



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

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JOB SATISFACTION AMONG EMPLOYEES IN SMALL SCALE INDUSTRIES, VISAKHAPATNAM

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ABSTRACT

This paper investigates job satisfaction among employees in small scale industries in Visakhapatnam. The sample consists of 125 employees from various categories of Small Scale Industries like Agro, Forest, Mineral, Textile, Engineering, Chemicals, Livestock, Building and Materials and Others. The result indicates that most of the units were noisy, prone and suffered from inadequate illumination. Arrangements for protected drinking water were also poor. Majority of the employees were dissatisfied with the work environment in which they are carrying out their duties. It is reported that the motivating factors that would motivate employees to perform in Small Scale Industries are basically three things viz., monetary benefits, promotions and secured jobs. It is the fervent hope the researcher, that this research work would immensely be benefited to both the employees and managements of Small Scale Industries in the region.

KEYWORDS

Small scale industries, HRM, Job Satisfaction, Visakhapatnam.

INTRODUCTION

Job satisfaction is a positive emotional state that occurs when a person's job seems to fulfill important job values, provided these values are compatible with one's needs. It refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. Job satisfaction is a major concept, it is important for organizations, as well as individual, when the human satisfied with the present situation than it will be useful for total organizational development. It can be related with some mental health of people. Dissatisfaction with one's job may have especially relative spill over effects. A classic study by Arthur Konhauser provides empirical evidence for the relationship between job satisfaction and mental health. In facts, job satisfaction and the life satisfaction are inextricably bound.

Job satisfaction is the general attitude of workers towards their job. Locke regards job satisfaction as "pleasurable or positive emotional state resulting from the appraisal of one's job experiences". Job satisfaction reflects the overall attitude of workers towards the work, co-workers, the organization, the culture, the environment and the social group at large. The term job satisfaction was brought to limelight by Hoppock (1935). As per his observation, job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say "I am satisfied with my job". Such a description indicates the variety of variables that influence the satisfaction of the individual. Job satisfaction is the end state of feeling. Therefore, job satisfaction of employees depends upon various factors relating to the job and the environment in which it is performed.

Job satisfaction is very important both to the employees and employer. It influences the degree of performance of the employee Khan viewed that job satisfaction is the favorableness or unfavorableness with which employees view their work. It express the amount of agreement between one's expectations of the job and reward that the job provides. Wanons emphasized that job satisfaction is the positive attitude of employees towards their job. The job satisfaction may refer to either a person or a group. Janet Raymond said that job satisfaction is also applicable to parts of an individual's job. They further attributed that it is a part of life satisfaction. The nature of one's environment of the job does affect one's feelings on the job. Job satisfaction arises from a complex set of circumstances in the same way as motivation does. It is understandable from the Herzberg's motivation maintenance model, that satisfaction typically is not a strong motivator. But dissatisfaction of employees may bring down their performance. Job satisfaction is important for organization, as well as individual. It has been an issue of great interest for many managers in view of its positive implications regarding behaviour of the satisfied employees as distinguished from dissatisfied employees.

SMALL SCALE INDUSTRY

Small industry in Indian economy has been assigned a place of pride in its programme for economic development. The small scale industries have nearly 40 percent share in the total industrial output and 35 percent share in exports from the country and providing employment opportunities to around 12 million people. Small scale industries, apart from playing an important role in our economy, serve as a means for equitable distribution of national wealth. Small scale industry can play a major role in the building of a decentralized society with its advantages of low investment, high potential for employment generation and dispersal of industries to rural and semi-urban areas.

Small scale industry plays a key role in the industrialization of a developing country. This is because they provide immediate large scale employment and have a comparatively higher labour capital ratio, they need a shorter gestation period and relatively smaller markets to be economic, they need lower investments, offer a method of ensuring a more equitable distribution of national income and facilitate an effective mobilization of resources of capital and skill and they stimulate the growth of industrial entrepreneurship and promote a more diffused pattern of ownership and location.

NEED FOR THE STUDY

Visakhapatnam is the second biggest urban complex in the state, next to the capital city of Hyderabad. Visakhapatnam city, popularly called "The City of Destiny" has been witnessing phenomenal growth in terms of industrial development and infrastructure facilities. Visakhapatnam, the rising steel city, throbbing with maritime activity, is fast developing into one of the premier industrial centres in the world. Besides, the first ever port based steel plant, it also houses some of the major public and private sector units viz., HSL, BHPV, HZL, HPCL, HPL, CFL. The city's location as strategic port endows it with all the requisites for the establishment of a Free Trade Zone. Besides, huge defence outlays paved the way for the development of Naval Project and Eastern Naval Command.

