

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

[Ulrich's Periodicals Directory ©, ProQuest, U.S.A.](#), [EBSCO Publishing, U.S.A.](#), Index Copernicus Publishers Panel, Poland,

[Open J-Gate, India](#) [link of the same is duly available at [Infliinet of University Grants Commission \(U.G.C.\)](#)]

as well as in [Cabell's Directories of Publishing Opportunities, U.S.A.](#)

Circulated all over the world & Google has verified that scholars of more than Hundred & Twenty One countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

www.ijrcm.org.in

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	ANTECEDENTS OF NON-GOVERNMENTAL ORGANIZATIONS' EFFECTIVENESS <i>DR. M.S.A. MAHALINGA SHIVA, DR. DAMODAR SUAR & DR. SANTANU ROY</i>	1
2.	CRITICISING THE IMPLEMENTATION OF THE SERVQUAL MODEL IN GENERIC INDUSTRIES <i>TAMEEM AL BASSAM & SARMA AL SHAWI</i>	9
3.	TOWARDS A MODEL FOR ENHANCING CONSUMER TRUST IN AN ONLINE ENVIRONMENT <i>PRIYANKA MEHARIA, BISWAJIT PANJA & JUAN HU</i>	14
4.	A RESEARCH STUDY ON ORGANIZATIONAL CULTURE IN COMMERCIAL BANKS (A CASE OF SELECTED BANKS IN HAWASSA CITY OF ETHIOPIA) <i>DR. BREHANU BORJI & DR. ARAVIND SOUDIKAR</i>	19
5.	THE IMPACT OF MICRO FACTOR OPPORTUNITY ON ENTREPRENEURIAL SUCCESS OF SMES – A CASE STUDY ON COMMERCIAL FAST FOOD SMES <i>DR. ANSIR A. RAJPUT, WASEEM AHMED, SYED JEHANZEB JAVED & SEHRISH JEHangir</i>	25
6.	ANALYSIS OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) ADOPTION/USE FACTORS AMONG RWANDAN COMMERCIAL BANKS <i>MACHOGU, M. ABIUD & DR. EGWAKHE, A. JOHNSON</i>	30
7.	A STUDY ON IDENTIFICATION OF CONTEXTUAL KEY FACTORS IN PERFORMANCE APPRAISAL IN PUBLIC SECTOR ENTERPRISES IN INDIA <i>DR. KAIPA RAGHURAM SHASTHRY & DR.VIMALA SANJEEVKUMAR</i>	35
8.	GROWTH AND PERFORMANCE OF HOUSING FINANCE COMPANIES IN INDIA: A CASE STUDY WITH REFERENCE TO HOUSING DEVELOPMENT FINANCE CORPORATION <i>DR. D. GURUSWAMY</i>	40
9.	TRAVEL MOTIVATIONS AND DESTINATION SELECTION: A CRITIQUE <i>W.K. ATHULA GNANAPALA</i>	49
10.	ROLE OF INFORMATION TECHNOLOGY IN BUSINESS <i>DR. R. KARUPPASAMY & C. ARUL VENKADESH</i>	54
11.	ASSESSMENT OF SERVICES OF TEACHING HOSPITALS IN THE CHANGING GLOBAL SCENARIO <i>ARCHANA MISHRA & DR. RITU BHATTACHARYYA</i>	58
12.	PROVOCATIVE SELLING TECHNIQUE AT THE BOTTOM OF THE PYRAMID IN A RECESSIONARY SITUATION: STUDY ON UNIFORM MANUFACTURING INDUSTRY - IN AND AROUND KOLKATA <i>BHUDHAR RANJAN CHATTERJEE & SUKANYA CHATTERJEE</i>	63
13.	CONSUMER BEHAVIOUR TOWARDS SMALL CARS - A CASE STUDY OF NALGONDA DISTRICT IN A. P. <i>DR. G. RAMA KRISHNA, D.K. PRATHIBHA, S. DESE NAIK & A. RAMA CHANDRAIAH</i>	67
14.	A STUDY ON THE BARRIERS AFFECTING THE GROWTH OF SMALL AND MEDIUM ENTERPRISES IN INDIA <i>DR. KRISHNAVENI MUTHIAH & SUDHA VENKATESH</i>	77
15.	A MEDICAL IMAGE COMPRESSION TECHNIQUE <i>K. S. SELVANAYAKI & DR. RM. SOMASUNDARAM</i>	82
16.	HIGH ENGAGEMENT & LOW ATTRITION – A STUDY OF THE TELECOM INDUSTRY IN INDIA <i>LRK KRISHNAN & DR. A SETHURAMASUBBIAH</i>	85
17.	ANALYTICAL STUDY ON EMPLOYEE SATISFACTION [CASE STUDY OF GAMMON INDIA LTD. (T & D BUSINESS), MIDC, BUTIBORI, NAGPUR] <i>DR. SHINEY CHIB</i>	96
18.	INNOVATION IN HIGHER EDUCATION ADMINISTRATION THROUGH ICT <i>J. MEENAKUMARI</i>	104
19.	THE IMPACT OF WORKING CAPITAL MANAGEMENT ON PROFITABILITY: EVIDENCE FROM SUGAR INDUSTRY IN INDIA <i>GOPINATHAN RADHIKA & DR. RAMACHANDRAN AZHAGAIAH</i>	107
20.	A STUDY ON MOBILE PAYMENT SYSTEMS AND SERVICES <i>CHANDRAKANT D. PATEL</i>	113
21.	SERVICE QUALITY IN HIGHER EDUCATION <i>DR. NARINDER TANWAR</i>	118
22.	CONSUMER BUYING BEHAVIOUR ON MOBILE PHONE: A COMPARATIVE STUDY <i>ANIL KUMAR</i>	122
23.	EVALUATING FINANCIAL HEALTH OF DR. REDDY'S LABORATORIES THROUGH 'Z' SCORE THEORY- A CASE STUDY <i>DR. SHITAL P. VEKARIYA</i>	128
24.	EFFECT OF BARRIERS IN CREATION OF KNOWLEDGE <i>VIDYA L.HULKUND</i>	131
25.	THE ELECTRONIC-NOSE TECHNOLOGIES IN HEALTHCARE AND BIOMEDICINE: A CASE STUDY <i>M.NAVEEN KUMAR</i>	134
	REQUEST FOR FEEDBACK	138

