

JOB SATISFACTION AMONG THE EMPLOYEES OF NEYVELI LIGNITE CORPORATION LIMITED

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ABSTRACT

The present paper analyses the job satisfaction of the employees of Thermal Power Station I of Neyveli Lignite Corporation (NLC). Job satisfaction parts a major role in increasing the productivity and achieving the goal in an efficient manner. At present, job satisfaction is a topic of considerable interest to employers since it is likely to influence the workers on their performance, and the firm's, performance. The concept of job satisfaction has numerous definitions where the researcher has considered job security, relationship with peers and administrators, working conditions, salary, rewards and allowances, infrastructure and personal development for analyzing job satisfaction among the employees of Neyveli thermal power station I. The employees engage in Thermal Power Station I are executives, supervisors, permanent and society employees are surveyed for the study. From the survey, it is found that the job satisfaction is determined by the employment status and economic factors. Of the employees, job satisfaction of executives and supervisors has registered at higher level while the same is low for society and permanent employees. Thus, the study suggests the organization to take care of the well being of the society and permanent employees for availing uninterrupted electricity for the nation.

INTRODUCTION

The present paper analyses the job satisfaction of the employees of Thermal Power Station I of Neyveli Lignite Corporation (NLC). Job satisfaction among the employees plays a vital role in increasing the productivity (Spector, 1997). It enables the employees to develop and rise within the organization. Job satisfaction helps the employees to achieve the goal in an efficient manner, ensure better cooperation and results in greater loyalty towards the organization (Bedeian et al 1992). There will be various benefits guaranteed to the employees concerned and to the management by the high level of job satisfaction. Job satisfaction reduces labour turnover, increases the productivity, reduces the absenteeism and ensures high level of mental and physical health.

Job satisfaction as a general attitude of the workers constituted by their approach towards the wages, working conditions, control, promotion related with the job, social relations in the work, recognition of talent and some similar variables, personal characteristics,

and group relations apart from the work life (Gruneberg 1979). At present, job satisfaction is a topic of considerable interest to employers since it is likely to influence the workers on their performance, and the firm's, performance. Job satisfaction is important from the perspective of maintaining and retaining the appropriate employees within the organization; it is about fitting the right person to the right job in the right culture and keeping them satisfied (Glisson and Durick 1988).

Given this backdrop, the present study has delimited to study the job satisfaction of the employees of Neyveli Lignite Corporation limited, which is one among the profitable industries in India. The concept of job satisfaction has numerous definitions. Job satisfaction is an attitude that employees have about their work and is based on numerous factors. However, the researcher has considered the following aspects: job security, relationship with peers and administrators, working conditions, salary, rewards and allowances, infrastructure and personal development.

THE ISSUE

The present study analyses the factors that determines the job satisfaction among the employees of NLC. The job satisfaction may be influenced by both internal as well external factors. The internal factors that affect job satisfaction are reorganization of employees and economic benefits while the personal characteristics determine the external factors (Thompson and McNamara 1997). Based on this, the production of an organization is determined by the employees at various levels. However, the internal and external factors may vary according to the position of the employees. Organizational care towards the employees' welfare may reduce inequality and influence the production and job satisfaction. The job satisfaction varies widely among the employees and thereby affects the production and the economy. Thus, the present study attempts to analyses the outcomes of internal and external factors of job satisfaction which determine the job satisfaction.

SIGNIFICANCE OF THE STUDY

The contribution of industrial sector for the growing economy is inevitable. On the other hand, employee's stands in every stage of economic development and industries are not an exemption for this. Thus, the welfare of the employees has to be considered for the development of the nation. However, it is observed that the employee's welfare is not given much importance in most of the cases where their works are grabbed without considering their well being. The organisation has the responsibility to look after the welfare of the employees. If the organisation fails to satisfy the needs of the employees, then the production of the organisation is affected. Given this backdrop, studying the job satisfaction of the employees has rich value and scope for enriching the need of the labour and organisation. Thus, the study is need of the hour which will provide some insights for achieving higher job satisfaction of the employees and thereby the production and economic development.

METHODOLOGY

In order to measure the job satisfaction, the researcher has collected primary data from the employees of Thermal Power Station I of NLC. The data are collected with the help of well structured questionnaire. The employees engage in Thermal Power Station I are executives, supervisors, permanent and society employees. From each category, 20 employees were surveyed and the total sample stood at 80. Simple random sampling technique was adopted for identifying the sample employees. Chi-square and regression techniques were used for analysing the job satisfaction of the employees.

