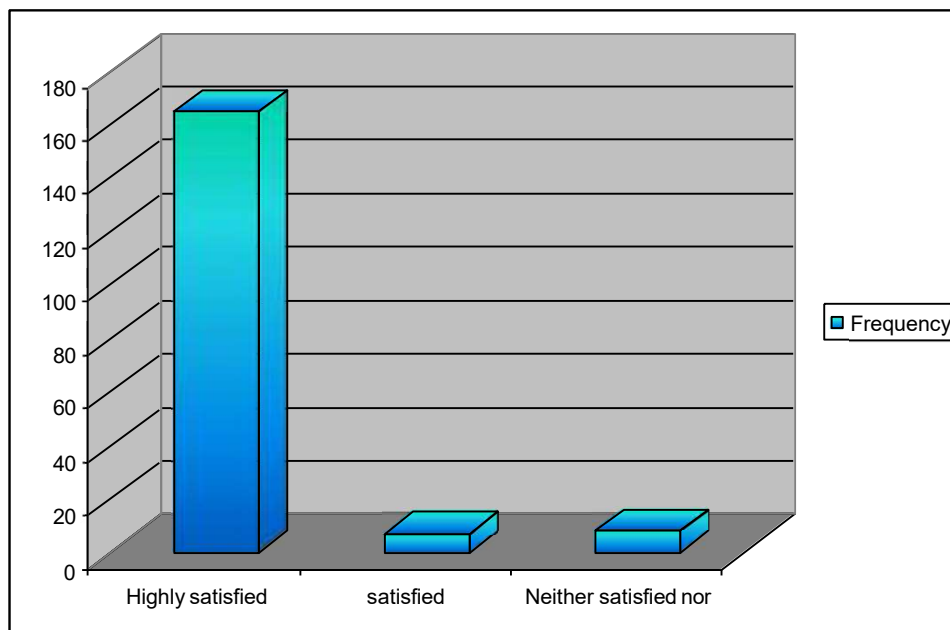
The table show that 93.3% of the respondents are highly satisfied of acceptance of suggestion, 6.7 % of the respondents are satisfied on acceptance of suggestion



Recognition of Performance

	Frequency	
Highly satisfied	165	91.7
satisfied	7	3.9
Neither satisfied nor dissatisfied	8	4.4
<b>Total</b>	<b>180</b>	<b>100.0</b>

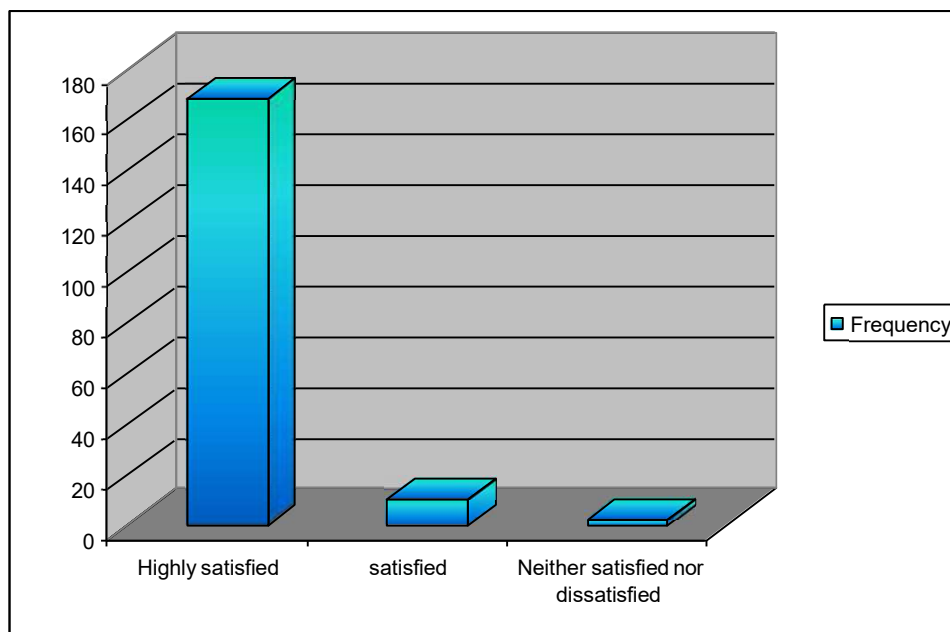
The table show that 91.7 % of the respondents are highly satisfied of recognition by performance, 3.9 % of the respondents are satisfied on recognition by performance, and only 4.4 % of respondents are neither satisfied nor dissatisfied on recognition by performance.