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

PATRON

SH. RAM BHAJAN AGGARWAL

Ex. State Minister for Home & Tourism, Government of Haryana
Vice-President, Dadri Education Society, Charkhi Dadri
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. PARVEEN KUMAR

Director, M.C.A., Meerut Institute of Engineering & Technology, Meerut, U. P.

PROF. H. R. SHARMA

Director, Chhatrapati Shivaji Institute of Technology, Durg, C.G.

PROF. MANOHAR LAL

Director & Chairman, School of Information & Computer Sciences, I.G.N.O.U., New Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

PROF. R. K. CHOUDHARY

Director, Asia Pacific Institute of Information Technology, Panipat

DR. ASHWANI KUSH

Head, Computer Science, University College, Kurukshetra University, Kurukshetra

DR. BHARAT BHUSHAN

Head, Department of Computer Science & Applications, Guru Nanak Khalsa College, Yamunanagar

DR. VIJAYPAL SINGH DHAKA

Head, Department of Computer Applications, Institute of Management Studies, Noida, U.P.

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHINDER CHAND

Associate Professor, Kurukshetra University, Kurukshetra

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. SAMBHAV GARG

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana

DR. SHIVAKUMAR DEENE

Asst. Professor, Government F. G. College Chitguppa, Bidar, Karnataka

DR. BHAVET

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana

ASSOCIATE EDITORS**PROF. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

DR. ASHOK KUMAR

Head, Department of Electronics, D. A. V. College (Lahore), Ambala City

ASHISH CHOPRA

Sr. Lecturer, Doon Valley Institute of Engineering & Technology, Karnal

SAKET BHARDWAJ

Lecturer, Haryana Engineering College, Jagadhri

TECHNICAL ADVISORS**AMITA**

Faculty, Government M. S., Mohali

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

FINANCIAL ADVISORS**DICKIN GOYAL**

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT**SURENDER KUMAR POONIA**

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Business Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses: infoijrcm@gmail.com or info@ijrcm.org.in.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR
IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, **please specify**)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' _____ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

NOTES:

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:
New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

INTRODUCTION**REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITE

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

ANALYTICAL STUDY ON EMPLOYEE SATISFACTION [CASE STUDY OF GAMMON INDIA LTD. (T & D BUSINESS), MIDC, BUTIBORI, NAGPUR]

DR. SHINEY CHIB

PROFESSOR

**DATTA MEGHE INSTITUTE OF MANAGEMENT STUDIES
NAGPUR**

ABSTRACT

Human resources are the most valuable assets of an organization. The successful management of an organization's human resources is an interesting and challenging task especially at the time when the world has become a global village. The lack of resources and the growing expectations of the modern day worker have further increased the difficulty of the human resource function. Particular human resource functions or activities are the responsibility of the human resource department, the actual management of human resources is the responsibility of all the managers in an organization. Therefore, it is necessary for all managers to understand and give due importance to the different human resource policies and activities in the organization. The maintaining of job satisfaction and employee self-esteem are very important components of the corporate system. Satisfaction is directly related to performance and efficiency which, from an organizational standpoint, have to be maximized.

KEYWORDS

Employee Satisfaction, HRM, Gammon India Ltd.

INTRODUCTION

The study of employee satisfaction survey provides better information about the satisfaction of the employees, which is the essential part of the HR department. Through this study we can implement better strategies for the employees which are helpful for increasing productivity of the company. The results of this type of feedback process provide an understanding how the employee perceives the organization along different dimensions. This process helps the organization (Human Resource Department) understand how the employee perceives them. The scope of the study is limited to all the employees of the Gammon India Ltd. The survey is carried out from the sample representatives amongst employees of GIL of various locations. Forms are circulated to Corporate Office, Plants and various Sites of GIL.