ANALYSIS AND DISCUSSION

The section analysis the details of the respondents and factors influence job satisfaction of the employees of NLC.

Details of the Respondents

The demographic and economic characteristics of the respondents are given in table 1. This information would help the researcher to analyse the job satisfaction of the employees. The employees of Thermal Power Station I are males. By considering the severity of work, the females are not appointed in Thermal Power Station I and thereby the present study has selected only the male employees for analysing the job satisfaction.

Age is the deciding factor of a person to analyse his working capacity. In the same time, job satisfaction may also vary according to the age of an individual. By keeping this, the employee's age was classified as below 30, 31-45 and above 45. In total, majority (55%) of the employees belong to middle age group and 24 per cent of them are below 30 and 21 per cent were above 45. As majority of the employee's age was in-between 31-45, the employees can actively participate in the work. Among the employees, most of the society labours (45%) and permanent employees (45%) are aged in between 31-40, while majority of the Supervisor (75%) and Executives (55%) aged above 45. Senior officials were Supervisors and Executives

where their experience may help to monitor the work and labours effectively.

At present, education is considered as a prime need for human development. In particular, education helps the employees to equip technical knowledge and awareness about their field of work. Of the total surveyed employees, majority (33%) of the employees is M.E. degree holders and 23 per cent of them have attained education at school level. This show the employees of one part have attained higher level education while others attained only up to school level. The rest of the employees were diploma, UG, PG and BE holders. Of the employees, majority of the society labours (85%) and permanent employees (45%) educated up to the school and diploma level. But, the supervisors and executives are BE and ME holders, which prompts their position to administrative level.

Working experience makes the work easier and also increases the production and revenue. Because of this, the organization gives more salary and incentives for their experience. The experience of the surveyed employees constitutes below 10 years, 11-20 years and above 20 years. Of this, 46 per cent of the employees were below 10 years, 31 per cent of the employees experience was in between 11-20 years and 23 per cent of them are experienced more than 20 years. Among the employees, majority of the society labours (85%) and permanent employees (55%) have experienced below 10 years which infers that these employees have entered the organization recently. While, the supervisors working experience constitutes below 10 years (45%), 11-20 (40%) and above 20 years (15%). The education attainment of the supervisors has made them to occupy higher level of profession where they supervise the society and permanent employees through their technical guidance. Hence, the executives are the senior most officers among the groups surveyed and 60 per cent of them have experience more than 20 years and 40 per cent were in-between 11-20 years. The experience has made the executives to reach higher position where there experience helps the organization to attain higher turnover.

Money satisfies all the human necessities at the required time. However, an employee will get higher level of satisfaction when he receives salary for his work. According to the monetary value, the satisfaction of a person stands. On an average, the monthly salary of the executives stood at Rs. 31,800 and supervisors at Rs. 22, 625 while the permanent employees earn Rs. 11,400 per month and society labours at Rs. 2970. The society employees are appointed as temporary workers and because they are given meagre wages. However, the above discussed demographic and job details of the surveyed employees would help in analysing the job satisfaction of the employees in the forthcoming sections.

Determinants of Job Satisfaction

Economic factors have significant importance in deciding the job satisfaction of the employees. Economic factors have rich value in enforcing the job satisfaction. Particularly, education and salary have a positive relationship with the job satisfaction. That is, as the education level is high, the employee will be holding higher position and similarly the salary will be. Apart from this, experience too determines the level of job satisfaction where the experience from employment may receive all respects from the organisation. By considering this, the researcher has analysed the job satisfaction with respect to the economic factors. As aforementioned, the employment status, education, experience and salary of the employees were taken as the determinants of job satisfaction. These variables were analysed with the identified factors of the job satisfaction. The regression results of the job satisfaction were given in table 2.