### Work Group Cohesiveness

	Frequency	
Highly satisfied	168	93.3
satisfied	10	5.6
Neither satisfied nor dissatisfied	2	1.1
<b>Total</b>	<b>180</b>	<b>100.0</b>

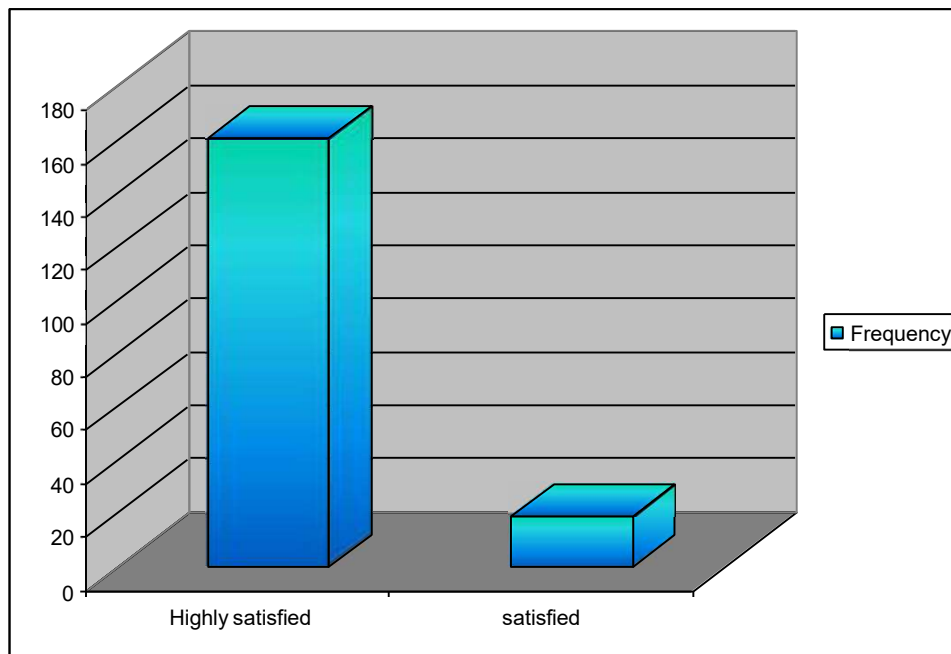
The table show that 93.3% of the respondents are highly satisfied of work group cohesiveness,5.6% of the respondents are satisfied on work group cohesiveness, and only 1.1% of respondents are neither satisfied nor dissatisfied on work group cohesiveness.



### Job Security

	Frequency	
Highly satisfied	161	89.4
satisfied	19	10.6
<b>Total</b>	<b>180</b>	<b>100.0</b>