LITERATURE REVIEW

Several innovative studies have shown the influences of a person's disposition on job satisfaction. One of the first studies in this area (Staw & Ross, 1985) demonstrated that a person's job satisfaction scores have stability over time, even when he or she changes jobs or companies. In a related study, childhood temperament was found to be statistically related to adult job satisfaction up to 40 years later (Staw, Bell, & Clausen, 1986). Evidence even indicates that the job satisfaction of identical twins reared apart is statistically similar (Arvey, Bouchard, Segal, & Abraham, 1989). Although this literature has had its critics (Davis-Blake & Pfeffer, 1989), an accumulating body of evidence indicates that differences in job satisfaction across employees can be traced, in part, to differences in their disposition or temperament (House, Shane, & Herold, 1996). Despite its contributions to our understanding of the causes of job satisfaction, one of the limitations in this literature is that it is not yet informative as to how exactly dispositions affect job satisfaction (Erez, 1994). Therefore, researchers have begun to explore the psychological processes that underlie dispositional causes of job satisfaction. For example, Weiss and Cropanzano (1996) suggest that disposition may influence the experience of emotionally significant events at work, which in turn influences job satisfaction. Similarly, Brief (1998) and Motowidlo (1996) have developed theoretical models in an attempt to better understand the relationship between dispositions and job satisfaction. Continuing this theoretical development, Judge and his colleagues (Judge & Bono, 2001; Judge, Locke, Durham, & Kluger, 1998) found that a key personality trait, core self-evaluation, correlates with employee job satisfaction. They also found that one of the primary causes of the relationship was through the perception of the job itself. Thus, it appears that the most important situational effect on job satisfaction—the job itself—is linked to what may be the most important personality trait to predict job satisfaction—core self-evaluation. Evidence also indicates that some other personality traits, such as extraversion and conscientiousness, can also influence job satisfaction (Judge, Heller, & Mount, 2002). These various research findings indicate that there is in fact a relationship between disposition or personality and job satisfaction. Evidence even indicates that the job satisfaction of identical twins reared apart is statistically similar.

Job satisfaction plays a very important role in organization due to following reasons:

1. **Rapidly growing organization:** When an organization is growing quickly, it is critical to find out how employees feel about their jobs, the organization, and their fit and future within it.
2. **High or growing turnover rate:** While some industries have a naturally high turnover, growing turnover is a problem for any organization. If your absolute level of turnover exceeds the industry average, you have a problem that an employee satisfaction survey is the first step to solving.
3. **Excessive rumors:** A strong rumor mill is symptomatic of other problems in the organization. These can include communications, trust, and fear. Only a survey can uncover the extent to which any of these issues exists.
4. **Planned or recent organizational changes, including change of leadership:** Change can be difficult for many people. If not handled properly, productivity and profits can decline.
5. **Highly competitive industry:** In a highly competitive industry, turnover minimization and productivity and creativity maximization are keys to success. Staying in touch with employees is necessary to facilitate continued competitiveness.
6. **Contemplated changes in pay and benefits:** You must know what needs to be "fixed" and how much "fixing" it needs to maximize return on invested money and people resources.

RATIONALE OF THE STUDY

1. It is essential for facilitating developmental and organizational change.
2. Allows the organization to focus on needs and leverage its strength.
3. Informs the organization on which actions will create problems for the employees.
4. Provides management with employee feedback (both positive and negative) on the internal health of the organization.
5. Measure the impact of current programs, policies and procedures.
6. Can be used to motivate employees and improve job satisfaction.

The organizations are becoming aware of the factors for employee satisfaction. In such a scenario, it is utmost important for organizations to satisfy their employees to achieve the organization goals and to maintain good industrial relations. There are various factors like Motivation and Morale, Work Environment, Level of Stress, Power and Politics, Organizational Structure, Safety and Security, Performance Appraisal; which can be looked after for satisfaction of employees. Along with these factors one more aspect is very much important is Job Satisfaction. Some other factors which can be Indicators of Employee Satisfaction Level are;

- Salaries, Incentives and Benefits
- Opportunities and Appraisals
- Rewards and Recognitions
- Training and Development
- Policies and Norms
- And many others like Job Rotation, Job Enrichment, Counseling, etc.

COMPANY PROFILE

Gammon India is not only the largest civil engineering construction company in India, but can lay claim for the largest number of bridges built in the whole of Commonwealth. With over seventy years of tradition in the field of construction. Gammon is a name that is inextricably woven into the fabric of India. As builders to the nation, Gammon has made concrete contributions by designing and constructing bridges, ports, harbours, thermal and nuclear power stations, dams, high-rise structures, chemical and fertilizer complexes environmental structures, cross country water, oil and gas pipelines. Gammon has accomplished this by fusing tremendous engineering knowledge with innovative skills, harnessing men and materials to build structures. Structures that stand out as living testimonies to the victory of man over nature. Structures conceived and built by minds in constant search of new methods, ideas, applications and solutions. Because Gammon believes that today's solutions will not be adequate tomorrow.

It is one of the leading companies in the execution of extra high voltage Transmission lines on turnkey basis. Its constant endeavor is to make itself updated and constant improvements make it pioneers in commitment, technology, quality, facility and resources. As an EPC contractor, its scope of work includes design, testing, fabrication, galvanizing of towers and construction activities right from survey, civil works/ foundation, erection to stringing and commissioning of lines, besides procurement of items such as conductors, insulators, hardware & accessories, etc.

CERTIFICATIONS

- ✓ Full Member of Furniture Industry Research Association - FIRA
- ✓ BV Certification for ISO 9001:2000
- ✓ FIRA International Limited Test Certificate (Connect)
- ✓ FIRA, UK (Furniture Industries Research Association) Certificate
- ✓ In-House lab for performance & Life cycle testing of products based on BIFMA , USA standards
- ✓ Tolerances maintained on each component
- ✓ ISO 14000 certification for environment management system and ISO 18000 certification is under way.