The progress in respect of small scale industry has been no less impressive. To meet the increased need for infrastructure to develop new industries in Visakhapatnam city at the same time for various industries in Autonagar and Industrial Estate in order to accommodate industrialists and entrepreneurs from various parts of the state. Visakhapatnam has registered and impressive growth of small scale units in the recent years due to the presence of large number of public and private sector undertakings.

A number of small scale units have come up in Visakhapatnam. There are 14290 SSI units in Visakhapatnam with an investment of Rs. 12488 lakhs providing employment more than one lakh people. Out of 14290 SSI units, Engineering Industries – 4,809, Forest – 3379, Chemicals – 647, Agro – 1401, Mineral – 469, Textile – 217, Live Stock – 373, Buildings and Materials – 238 and Others are 2730. It is very interesting to note that the engineering industry along in Visakhapatnam provides employment opportunities to more than thirty thousand people. In the mean while Forest and Mineral industries provide employment opportunities to more than 26000 and ten thousand people respectively.

Small industry needs enlightened, hardworking and positively motivated people who are capable of applying their minds in a wise and judicious fashion in the use of critical resources. There have been many impressionistic writings glorifying the virtues of inventory management, financial management and marketing management in small scale industries, but quite surprisingly, not human resource management. A comprehensive study outlining the importance of utilizing human resources with job satisfaction in an appropriate manner in small scale sector is conspicuously missing. There is no dearth of studies on the topic of small scale industries. However, the studies on job satisfaction of employees are very woefully inadequate. Further, no comprehensive study so far has been made on job satisfaction of employees in small scale industries in Visakhapatnam. The researcher would like to make a modest attempt to fill the existing research gap.

OBJECTIVES OF THE STUDY

The study has been carried out with the following objectives:

1. to enquire into the socio-economic characteristics of employees in select small scale units;
2. to measure job satisfaction and examine the factors influencing satisfaction;
3. to examine the impact of individual and organizational factors on employees' job satisfaction; and
4. to suggest appropriate measures to improve the job satisfaction levels of employees for the benefit of small scale industries.

METHODOLOGY AND SAMPLING

The study is mainly based upon primary and data. A structured questionnaire has been constructed with different questions to examine the socio-economic status and factors influencing employee job satisfaction with a sample size of 125 respondents selected from the various small scale industries situated in Autonagar and Industrial Estate at Visakhapatnam.

ANALYSIS OF THE STUDY

SOCIO-ECONOMIC CHARACTERISTICS OF EMPLOYEES

The social base of employees is an important factor influencing the place of economic development. In order to build up a stable, harmonious and productive work force for the industry in the long run, it is essential to understand the socio-economic background of the present small scale industries.

AGE COMPOSITION

Age is an important variable because it has direct relation with one's mental maturity and the consequent awareness about what is going on in the society. It may be seen from the Table 1 that the highest number of employees (60.80 percent) belongs to 30 – 40 years category followed by 40 – 50 years category (17.60 percent), 15 employees (12.00 percent) are below 30 years. The remaining employees (9.60 percent) are above 50 years. The average age of employees in the study is 36.28 years.

RELIGION AND COMMUNITY

Religion is becoming an important aspect even in the industrial world now-a-days. India is multi religious country, where different religions viz., Hindu, Muslim, Christian, Buddhists, Jains etc., are found. The castes of the workers were broadly categorized into forward communities, backward communities, scheduled castes and scheduled tribes. Majority of the employees (47.20 percent) belong to forward castes such as Telaga, Kapu, Brahmin, Balija, Kamma, Reddy and Vysya etc., followed by 30.40 percent belonging to backward castes which are listed by the Government of Andhra Pradesh to be socially backward in the society. 14.40 percent employees belong to schedule tribe. However, 8.00 percent belong to Schedule castes. Nearly seven-tenth of the employees belongs to Hindu community followed by 12.00 percent who belong to Muslim community. Remaining respondents belongs to other communities and Christian community.

MARITAL STATUS

Marriage brings an important and major change in the lives of men and women irrespective of their economic position. While, 78 respondent employees (62.40 percent) were married, 35 respondent employees (28.00 percent) were unmarried and remaining 12 respondent employees (9.60 percent) were widowers. Most of the employees are married.