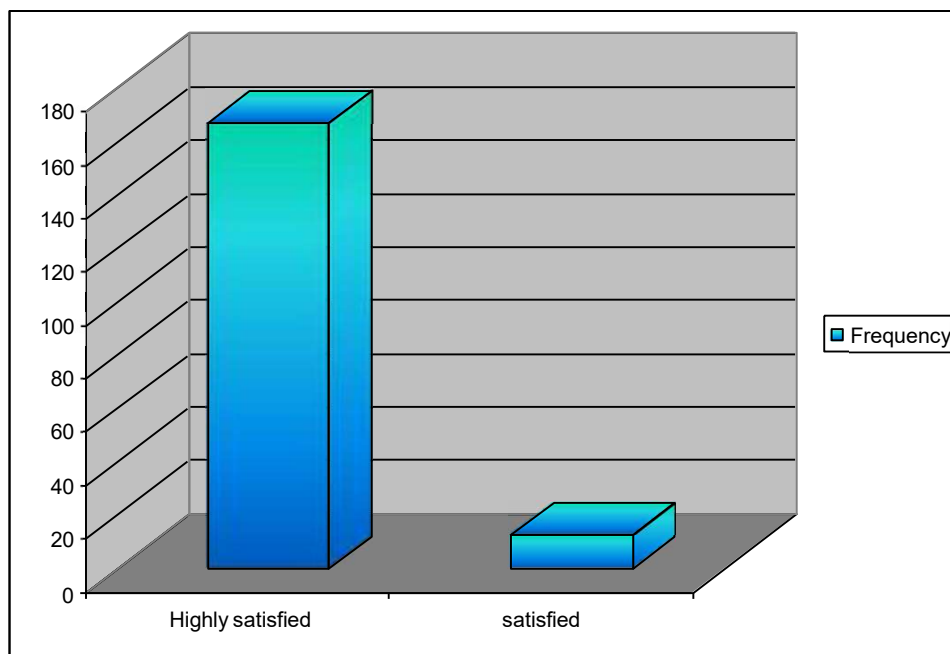
The table show that 89.4 % of the respondents are highly satisfied of acceptance of job security, 10.6 % of the respondents are satisfied on job security.



Quality of work life

	Frequency	
Highly satisfied	167	92.8
satisfied	13	7.2
<b>Total</b>	<b>180</b>	<b>100.0</b>

The table show that 92.8 % of the respondents are highly satisfied of acceptance of quality of work life, 7.2 % of the respondents are satisfied on quality of work life.





## CHI Square Analysis

**Null hypothesis:** There is no association between job rotation and quality of work life.

**Alternate hypothesis:** There is an association between job rotation and quality of work life.

### Job rotation \* quality of work life cross tabulation

		quality of work life		Total
		1.00	2.00	
job rotation	1.00	141	13	154
	2.00	20	0	20
	3.00	6	0	6
<b>Total</b>		<b>167</b>	<b>13</b>	<b>180</b>

$\Psi_{0.2} = 222.5333$

The table value  $\Psi_{0.2}$  for the same at 5% level of significance = 5.919 (i.e.) D.F = 2

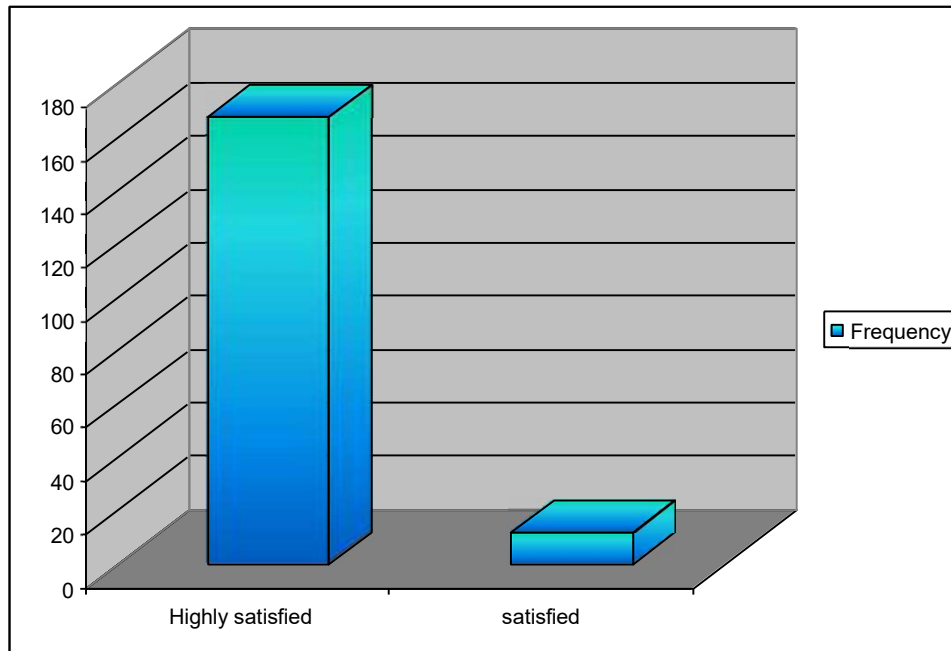
Since the computed value is greater than the table value, the hypothesis is rejected Hence, there is an association between job rotation and quality of work life.