PRIMARY DETAILS

- Strength Total – 1022

Sr. No.	Particulars	No. of Employees
1.	Corporate Office	105
2.	Sites	502
3.	Butibori + Hingna + Deoli Plant	195
4.	Baroda + Silvasa + Vadadla	195
5.	Transrail Lighting Plant	4
6.	Contractual	21

SHIFTS:

- | | | |
|------------------------|---|--------------------|
| 1. Batch A (Morning) | - | 7 am to 3.30 pm |
| 2. Batch G (General) | - | 9.30 am to 5.30 pm |
| 3. Batch B (Afternoon) | - | 3.30 pm to 12 am |
| 4. Batch C (Night) | - | 12 am to 7 am |

DEPARTMENTS

- 1) Accounts
- 2) Commercial
- 3) Construction
- 4) RE (Rural Electrification)
- 5) Stores
- 6) Finance
- 7) Marketing & Tenders
- 8) Engineering
- 9) Procurement
- 10) Substation
- 11) Contracts Monitoring
- 12) Legal

Technical – Engineering, Construction, Rural Electrification, Contract monitoring, Marketing & Tenders, Substation.

Non-technical – Finance, Accounts, Personnel, Commercial, Procurement, Legal, Stores.

OBJECTIVE

The main objective of the study is:

- To know the general Satisfaction of Employees at GIL.
- Are the employees of the company satisfied with their Job, Management and Organization?
- To study how Employee Satisfaction can be attained
- Role of various factors contributing to Employee Satisfaction
- What strategies can be utilized to achieve Employee Satisfaction

HYPOTHESIS

Any Organization is made up of basic 4 factors of production i.e. Man, Machine, Money and Material. These, in other words, are the 4 pillars that bear and balance the load and sustainability of such organization. But the common factor that binds all these factors is Man i.e. the Human Resource. Similarly, for huge organizations like Gammon India Ltd (T & D Business) it becomes a matter of extreme importance and responsibility to keep track of its Human Resource in terms of maintaining its Satisfaction Level at each corner of its operation. Thus, it is believed that in such organization, the level of Employee Satisfaction is at par or above the benchmark of the general Satisfaction level. So our hypothesis states that the employees of Gammon India Ltd (T & D Business) are happy with their Job and other related factors with their job.

In short hypotheses state that;

- 1) There is high level of Employee Satisfaction in the Organization

- 2) There is a good level of rapport between the employees and the management
- 3) Concern about Employee Satisfaction is a continuous process in the organization
- 4) People all over India (world at large) feel that GIL (T & D Business) is a good organization to work with

SAMPLE SIZE

• **SAMPLE DESIGN**

UNIVERSE

Total Employees of “Gammon India Ltd (T & D Business), MIDC, Butibori, Nagpur”

SAMPLE UNIT

Higher Level Managers, Middle Level Managers and Lower Level Employees working in different Departments of the company, at different Shifts, Grades and Experience Levels.

SAMPLE SIZE

20% of the Total Sample Unit : 1022 x 20% = 204

SAMPLING DATA

LOCATION WISE REPRESENTATIVES:

Corporate Office	:	105 x 20%	=	021
Sites	:	502 x 20%	=	100
Butibori + Hingna + Deoli Plant	:	195 x 20%	=	039
Baroda + Silvasa + Vadadla	:	195 x 20%	=	039
Total	:	997 x 20%	=	199

THEORIES APPLIED

The whole survey is based mostly on 2 theories i.e;

- 1) Maslow’s Hierarchy of Needs
- 2) Herzberg’s – Hygiene and Motivation Theory

Hygiene Factors	Motivation Factors
<ul style="list-style-type: none"> • Salary • Working Conditions • Company Policy • Supervision • Work Group • Success • Inclusion • Relevance • Impacting • Order • Growth 	<ul style="list-style-type: none"> • Advancement • Development • Responsibility • Recognition • Achievement • Work Itself • Affiliation • Extension • Influence • Control • Dependency • Exclusion • Failure • Irrelevance • Importance • Chaos • Loneliness

Factors leading to Dissatisfaction:	Factors leading to Satisfaction:
<ul style="list-style-type: none"> • Poor Company Policy • Too much Supervision • Poor Relationship with boss • Poor Working Conditions • Less Salary • Poor Relationship with peers 	<ul style="list-style-type: none"> • Achievement • Recognition • Work Itself • Responsibility • Advancement • Growth

So the questions are divided into two Sections – Hygiene and Motivation. All the questions are positive in tone (affirmative sentences). The choice for each question is given as;

The Satisfaction Level is analyzed as under:

- | | | |
|----------------------|---|---------------------|
| 1. Strongly Agree | - | Highly Satisfied |
| 2. Agree | - | Satisfied |
| 3. Somewhat Agree | - | Less Satisfied |
| 4. Disagree | - | Dissatisfied |
| 5. Strongly Disagree | - | Highly Dissatisfied |

Thus based upon the theories, we have used different forms for the Employee Satisfaction Survey for the following three levels at Gammon India Ltd. – T and D Business, they are;

- | | | |
|--|---|----------|
| 1) Higher Level (Managers and Above) | : | FORM – A |
| 2) Middle Level (Asst. Officers or Jr. Engineers till Dy. Manager) | : | FORM – B |
| 3) Lower Level (Below Asst. Officers) | : | FORM – C |