EDUCATION

Education is the key role of employees in economic development. The formal education has always been considered as an important asset of an individual as well as the organization. It is found in the study more than half of the employees were graduates in technical education and 34 employees (27.20 percent) were general degree holders followed by 14 employees (11.20 percent) who studied upto intermediate. 14 employees (11.20 percent) had education upto 10th class.

NATIVE PLACE

Native place of an employee has been classified into two types local and non-local. A person is born in within the state (AP) is considered local and born outside the state is treated as non-local. It is found in the study majority of employees (88.80 percent) are from local area and 14 respondents (11.20 percent) are non-local.

TYPE OF FAMILY

The family is a social group and is the strongest source of influence on the individual. Joint family considered to be characteristic of the institutional structure of Indian society. In the Indian context, the assumption was that industrialization disintegrated the traditional system of joint family. The majority of the respondents 72 respondents (57.60 percent) belong to nuclear family. However, 53 respondents (42.40 percent) belong to joint family.

ECONOMIC STATUS

It is well known fact that a significant portion of employees in our country are drawn from upper, middle class, lower middle class and from poor families. It is a matter of interest to know the economic background of industrial workers. It is found in the study majority of the employees (66.40 percent) are middle category. 38 respondents (30.40 percent) are lower economic category. The remaining 4 respondents (3.20 percent) are upper economic category. In the study area it is observed that some of the respondent wives are jobholders either in organized and unorganized sectors, hence majority of the respondents are having middle or above middle class (upper) economic status.

ANNUAL INCOME FROM SALARY

The status and standard of living of a person is determined by the income. Generally, the main source of income of respondents is salary. An attempt is made here to examine the annual income levels of industrial workers under study. For majority of the industrial workers, wage is the only source of income. 86 employees (68.80 percent) are having annual income lies between Rs. 20000 – Rs. 40000. 29 employees (23.20 percent) are having annual income lies between up to Rs.20000. 10 employees (8.00 percent) are having annual income lies above Rs. 40000.

FINANCIAL POSITION

The financial status of the employees has been sought to be analyzed on the basis of their own perception. The financial position of employees is categorized into three types good, average and poor as perceived by the respondents. 89 respondents (71.20 percent) considered their financial position average. 20 respondents (16.00 percent) financial position was good. The remaining respondents (12.80 percent) financial position poor. Since, some employees have been getting additional sources of income other than salary such as spouse income, ancestral property income along with income from other sources, their financial position was assessed to be good.

SKILL CATEGORY

Employees position in small scale industries are categorised in three types i.e., Skilled, Semi-skilled and Un-skilled. It may be seen from the Table 11 that nearly two thirds are semi-skilled position followed by one fourth of the respondents are un-skilled and the remaining (14.40 percent) are skilled position.

JOB SATISFACTION OF EMPLOYEES

An attempt is made to measure job satisfaction in respect of the eight dimensions or facets of job, on a five point scale. The points for each item are assigned as

follows: Strongly satisfied – 5, Satisfied – 4, Neutral – 3, Dissatisfied – 4, Strongly Dissatisfied – 1. First an attempt is made to find out the level of satisfaction, dimension wise, in respect of the eight dimensions and then overall job satisfaction has been measured for all dimensions put together. For measurement of job satisfaction the 8 dimensions of job satisfaction comprising 56 items have been taken into consideration. For example, out of eight, the dimension of job related factors has 10 points and maximum of 50 points. However, the actual score of an employee ranges between these extreme limits. In the overall measurement, an employee will score a minimum of 56 points and a maximum of 280 points. Hence, for the purpose of measurement of job satisfaction, four levels viz., nil, low, medium and high have been identified and all the employees are accordingly categorized.

NATURE OF JOB

Job satisfaction is related to the aptitude and working conditions of the employee. Out of 125 employees, 68 employees (54.40 percent) have medium level of satisfaction. 15 employees (12.00 percent) have low level of satisfaction. 15 employees (12.00 percent) degree of satisfaction is nil. The remaining employees' 27 employees (21.60 percent) degree of satisfaction has been found to be high.

WORK ENVIRONMENT

The work environment has important bearing on the efficiency and satisfaction of the employees. The human being is an open system in constant interaction with a changing environment. Work environment is different from organization to organization. 49 respondents (39.20 percent) in the study revealed that their work environment is not congenial. Hence, their job satisfaction is low. 38 respondents (30.40 percent) have fallen in the bracket of medium satisfaction. 11 respondents (8.80 percent) felt their degree of satisfaction is to be high. 27 respondents (21.60 percent) felt that their work environment is completely not good. Hence, their satisfaction is nil.