### Work Stress

	Frequency	Percent
Highly satisfied	168	93.3
satisfied	12	6.7

<b>Total</b>	<b>180</b>	<b>100.0</b>
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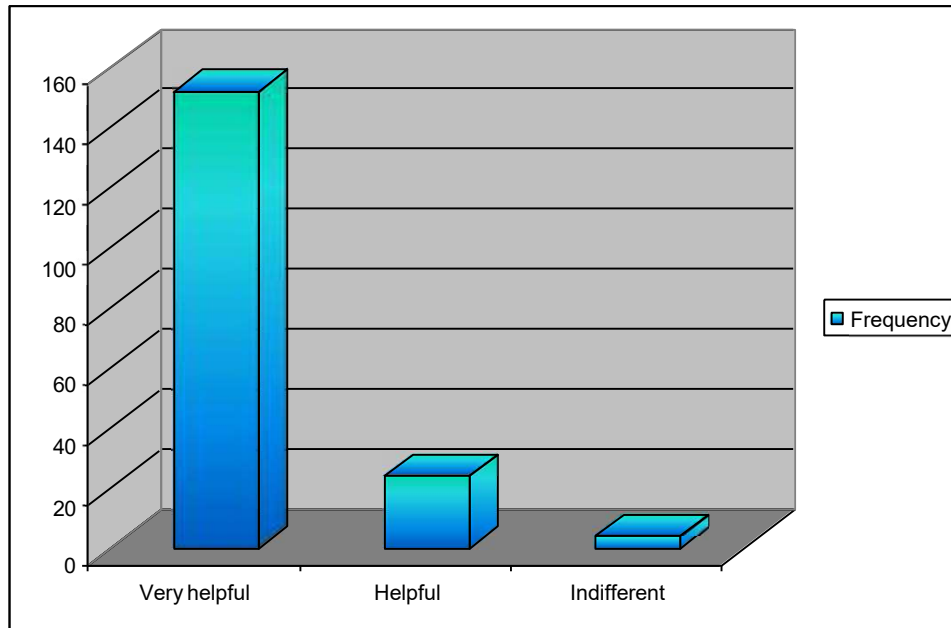
The table show that 93.3% of the respondents are highly satisfied of work stress, 6.7 % of the respondents are satisfied on work stress.



What is your opinion about the coworker relationship?

	<b>Frequency</b>	<b>Percent</b>
Very helpful	152	84.4
Helpful	24	13.3
Indifferent	4	2.2
<b>Total</b>	<b>180</b>	<b>100.0</b>

The table show that 84% of the respondents are highly satisfied of co-worker relationship, 13% of the respondents are satisfied on co-worker relationship, and only 2% of respondents are neither satisfied nor dissatisfied on co-worker relationship.



## DISCUSSIONS

Job Security is a potential tool for the motivation of the employees which in this study shows that, the employees have a negative attitude towards it. The management may make the employees understand that they are the partners of the business and the employees' organization life depends up on the constructive contributions made by them.

Only half of the respondents are satisfied with the medical facilities and safety procedures provided in the organization which means that the remaining half of them are not satisfied. Therefore, the management with regard to the medical facilities along with ESI may offer a minimal amount exclusively for the medical expenditure as a special package for different levels of employees. This may motivate them and restrict them to avail leave. As per the respondents' opinion, safety procedures followed are not up to the mark which also is one of the reason

for regular absenteeism. The respondents also feel that the leave facilities provided are also not adequate. Management in this regard may identify the ways by which leave facilities may be improved without disturbing the regular schedule of work, by giving restricted holidays, by increasing the number of paid holidays etc.

Workers' Participation in Management is one of the criteria which do not have a good satisfaction from most of the employees in any of the organization. This also happens to be true in this organization, which reduces the morale and motivation of the employees.

Therefore, the management may formulate strategies based on the Workers' Participation in Management bill or prepare a tailor-made guideline for the extent of participation by the workers in the management decisions because when decision maker execute, the execution proves worthy.