FORM -A

Questions	1 & 2	3	4&5
Career growth opportunities are provided to high performers.	100%	0%	0%
Company maintains the compensation structure in accordance with the performance of the employee.	100%	0%	0%
“Politics” at this company are kept to a minimum.	75%	25%	0%
The ambience in the organization is directed towards higher efficiency.	50%	50%	0%
Performance appraisal system in our organization is the best way for motivation and morale boost.	33%	67%	0%
Company policy is in line with its vision and mission.	75%	25%	0%
There is a high degree of Professionalism followed in our organization.	25%	75%	0%
Employee policies of the company are administered fairly in all the departments.	0%	50%	50%
My work has a unique place of importance in my department and my organization.	100%	0%	0%
Management is supportive in times of personal crisis.	100%	0%	0%
The work I perform is enriched in challenges and opportunities.	100%	0%	0%
Management truly believes in Team Work.	100%	0%	0%
Empowerment and Implementation procedure of work is a key aspect of the management.	100%	0%	0%
Any kind of Suggestions/Inputs by me is considerably accepted for making decisions.	67%	33%	0%
I am confident that the company is taking steps to maintain its comparative edge.	100%	0%	0%
The work performed by me relevantly describes my position in the organization.	75%	25%	0%
Company is concerned with the overall growth of the employees.	100%	0%	0%

FORM: B

Questions	1 & 2	3	4&5
There are various challenges and opportunities for learning, growth and advancement.	100%	0%	0%
Company has fair and equitable compensation structure/policy	50%	50%	0%
Employee’s ideas and views are duly considered and acted upon.	50%	50%	0%
There is a good work culture in our organization.	75%	25%	0%
I feel I can voice my opinion without fear.	50%	50%	0%
Employee policies of the company are administered fairly in all the departments	50%	25%	25%
The targets given to me are easily achievable in due time.	75%	25%	0%
The policies of the company are fair for all the employees	50%	25%	25%
Performance appraisal system in our organization is one of the best ways for motivation and morale boosting.	50%	50%	0%
I am happy with the amount and frequency of informal praise and appreciation I receive from my supervisor.	50%	50%	0%
Management gives me authority to make valuable decisions.	50%	50%	0%
I share a good rapport and I’m happy working with my supervisor/s.	100 %	0%	0%
Senior Management is competent and inspires confidence.	75%	25%	0%
Management truly believes in Team Work.	75%	25%	0%
The working of my department is incomplete without my inputs into the work.	50 %	50%	0%
My department always welcomes any kind of Suggestion/Inputs from employees for decision making	100 %	0%	0%
The overall operating procedures of the department in which I work are very important to the company.	100 %	0%	0%
My qualification is at par with the job I do.	100 %	0%	0%
I am given new responsibilities in my work.	100 %	0%	0%
Various opportunities are available in the company for career growth.	100 %	0%	0%
Good work is always appreciated and recognized at our company.	100 %	0%	0%
I would recommend others to work for this company.	100 %	0%	0%
My work gives me a feeling of personal accomplishment and satisfaction.	100 %	0%	0%
I’ve a clear path for career growth and advancement.	75%	25%	0%
Training programs provided by my department and division is appropriate.	50%	50%	0%
Various programs are implemented for the development of the employees in the company.	25%	50%	25%

FORM: C

Questions	1 & 2	3	4&5
I have all the materials and equipment I need to do my job well.	100%	0%	0%
I feel the amount of compensation I receive is in accordance with my performance.	67%	0%	33%
There are various challenges and opportunities for learning, growth and advancement.	67%	33%	0%
I get the facilities of general amenities at the work place.	100%	0%	0%
I feel I can voice my opinion in front of the management without fear.	67%	33%	0%
Company is concerned with long term welfare of the employees.	67%	0%	33%
The work targets given to me are achievable.	100%	0%	0%
My supervisor is considerate, cooperative and supportive.	100%	0%	0%
My productivity increases when I work with my team.	100%	0%	0%
Company has ample opportunities for the growth of the employees.	67%	33%	0%
Management truly empathizes and is considerate towards its employees.	67%	0%	33%
I feel I’ve a secured future working with this company	100%	0%	0%
I don’t feel any kind of interference in my job.	100%	0%	0%
The company treats all its employees fairly.	67%	0%	33%
My organization is incomplete without me.	33%	33%	34%
Various programs are implemented for the development of the employees in the company.	33%	33%	34%
My company trusts me for responsible works.	67%	33%	0%
I’ve received proper guidance from my superior.	100%	0%	0%
I’m happy with the guidance that I’ve received to do my job properly.	100%	0%	0%
There is always recognition and appreciation for good work.	67%	37%	0%

FINDINGS

Separate analysis is made, that of employees working in the CORPORATE and that working in SITE/PLANTS.

1. ANALYSIS – CORPORATE (AGGREGATE)**FORM A**

- 100% of employees here are satisfied with their Job.
- 73% employees are satisfied with salary/ compensation.
- 82% employees are satisfied with the communication/ relationship in the organization
- 100% employees are satisfied with the working conditions of the company.
- 73% employees are satisfied with the performance appraisal system.
- 100% employees are satisfied with the policies of the company.
- 55% employees are satisfied with leadership and management in the company.
- 73% employees are satisfied with employee policies of the company.
- 100% employees are satisfied with their work which has a place of importance in the company.
- 91% employees are satisfied with the supervision of the management.
- 100% employees are satisfied with the recognition given to them.
- 91% employees are satisfied with the management which believes in team work.
- 91% employees are satisfied with their work.
- 82% employees agree that their suggestion/inputs are accepted for making decisions.
- 100% employees agree that organization is maintaining its comparative edge.
- 82% employees are satisfied with their work as it describes their position in the organization.
- 64% employees are satisfied with the growth of the company.