MANAGEMENT

Management is another moderately important source of job satisfaction. Out of 125 respondents, 50 employees (40.00 percent) felt their degree of satisfaction to be medium, followed by 25 respondents (20.00 percent) who felt their degree of satisfaction to be low. 25 respondents (20.00 percent) have fallen in the bracket of high satisfaction. The remaining 25 respondents (20.00 percent) felt that their management is not good. Hence, their satisfaction is nil.

REMUNERATION

The employee benefits and services play a significant role in furthering the goal of organizational maintenance by contributing to the general satisfaction of employees. 59 respondents (47.20 percent) felt that their degree of satisfaction is low because of less and adequate remuneration. 36 respondents (28.80 percent) felt that their degree of satisfaction is nil, because they are either strongly dissatisfied or dissatisfied with their remuneration. 7 respondents (5.60 percent) felt that their degree of satisfaction is high, because they are satisfied and neutral of their remuneration.

CO-WORKERS

The co-worker relation affects the organizational performance and employee satisfaction. Out of 125 respondents, 68 respondents (54.40 percent) felt that they are highly satisfied with their coworkers' relationships. Hence, their degree of satisfaction is high. 42 respondents (33.60 percent) felt that their degree of satisfaction with regard to coworkers is medium. The remaining 15 respondents (12.00 percent) felt that their degree of satisfaction is low, because coworkers' relationship is bad in the organization.

CAREER DEVELOPMENT/PROMOTION

Employees' career development and promotional opportunities are playing very important role in the degree of satisfaction. Out of 125 respondents, only 11 respondents (8.80 percent) felt that their managements motivate them in improving their career development and in getting promotions. Hence, their degree of satisfaction is high. Nearly half of the respondents felt that their management is not motivating than as they expected. Hence, their degree of satisfaction is medium. 35 respondents (28.00 percent) felt that their degree of satisfaction is low because their management is not giving priority for their career development and promotion. For the remaining 20 respondents (16.00 percent) felt the degree of satisfaction is nil. It may be, management is not giving priority either for career development or promotional aspects of employees.

POWER AND AUTONOMY

Power focus on the interpersonal relationship between manager and subordinates. 29 respondents (23.20 percent) were found to have low degree of satisfaction with respect to power and autonomy. 35 respondents (28.00 percent) are in the bracket of medium satisfaction and 12 respondents (9.60 percent) are in the category of high level of satisfaction. The remaining number of respondents (39.20 percent) has nil amount of satisfaction.

PARTICIPATION AND INVOLVEMENT

Participation and involvement are playing very crucial role in the degree of satisfaction. Out of 125 respondents, 50 respondents (40.00 percent) have degree of satisfaction to the medium extent because they considered less involvement in the decision making process. 29 respondents (23.20 percent) have degree of satisfaction to the low extent because they are not considered for decision making. The satisfaction of 19 respondents (15.20 percent) is high, because they offered suggestions in decision making process by their management. Hence, their job satisfaction is high. In respect of the remaining 27 respondents (21.60 percent) the degree of satisfaction is nil, because they are either dissatisfied or strongly dissatisfied in their work in participation.

OVERALL SATISFACTION

Out of 125 employees, 59 respondents (47.20 percent) overall job satisfaction is medium. However, 37 respondents (29.60 percent) overall job satisfaction is low especially because of lack of reorganization of work by management, lack of adequate wage and salary administration and lack of proper career development facilities. Hence, their job satisfaction is low. 16 employees (12.80 percent) have follow in the bracket of nil satisfaction. The remaining 13 employees (10.40 percent) felt their overall satisfaction is high.

PERSONAL, SOCIAL AND ECONOMIC VARIABLES

An attempt is made here to measure the level of satisfaction of respondent employees across the various personal, social and economic variables like age, education, marital status; religion etc., the purpose of this analysis is to find out whether these variables have anything to do with the job satisfaction of employees.