The job security shows significant results among the employees while, education, experience and salary has no influence over it. Executives, supervisors and permanent employees are holding secured job while the society employees are temporary employees and thus the job security has significant relation over employment status at 1 per cent level. Responses of the supervisors vary significantly among the employment status and experience. The executives and supervisors have smooth relationship with their higher officials while the permanent and society employees

Table 1: Demographic Characteristics and Job Details of the Surveyed Employees of NLC

Details		Employees				
		Society Employees	Permanent Employees	Supervisors	Executives	Total
		(n=20)	(n=20)	(n=20)	(n=20)	(N=80)
Gender	Male	20	20	20	20	80
		(100)	(100)	(100)	(100)	(100)
Age	Below 30	9	8	2	0	19
		(45)	(40)	(10)	(0)	(24)
	31-45	9	9	15	11	44
		(45)	(45)	(75)	(55)	(55)
	Above 45	2	3	3	9	17
		(10)	(15)	(15)	(45)	(21)
Education	School level	12	6	0	0	18
		(60)	(30)	(0)	(0)	(23)
	Diploma	5	3	0	0	8
		(25)	(15)	(0)	(0)	(10)
	UG	3	9	0	0	12
		(15)	(45)	(0)	(0)	(15)
	PG	0	2	0	0	2
		(0)	(10)	(0)	(0)	(3)
	BE	0	0	14	0	14
		(0)	(0)	(70)	(0)	(18)
	ME	0	0	6	20	26
	(0)	(0)	(30)	(100)	(33)	
Experience (in years)	Below 10	17	11	9	0	37
		(85)	(55)	(45)	(0)	(46)
	11-20	3	6	8	8	25
		(15)	(30)	(40)	(40)	(31)
	Above 20	0	3	3	12	18
	(0)	(15)	(15)	(60)	(23)	
Average Monthly Salary (In Rs.)		2970	11400	22625	31800	17198

Source: Computed

Figures in parentheses denote percentages to the total sample

are not so. Because of the hierarchy among the employees the responses of the supervisors vary significantly among the employees at 5 per cent level. On the other, experience has significance over the responses of the supervisor among the employees which is significant at 1 per cent level.

Training given to the executives, supervisors and permanent employees are satisfactory while the society employees are not given enough training where the regression results infer the same. Thus, training has significant results over the employment status at 1 per cent level while other factors have no such influence.

An interesting result is observed in case of relationship with the Peers. That is, of the selected economic variables, education and experience alone have significantly influence the relationship with the Peers at 1 per cent level. Because, highly educated and experienced employees would have more exposure to move smoothly with other co-workers and the results shows the same.

Employment and education has significantly influence the salary of the employees. Obviously, salary may vary according to the employment and educational status of the workers which is significant at 5 per cent levels. The allowances shows significant results among the employees while education, experience and salary has no influence over it. Executives, supervisors and permanent employees receive more allowances while the society employees are availed so and thus the allowances has significant relation over employment status at 1 per cent level.

Economic development varies significantly among the employees while other factors have no such influence. As the salary vary according to the employment status which is significant at 1 per cent level. Employment and salary have influenced the career development of the employees of NLC. According to the employment status, the employees get promotion, increments and other benefits which influence their career. As the same, the employment status influenced the career of the employee at 1 per cent level while the salary at 5 per cent level.

Standard of living is influence by the employment status, education and salary other than the experience. Because, education leads the employee to attain higher position of employment and salary. As a result, standard of living are significantly influenced by the employment status and education at 1 per cent level whereas salary at 5 per cent level.

Finally, the overall job satisfaction of the employees varies according to their employment status while other factors have not influence the overall job satisfaction. That is, of the determinants of job satisfaction, job security, supervisor's response, training, salary, allowance, economic and career development, standard of living and overall job satisfaction have significantly

influenced the job satisfaction of the employees at 1 per cent and 5 per cent respectively. Hence, job satisfaction significantly varies among the executives, supervisor, permanent and society employees. Besides, career development and standard of living were influenced by the economic factor which is significant at 5 per cent level. From this, it could be observed that economic factors significantly influence the job satisfaction of the surveyed employees. Thus, job satisfaction is determined by the employment status and economic factors. The organisation has to concentrate on employee's economic conditions and their well being which may improve their productivity and job satisfaction.

CONCLUSION

From the above findings, major conclusions of the present study carried out at the micro-setting among the employees of NLC.

The surveyed employees are executives, supervisors, permanent and society employees. Of the employees, executives and supervisors job satisfaction is registered at higher level. But, there is a different opinion among the executives and supervisors regarding health condition and job stress which shows that the health problem is severe in NLC. On the other, the job satisfaction of the society and permanent employees are low as compared to that of executives and supervisors. In particular, the perception of the society employees is dissatisfactory in all cases which is an outcome of their temporary position. This infers that the permanent employees are highly satisfied with their job as compared to that of temporary employees.