FORM- B

- 97% employees are satisfied with their job.
- 72% employees are satisfied with their salary.
- 69% are satisfied with the communication/ relationship in the company.
- 83% employees are satisfied with the working conditions in the organization.
- 79% employees feel that they can voice their opinion without fear.
- 55% employees are satisfied with fair administration of the company.
- 89% employees are satisfied as the targets given to them are achievable in time.
- 61% employees are satisfied with the company policies.
- 81% employees are satisfied with the performance appraisal system.
- 86% employees are satisfied with the supervision they receive from their supervisor.
- 89% employees are satisfied with the leadership and management in the organization.
- 100% employees are satisfied the rapport they share with their supervisor.
- 85% employees are satisfied with leadership of senior management.
- 89% employees are satisfied with their work group.
- 56% employees agree that working of their department is incomplete without their inputs to the work.
- 89% employees agree that their suggestions/ inputs are accepted for making decision.
- 93% employees are satisfied as their work is important to the company.
- 93% employees agree that their qualification is at par with their job.
- 100% employees are satisfied with the responsibilities given to them.
- 89% employees are satisfied with the career growth opportunities available in the company.
- 83% employees agree that good work is always appreciated and recognized in the company.
- 86% employees would recommend others to work for this company.
- 86% employees are satisfied with their work which gives them a feeling of personal accomplishment and satisfaction.
- 86% employees are satisfied with the clear path available for career growth and advancement.
- 76% employees are satisfied with the training programs provided by their department for career development.
- 69% employees are satisfied with the developmental programs provided by the company.

FORM – C

- 100% employees are satisfied with the materials and equipments required to do the job.
- 57% employees are satisfied with the compensation they receive.
- 91% employees are satisfied with various challenges and opportunities available for learning, growth and advancement in their job.
- 74% employees are satisfied with the working conditions/environment of the company.
- 86% employees can voice their opinion in front of the management without fear.
- 87% employees agree that the company is concerned with long term welfare of the employees.
- 100% employees say that the work targets given to them are achievable.
- 100% employees are satisfied with the supervision.
- 100% employees are satisfied with the work group.
- 87% employees are satisfied with the growth opportunities available in the company.
- 78% employees are satisfied with the leadership and management in the company.
- 91% employees feel that they have secured future working with this company.
- 83% employees don't feel any kind of interference in their job.
- 61% employees say that the company treats all its employees fairly.
- 35% employees disagree that the organization is incomplete without them.
- 61% employees are satisfied with the developmental programs in the company.
- 96% employees say that the company trusts them for responsible work.
- 96% employees are satisfied with the guidance they have received from their superior.
- 100% employees are happy with the guidance they received to do their job properly.
- 83% employees agree that there is always recognition and appreciation for good work.

2. ANALYSIS – SITES (AGGREGATE)**FORM – A (Managers & above):-**

- 79% of employees here are satisfied with their Job.
- 68% employees are satisfied with salary/ compensation.
- 58% employees are satisfied with the communication/ relationship in the organization.
- 100% employees are satisfied with the working conditions of the company.
- 95% employees are satisfied with the performance appraisal system.
- 89% employees are satisfied with the policies of the company.
- 63% employees are satisfied with leadership and management in the company.
- 63% employees are satisfied with employee policies of the company.
- 84% employees are satisfied with their work which has a place of importance in the company.
- 84% employees are satisfied with the supervision of the management.
- 100% employees are satisfied with the recognition given to them.
- 89% employees are satisfied with the management which believes in team work.
- 95% employees are satisfied with their work.
- 79% employees agree that their suggestion/inputs are accepted for making decisions.
- 100% employees agree that organization is maintaining its comparative edge.
- 84% employees are satisfied with their work as it describes their position in the organization.
- 100% employees are satisfied with the growth of the company.

FORM – B (Asst. Officer/ Jr. Engg. Till Dy. Manager):-

- 92% employees are satisfied with their job.
- 56% employees are satisfied with their salary.
- 64% are satisfied with the communication/ relationship in the company.
- 88% employees are satisfied with the working conditions in the organization.
- 82% employees feel that they can voice their opinion without fear.
- 62% employees are satisfied with fair administration of the company.
- 86% employees are satisfied as the targets given to them are achievable in time.
- 67% employees are satisfied with the company policies.
- 83% employees are satisfied with the performance appraisal system.
- 73% employees are satisfied with the supervision they receive from their supervisor.
- 69% employees are satisfied with the leadership and management in the organization.
- 91% employees are satisfied the rapport they share with their supervisor.
- 85% employees are satisfied with leadership of senior management.
- 94% employees are satisfied with their work group.
- 75% employees agree that working of their department is incomplete without their inputs to the work.
- 75% employees agree that their suggestions/ inputs are accepted for making decision.
- 91% employees are satisfied as their work is important to the company.
- 77% employees agree that their qualification is at par with their job.
- 87% employees are satisfied with the responsibilities given to them.
- 84% employees are satisfied with the career growth opportunities available in the company.
- 79% employees agree that good work is always appreciated and recognized in the company.
- 87% employees would recommend others to work for this company.
- 85% employees are satisfied with their work which gives them a feeling of personal accomplishment and satisfaction.
- 89% employees are satisfied with the clear path available for career growth and advancement.
- 54% employees are satisfied with the training programs provided by their department for career development.
- 62% employees are satisfied with the developmental programs provided by the company.