AGE VS SATISFACTION

Respondent employees are classified into three age groups, which may be conveniently considered as young (up to 30 years), middle aged (30 – 40 and 40 - 50 years) and old (50 years and above). It may be seen that high level of satisfaction was found more on the part of young group of employees (26.67 percent) compared to the middle aged 30 – 40 years (11.84 percent) or old employees (8.33 percent). What is interesting, nil satisfaction was also found on the part of higher percentage of young employees (26.67 percent). It is therefore, clear that while most of the middle aged and old employees were found to have either low or medium level of satisfaction. Young employees were found to have extreme levels of satisfaction that is either nil or high. What we can conclude from the above analysis is that job satisfaction or dissatisfaction matters much for younger employees than the older, may be, because of the higher level of ambition they nature. As age advances, the employees tend to develop a kind of complacency and get accustomed to whatever is provided, as a result of which the level of satisfaction does not vary widely among them.

EDUCATION VS SATISFACTION

While the level of satisfaction of a large number of employees is medium, the largest percentage of them happened to be those with intermediate level of education (64.29 percent). Graduates formed the lowest percentage among them (26.47 percent). The highest percentage of graduates (44.12 percent) was found to have low level of job satisfaction. It may also be found that none of the employees below the level of 10th class education had high level satisfaction. Conversely, none of the employees with intermediate level of education had nil amount of satisfaction. In the present study, no clear relationship is established between the level of education and the degree of job satisfaction. On the basis of the results obtained, we cannot make any conclusion that the higher level of education is associated with higher degree of satisfaction nor the other way round.

MARITAL STATUS VS SATISFACTION

The marital status of an individual employee is considered to be an important factor influencing job satisfaction. After marriage, it is not only economic status

but also the social life gets changed. In view of this, an attempt is made to examine relationship between job satisfaction and marital status of the respondent employees. Out of 78 married employees, about two fifth were found to have medium level of satisfaction, followed by 30.72 percent that had low level of satisfaction. It is interesting to find that though unmarried respondents are less in number compared to married employees, a greater percentage of them were found to have high degree of satisfaction (20.00 percent). Among the widowed employees one half revealed low satisfaction and one third medium level of satisfaction. It can be discerned from the above analysis that the level of satisfaction on the part of unmarried employees is more than that of married employees or widowed employees.

RELIGION VS SATISFACTION

An important social variable now-a-days is religion India is a multi religious society with divergent believes, faiths and expectations. Hence, it is felt that religion also influences employee satisfaction at the work place, and hence an attempt is made to find out the relationship between the two variables. Hindus constituted the highest number, out of whom the largest segment (44.83 percent) had medium satisfaction followed by those interesting to note from the table that the level of satisfaction of Muslim employees was found to be almost the same as their Hindu counterparts. However, Christian employees differed a little in the sense that they constituted highest percentage in the medium and high level of satisfaction put together. It may further be seen that may the employees of other religions, the largest segment were found to have low level of satisfaction. It may, therefore, be concluded that Muslims are religion wise, more akin to Hindus while, Christian and other religion employees differ widely in respect of job satisfaction.

LOCAL/NON-LOCAL STATUS VS SATISFACTION

As has already been pointed out earlier, large majority of employees (111 out of 125) hailed from local areas while, a few employees (14 out of 125) migrated from other places that are considered to be non-locals. It measuring job satisfaction, it is believed that the local and non-local status of employee is likely to have its own influence on the job satisfaction. Among locals, it may be seen, the largest segment was found to be in the group of medium level of satisfaction (41.00 percent). Among non locals also the percentage of employees with medium level of satisfaction was found to be more or less the same. However, compared to locals, high level of satisfaction was found more on the part of non-local employees. The rate of Job satisfaction is high on the part of non-local employees than the local employees.

TYPE OF FAMILY VS SATISFACTION

India is known for its joint family system. It is only in the recent years, the joint family system is broken and the nuclear families are emerging as a corollary of urbanization, industrialization and modernization of society. The type of family of the employee also influences his satisfaction or otherwise with the job. With this view, an attempt has been made to measure job satisfaction across the type of employees' family. There are more nuclear families (72 out of 125) than joint families. It is very interesting to find from the table that while the largest segment of employees belonging to nuclear families had low level of satisfaction, a little more percentage of employees belonging to joint families (56.67 percent) were found to have medium level of satisfaction. Further it may also be sent hat it is employees of joint families that had high level of satisfaction in greater number (24.53 percent) than their counterparts in the nuclear families (2.78 percent). It is quite clear that higher level of satisfaction is found more on the part of employees of joint families rather than those of nuclear families.