On the other hand, the economic factors influence the job satisfaction. Employment status, education, salary and experience have showed significant influence over the job satisfaction. Of this, employment status has determined the job satisfaction of the employees in most of the cases. That is, job security, relationship with the higher officials and co-workers, economic and other benefits varies according to the employment status. Because, the executives and supervisors are enjoying more benefits as their job satisfaction is high. But, the permanent and society employees are not availed with more benefits and their job satisfaction is less

Table 2 Determinates of Job Satisfaction of the Surveyed Employees of NLC: A Regression Analysis

Sl. No.	Determinants	Employment	Education	Experience	Salary
1.	Job Security	1.113*	-0.208	0.165	-0.150
		(3.221)	(1.152)	(1.250)	(0.340)
2.	Supervisor response	0.771**	-0.067	0.481*	0.000
		(2.520)	(0.747)	(2.927)	(0.856)
3.	No work load	0.437	-0.186	0.061	0.539
		(1.494)	(1.216)	(0.547)	(1.438)
4.	Training	0.998*	-0.238	-0.189	0.188
		(3.002)	(1.368)	(1.488)	(0.441)
5.	Relationship with co-workers	0.359	0.712*	0.363**	-0.664
		(0.813)	(3.080)	(2.152)	(1.174)
6.	Job rotation	-0.003	0.393	0.179	0.314
		(0.007)	(1.863)	(1.163)	(0.607)
7.	Salary	0.733**	-0.339**	-0.054	0.477
		(2.536)	(2.239)	(0.489)	(1.288)
8.	Allowances	1.069*	-0.295	-0.019	0.005
		(3.157)	(1.663)	(0.147)	(0.012)
9.	Infrastructure	0.478	-0.425	-0.228	0.493
		(0.965)	(1.639)	(1.204)	(0.777)
10.	No job stress	0.549	-0.022	0.269	0.087
		(1.497)	(0.114)	(1.923)	(0.184)
11.	Economic development	0.934*	-0.203	0.144	-0.023
		(3.173)	(1.321)	(1.279)	(0.062)
12.	Career development	0.581*	-0.039	-0.055	0.468**
		(3.280)	(0.421)	(0.807)	(2.061)
13.	Standard of living	0.723*	0.000*	0.037	0.513**
		(2.741)	(2.878)	(0.366)	(2.518)
14.	Overall Job Satisfaction	0.648*	0.225	-0.036	0.055
		(2.252)	(1.491)	(0.323)	(0.149)

Source: Computed

Note: Figures in parentheses denotes t/f values

*- Significant at 1 per cent level

**- Significant at 5 per cent level

comparatively. Particularly, the society employees are appointed on temporary basis and they are not satisfied with their job and organisation.

Education has influence the job satisfaction by developing good relationship with collogues. Besides, education has also stood as a determining factor of the employee's salary. The result infers that education prompts the employee to attain higher level of job satisfaction with good relationship and salary. Next, the experience of the employees has increased the job satisfaction by having smooth relationship with supervisors and co-workers. Working for a long tenure has enhanced better understanding in between the supervisors and co-workers. Finally, the salary of the employees has helped their career development and standard of living. Obviously, financial support is a major requirement for the development of all and that may take better standard of living. Similarly, the salary has enhanced the career development and standard of living. In total, employment status, education, experience and salary have influenced the job satisfaction of the employees.

The job satisfaction of the employees is mostly determined by the employment status. However, this variation could be observed due to variation in economic and other benefits rendered by the organisation. In particular, the society employees report their dissatisfaction for the job and if the problem of these employees reduced, then the gap in between the employees would be curtailed which may enrich the welfare of the employees and the organisation.

SUGGESTIONS

The suggestions of the study are as follows:

- The executives and supervisors are highly satisfied with the various factors of job satisfaction while their responses slightly vary regarding work load, allowances and incentives. Thus, appointing more employees may reduce the work burden and providing reasonable allowances and incentives may attract their involvement at work.
- The perception of the permanent employees shows that the work load, job rotation, accommodation, job stress, health problem, economic benefits and career development have affected the job satisfaction. The organisation has

to consider the problems and necessary actions have to be taken for the welfare of permanent employees.

- The job satisfaction of the society employees is unsatisfactory. Because, the society employees are appointed on temporary basis, where the job is insecure. As a solution, the society employees are to be permanently appointed to avail all the benefits to them which may safeguard the welfare of society employees.

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