FORM – C (Below Asst. Officer):-

- 81% employees are satisfied with the materials and equipments required to do the job.
- 36% employees are satisfied with the compensation they receive.
- 54% employees are satisfied with various challenges and opportunities available for learning, growth and advancement in their job.
- 57% employees are satisfied with the working conditions/ working environment of the company.
- 85% employees can voice their opinion in front of the management without fear.
- 72% employees agree that the company is concerned with long term welfare of the employees.
- 90% employees say that the work targets given to them are achievable.
- 93% employees are satisfied with the supervision.
- 99% employees are satisfied with the work group.
- 65% employees are satisfied with the growth opportunities available in the company.
- 65% employees are satisfied with the leadership and management in the company.
- 77% employees feel that they have secured future working with this company.
- 85% employees don't feel any kind of interference in their job.
- 65% employees say that the company treats all its employees fairly.
- 43% employees disagree that the organization is incomplete without them.
- 42% employees are satisfied with the developmental programs in the company.
- 94% employees say that the company trusts them for responsible work.
- 93% employees are satisfied with the guidance they have received from their superior.
- 92% employees are happy with the guidance they have received to do their job properly.
- 88% employees are of the opinion that there is always recognition and appreciation for good work.

CONCLUSIONS**CONCLUSION FOR FORM A (MANAGERS AND ABOVE)**

From the Data Analysis and Interpretation, we can conclude that for Higher Level Employees of GIL (T & D Business), following factors are found to be satisfactory; Job, Salary/Financial/Compensation, Working Conditions, Performance Appraisal, Importance, Supervision, Recognition, Work Group, Work Itself, Inclusion, Organization/ Company, Relevance, Growth. Only the Company Policy is found to be a dissatisfying factor.

CONCLUSION FOR FORM B (ASST. OFFICERS/ JR. ENGG TILL DY. MANAGERS)

From the Data Analysis and Interpretation, we can conclude that for Middle Level Employees of GIL (T & D Business), following factors are found to be satisfactory; Job, Salary/ Financial/ Compensation, Communication/ Relationship, Working Conditions, Company Policy, Goals, Performance Appraisal, Supervision, Leadership & Management, Work Group, Exclusion, Inclusion, Importance, Relevance, Responsibility, Growth, Recognition, Organization/ Company, Work Itself, Advancement, Career Development/ Planning.

CONCLUSION FOR FORM C (BELOW ASST. OFFICER)

From the Data Analysis and Interpretation, we can conclude that for Lower Level Employees of GIL (T & D Business), following factors are found to be satisfactory; Job, Salary/ Financial/ Compensation, Working Conditions/ Environment, Communication/ Relationship, Company Policy, Goals, Supervision, Work Group, Growth, Leadership & Management, Exclusion, Organization/ Company, Responsibility, Development, Recognition.

CONCLUSION FOR FORM A (MANAGERS AND ABOVE)

From the Data Analysis and Interpretation, we can conclude that for Higher Level Employees of GIL (T & D Business), following factors are found to be satisfactory; Job, Salary/Financial/Compensation, Communication/ Relationship, Working Conditions, Performance Appraisal, Company Policy, Leadership & Management, Importance, Supervision, Recognition, Work Group, Work Itself, Inclusion, Organization/ Company, Relevance, Growth.

CONCLUSION FOR FORM B (ASST. OFFICERS/ JR. ENGG TILL DY. MANAGERS)

From the Data Analysis and Interpretation, we can conclude that for Middle Level Employees of GIL (T & D Business), following factors are found to be satisfactory; Job, Salary/ Financial/ Compensation, Communication/ Relationship, Working Conditions, Company Policy, Goals, Performance Appraisal, Supervision, Leadership & Management, Work Group, Exclusion, Inclusion, Importance, Relevance, Responsibility, Growth, Recognition, Organization/ Company, Work Itself, Advancement, Career Development/ Planning, Development.

CONCLUSION FOR FORM C (BELOW ASST. OFFICER)

From the Data Analysis and Interpretation, we can conclude that for Lower Level Employees of GIL (T & D Business), following factors are found to be satisfactory; Job, Salary/ Financial/ Compensation, Working Conditions/ Environment, Communication/ Relationship, Company Policy, Goals, Supervision, Work Group, Growth, Leadership & Management, Exclusion, Organization/ Company, Responsibility, Development, Recognition. Only dissatisfying factor is Importance.

CONCLUSION FOR FORM A (MANAGERS AND ABOVE)

From the Data Analysis and Interpretation, we can conclude that for Higher Level Employees of GIL (T & D Business), following factors are found to be satisfactory; Job, Salary/Financial/Compensation, Communication/ Relationship, Working Conditions, Performance Appraisal, Company Policy, Leadership & Management, Importance, Supervision, Recognition, Work Group, Work Itself, Inclusion, Organization/ Company, Relevance, Growth.

CONCLUSION FOR FORM B (ASST. OFFICERS/ JR. ENGG TILL DY. MANAGERS)

From the Data Analysis and Interpretation, we can conclude that for Middle Level Employees of GIL (T & D Business), following factors are found to be satisfactory; Job, Salary/ Financial/ Compensation, Communication/ Relationship, Working Conditions, Company Policy, Goals, Performance Appraisal, Supervision, Leadership & Management, Work Group, Exclusion, Inclusion, Importance, Relevance, Responsibility, Growth, Recognition, Organization/ Company, Work Itself, Advancement, Career Development/ Planning, Development.