ECONOMIC BACKGROUND VS SATISFACTION

Job satisfaction is depending upon the economic background of employees. The level of satisfaction of respondent employees has been measured against their economic background. It is observed that the largest segment was found to be in the group of medium level of satisfaction (38.38 percent) belonging to the income range of Rs. 20000-40000/-. Employees (70.00 percent) were found to have medium level of satisfaction among those earnings an annual income of above Rs. 40000/-. Upto Rs. 20000/- income groups most of them had low or medium level of satisfaction. A fairly a large percentage of employees had high level of satisfaction belonging to their income above Rs. 40000/-. Finally we can conclude that the highest percentage of respondents are having modest level of satisfaction, especially the income group of Rs. 40000/- and above.

FINANCIAL POSITION VS SATISFACTION

The level of satisfaction of respondent employees has been measured against their financial position. In this context, the financial position of employees has been rated as poor, average and good on the basis of their own perception. Employees in the category of average financial position are highest in number, out of whom the largest segment (62.92 percent) had medium level of satisfaction. However, the largest segment of employees whose financial position is good had low level of satisfaction. Similarly more number of poor employees had nil amount of satisfaction. It may, therefore, be concluded that employees with average financial position are more satisfied than employees with poor financial position or good financial position.

SKILL LEVELS VS SATISFACTION

Employees' position in small scale industries is categorized in three groups. They are unskilled, semiskilled and skilled employees. The level of satisfaction of respondent employees has been measured against their skill levels. Out of the 79 semiskilled employees, about two third were found to have medium level of satisfaction. However, among the unskilled 82.14 percent had low level of satisfaction. It is interesting to find that 50.00 percent of skilled employees had nil satisfaction. It is discernible that semi-skilled employees are more satisfied than the skilled or unskilled categories of employees.

CONCLUSION

In order to improve the job satisfaction levels of employees working at various levels of small scale industries, managers must identify the deficiencies clearly and try to adopt suitable remedial measures like better work assignments, proper arrangements for processing the work, hob-nob treatment by managers, and more importantly, sympathetic understanding of the problems of workers by the employers themselves.

Most units were noise, prone and suffered from inadequate illumination. Arrangements for drinking water were also poor. Many units do not have canteen facilities and rest rooms. Lavatories of approved type were conspicuously absent. Majority of the employees were dissatisfied with their work environment. Majority of the employees felt that the leave facilities in their units were poor. In view of the frequent fragment of legal provisions in respect of causal leave, earned leave, sick leave with pay etc, no standard rules for going on leave were ever fixed by employers. Employees felt present benefits in small industry were rather inadequate. In order to curb the growing dissatisfaction of employees with regard to benefits, employers should establish standard leave rules and allow employees to avail these without any discrimination.

Small business managers must understand the basic needs of employees and try to satisfy them in their own humble way. One of the most fundamental needs of human being is job security. Temporary employees do not have job security. So the motivating factors that would prompt employees in small scale industry to perform well revealed that employees basically wanted three things, i.e., monetary benefit, promotions and secured jobs. These basic and legitimate aspirations of the employee can sympathetically be considered by the management to wipe out the ever growing job dissatisfaction.

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TABLES

TABLE 1: AGE COMPOSITION

Years	No. of Respondents	Percentage
Up to 30	15	12.00
30 – 40	76	60.80
40 - 50	22	17.60
Above 50	12	9.60
Total	125	100.00

Average age 36.28 Years

TABLE 2: RELIGION

Religion	No. of Respondents	Percentage
Hindu	87	69.60
Muslim	15	12.00
Christian	10	8.00
Any other	13	10.40
Total	125	100.00

Source: Primary data

TABLE 3: COMMUNITY

Community	No. of Respondents	Percentage
SC	10	8.00
ST	18	14.40
BC	38	30.40
Others	59	47.20
Total	125	100.00

Source: Primary data

TABLE 4: MARITAL STATUS

Marital Status	No. of Respondents	Percentage
Married	78	62.40
Un-married	35	28.00
Widowed	12	9.60
Total	125	100.00

Source: Primary data

TABLE 5: EDUCATION

Qualification	No. of Respondents	Percentage
Upto 10 th class	14	11.20
Intermediate	14	11.20
Graduation	34	27.20
Technical	63	50.40
Total	125	100.00

Source: Primary data

TABLE 6: NATIVE PLACE

Native Place	No. of Respondents	Percentage
Local	111	88.80
Non-local	14	11.20
Total	125	100.00

Source: Primary data

TABLE 7: TYPE OF FAMILY

Family Type	No. of Respondents	Percentage
Nuclear	72	57.60
Joint	53	42.40
Total	125	100.00

Source: Primary data

TABLE 8: ECONOMIC STATUS

Economic Status	No. of Respondents	Percentage
Upper	04	3.20
Middle	83	66.40
Lower	38	30.40
Total	125	100.00

Source: Primary data

TABLE 9: ANNUAL INCOME FROM SALARY

Income	No. of Respondents	Percentage
Up to 20000	29	23.20
20000 - 40000	86	68.80
40000 and above	10	8.00
Total	125	100.00

Source: Primary data

TABLE 10: FINANCIAL POSITION

Position	No. of Respondents	Percentage
Good	20	16.00
Average	89	71.20
Poor	16	12.80
Total	125	100.00

Source: Primary data

TABLE 11: PRESENT POSITION

Position	No. of Respondents	Percentage
Skilled	18	14.40
Semi-skilled	79	63.20
Unskilled	28	22.40
Total	125	100.00

Source: Primary data

TABLE 12: NATURE OF JOB

Degree of Satisfaction	No. of Respondents	Percentage
Nil	15	12.00
Low	15	12.00
Medium	68	54.40
High	27	21.60
Total	125	100.00

Source: Primary data

TABLE 13: WORK ENVIRONMENT

Degree of Satisfaction	No. of Respondents	Percentage
Nil	27	21.60
Low	49	39.20
Medium	38	30.40
High	11	8.80
Total	125	100.00

Source: Primary data

TABLE 14: MANAGEMENT

Degree of Satisfaction	No. of Respondents	Percentage
Nil	25	20.00
Low	25	20.00
Medium	50	40.00
High	25	20.00
Total	125	100.00

Source: Primary data

TABLE 15: REMUNERATION

Degree of Satisfaction	No. of Respondents	Percentage
Nil	36	28.80
Low	59	47.20
Medium	23	18.40
High	07	5.60
Total	125	100.00

Source: Primary data

TABLE 16: CO-WORKERS

Degree of Satisfaction	No. of Respondents	Percentage
Nil	-	-
Low	15	12.00
Medium	42	33.60
High	68	54.40
Total	125	100.00

Source: Primary data

TABLE 17: CAREER DEVELOPMENT/PROMOTION

Degree of Satisfaction	No. of Respondents	Percentage
Nil	20	16.00
Low	35	28.00
Medium	59	47.20
High	11	8.80
Total	125	100.00

Source: Primary data

TABLE 18: POWER AND AUTONOMY

Degree of Satisfaction	No. of Respondents	Percentage
Nil	49	39.20
Low	29	23.20
Medium	35	28.00
High	12	9.60
Total	125	100.00

Source: Primary data

TABLE 19: PARTICIPATION AND INVOLVEMENT

Degree of Satisfaction	No. of Respondents	Percentage
Nil	27	21.60
Low	29	23.20
Medium	50	40.00
High	19	15.20
Total	125	100.00

Source: Primary data

TABLE 20: OVERALL JOB SATISFACTION

Degree of Satisfaction	No. of Respondents	Percentage
Nil	16	12.80
Low	37	29.60
Medium	59	47.20
High	13	10.40
Total	125	100.00

Source: Primary data

TABLE 21: JOB SATISFACTION ACROSS AGE OF THE EMPLOYEES

Level of Job Satisfaction	Age in Years				Total
	Up to 30	30 - 40	40 - 50	50 and above	
Nil	4 (26.67)	6 (7.89)	2 (9.09)	2 (16.67)	14 (11.20)
Low	2 (13.33)	26 (34.21)	11 (50.00)	4 (33.33)	43 (34.40)
Medium	5 (33.33)	35 (46.06)	8 (36.36)	5 (41.67)	53 (42.40)
High	4 (26.67)	9 (11.84)	1 (4.55)	1 (8.33)	15 (12.00)
Total	15 (100.00)	76 (100.00)	22 (100.00)	12 (100.00)	125 (100.00)

Source: Primary data

TABLE 22: JOB SATISFACTION ACROSS EDUCATION LEVEL

Level of Job Satisfaction	Education Level				Total
	Upto 10 th	Inter	Graduate	Technical	
Nil	2 (14.29)	-	6 (17.65)	5 (17.94)	13 (10.40)
Low	4 (28.57)	2 (14.29)	15 (44.12)	19 (30.16)	40 (32.00)
Medium	8 (57.14)	9 (64.29)	9 (26.47)	32 (50.79)	58 (46.40)
High	-	3 (21.42)	4 (11.76)	7 (11.11)	14 (11.20)
Total	14 (100.00)	14 (100.00)	34 (100.00)	63 (100.00)	125 (100.00)