CONCLUSION FOR FORM C (BELOW ASST. OFFICER)

From the Data Analysis and Interpretation, we can conclude that for Lower Level Employees of GIL (T & D Business), following factors are found to be satisfactory; Job, Working Conditions/ Environment, Communication/ Relationship, Company Policy, Goals, Supervision, Work Group, Growth, Leadership & Management, Exclusion, Organization/ Company, Responsibility, Development, Recognition. Only dissatisfying factor is Importance.

From the Conclusions drawn above and looking at the general nature of Lacunas which exists, besides enormous attention given to the particulars of Employee Satisfaction, we would like to **suggest** that;

- Keeping in mind the Higher Level Managers, attention should be given to the Hygiene Factor i.e. Company Policy especially that encompasses the interests of the employees and accordingly it should be amended in joint views with them, to improve their satisfaction level. For example, policies related to ESOPs and positions.
- Keeping in mind the Lower Level Employees, attention should be given to the Motivation Factor i.e. Importance and accordingly they should be treated in a more dignified way. A sense of importance should be imparted to them and they should be given Importance in their daily jobs, for example, by delegating them more responsible work.
- Keeping in mind the Lower Level Employees, attention should be given to the Motivation Factor i.e. Importance and accordingly they should be treated in more dignified way. Since lower level employees are more in need of Hygiene Factors, importance should be given in the similar way, for example, by paying attention to their petty needs.
- Consideration should also be given to the Errors that have been received while answering the questionnaire. Errors show that there are lacunas in the understanding between the company and its employees. Company must strive to develop and build a relationship of trust and belief amongst all its employees in all Levels of management throughout the Organization.
- This will enable the Organization to rise above the level of all other organizations and beyond the limits of Corporate Culture to stand as a mark of excellence and establish a benchmark of its own for all its future accomplishments.

LIMITATIONS OF THE STUDY

Limitations of the study are as follows:

1. The study is limited to the responses received from the respondents (i.e. employees of GIL).
2. Since satisfaction is an emotional state or mental condition, a level can only be estimated.
3. Since the management did not want to reveal to the employees that it is a satisfaction survey, many direct questions/ subjective questions could not be asked.
4. The percentage range for the estimation of error in the responses given by the respondents has been justified by the mentor of this project, on the basis of his personal experience in the field of HR being with this company and as per the subject matter of the topic.

REFERENCES

- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57, 705–717.
- Macey, W. H. (1996). Dealing with the data: Collection, processing, and analysis. In A. I. Kraut (Ed.), *Organizational surveys: Tools for assessment and change* (pp. 204–232). San Francisco: Jossey-Bass.
- Mirvis, P. H., & Lawler, E. E. (1977). Measuring the financial impact of employee attitudes. *Journal of Applied Psychology*, 62, 1–8.
- Morris, G. W., & LoVerde, M. A. (1993). Consortium surveys. *American Behavioral Scientist*, 36, 531–550.

- Motowidlo, S. J. (1996). Orientation toward the job and organization: A theory of individual differences in job satisfaction. In K. R. Murphy (Ed.), *Individual differences and behavior in organizations* (pp. 175–208).
- San Francisco: Jossey-Bass. Organ, D. W. (1988). A restatement of the satisfaction- performance hypothesis. *Journal of Management*, 14, 547–557.
- Rynes, S. L., Colbert, A. E., & Brown, K. G. (2002). HR professionals' beliefs about effective Human resource practices: Correspondence between research and practice. *Human Resource Management*, 41, 149–174.
- Saari, L. M. (1999). Global perspectives in service quality. Paper presented at the Fourteenth Annual Conference for Industrial and Organizational Psychology, Atlanta, GA.
- Saari, L. M. (2000). Employee surveys and attitudes across cultures. In *Business as unusual? Are I/O psychology practices applicable across culture?*
- Schneider, B., & Bowen, D. E. (1985). Employee and customer perceptions of service in banks: Replication and extension. *Journal of Applied Psychology*, 70, 423–433.
- Staw, B. M., Bell, N. E., & Clausen, J. A. (1986). The dispositional approach to job attitudes: A lifetime longitudinal test. *Administrative Science Quarterly*, 31, 437–453.
- Thomas, L. T., & Ganster, D. C. (1995). Impact of family-supportive work variables on work-family conflict and strain: A control perspective. *Journal of Applied Psychology*, 80, 6–15.
- Wanous, J. P., Reichers, A. E., & Hudy, M. J. (1997). Overall job satisfaction: How good are singleitem measures? *Journal of Applied Psychology*, 82, 247–252.
- Wheaton, B. (1990). Life transitions, role histories, and mental health. *American Sociological Review*, 55, 209–223.
- European Commission, *Employment in Europe 2003, Recent trends and prospects*, Luxembourg, Office for
- Official Publications of the European Communities, 2003, available at:
- http://europa.eu.int/comm/employment_social/news/2003/oct/eie2003_en.pdf
- Feinstein, A.H. and Vondrasek, D., *A study of relationships between job satisfaction and organisational commitment among restaurant employees*, Department of Food and Beverage Management, William F. Harrah
- College of Hotel Administration, Las Vegas, 2001, available at: <http://hotel.unlv.edu/pdf/jobSatisfaction.pdf>
- Gazioglu, S. and Tansel, A., *Job satisfaction in Britain: Individual and job-related factors*, Economic Research
- Centre Working Papers in Economics 03/03, Ankara, 2002, available at:
- <http://ideas.repec.org/p/met/wpaper/0303.html>



REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Computer Application and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. **infoijrcm@gmail.com** or **info@ijrcm.org.in** for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail **infoijrcm@gmail.com**.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