Source: Primary data

TABLE 23: JOB SATISFACTION ACROSS MARITAL STATUS

Level of Job Satisfaction	Marital Status			Total
	Married	Unmarried	Widowed	
Nil	10 (12.82)	5 (14.29)	2 (16.67)	17 (13.60)
Low	24 (30.77)	7 (20.00)	6 (50.00)	37 (29.60)
Medium	35 (44.87)	16 (45.71)	4 (33.33)	55 (44.00)
High	9 (11.54)	7 (20.00)	-	16 (12.80)
Total	78 (100.00)	35 (100.00)	12 (100.00)	125 (100.00)

Source: Primary data

TABLE 24: JOB SATISFACTION ACROSS RELIGION

Level of Job Satisfaction	Religion				Total
	Hindu	Muslim	Christian	Others	
Nil	12 13.79	2 13.33	2 20.00	2 15.38	18 14.40
Low	27 31.03	5 33.33	2 20.00	5 38.46	39 31.20
Medium	39 44.83	7 46.67	4 40.00	4 30.77	54 43.20
High	9 10.34	1 6.67	2 20.00	2 15.38	14 11.20
Total	87 100.00	15 100.00	10 100.00	13 100.00	125 100.00

Source: Primary data

TABLE 25: JOB SATISFACTION ACROSS LOCAL/NON-LOCAL

Level of Job Satisfaction	Local/Non-local Status		Total
	Local	Non-Local	
Nil	15 (13.51)	1 (7.41)	16 (12.80)
Low	39 (35.14)	2 (14.29)	41 (32.80)
Medium	46 (41.44)	6 (42.86)	52 (41.60)
High	11 (9.91)	5 (35.71)	16 (12.80)
Total	111 (100.00)	14 (100.00)	125 (100.00)

Source: Primary data

TABLE 26: JOB SATISFACTION ACROSS TYPE OF FAMILY

Level of Job Satisfaction	Type of Family		Total
	Nuclear	Joint	
Nil	13 (18.56)	3 (5.67)	16 (12.80)
Low	34 (47.22)	7 (13.21)	41 (32.80)
Medium	23 (31.94)	30 (56.67)	53 (42.40)
High	2 (2.78)	13 (24.53)	15 (12.00)
Total	72 (100.00)	53 (100.00)	125 (100.00)

Source: Primary data

TABLE 27: JOB SATISFACTION ACROSS ECONOMIC BACKGROUND

Level of Job Satisfaction	Annual Income (Rs.)			
	Upto 20,000	20000-40000	40000 and above	Total
Nil	-	16 (18.60)	-	16 (12.80)
Low	12 (41.38)	29 (33.72)	-	41 (32.80)
Medium	12 (41.38)	33 (38.38)	7 (70.00)	52 (41.60)
High	5 (17.24)	8 (9.30)	3 (30.00)	16 (12.80)
Total	16 (100.00)	89 (100.00)	20 (100.00)	125 (100.00)

Source: Primary data

TABLE 28: JOB SATISFACTION ACROSS EMPLOYEES PERCEPTION OF THEIR FINANCIAL POSITION

Level of Job Satisfaction	Perception of Financial Position			
	Poor	Average	Good	Total
Nil	6 (37.50)	6 (6.74)	2 (10.00)	14 (11.20)
Low	4 (25.00)	19 (21.35)	10 (50.00)	33 (26.40)
Medium	1 (6.25)	56 (62.92)	7 (35.00)	64 (51.20)
High	5 (31.25)	8 (8.99)	1 (5.00)	14 (11.20)
Total	16 (100.00)	89 (100.00)	20 (100.00)	125 (100.00)

Source: Primary data

TABLE 29: JOB SATISFACTION ACROSS SKILL LEVEL

Level of Job Satisfaction	Skill Level			
	Unskilled	Skilled	Unskilled	Total
Nil	-	5 (6.32)	9 (50.00)	14 (11.20)
Low	23 (82.14)	10 (12.66)	1 (5.56)	34 (27.20)
Medium	4 (14.29)	54 (68.38)	4 (22.22)	62 (49.60)
High	1 (3.57)	10 (12.66)	4 (22.22)	15 (12.00)
Total	28 (100.00)	79 (100.00)	18 (100.00)	125 (100.00)

Source: Primary data

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