

# A Comparative Study of the Job Satisfaction Level of the Workforce and Executives of Hindustan Newsprint Limited (HNL), Vellore, Kerala State

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## Introduction

The industrial scenario of the world has changed due to the globalization and liberalization of trade and competitive market economy. The main facet of Human Resources Management like the employee selection, hiring, retention, training and motivation are to be guided by the global perspective. The competitive advantage of an advanced nation is fetching globalized skills and growing knowledge of its workforce. During this technologically advanced period, every factor of production other than work force skills can be duplicated anywhere in the world. The competent and skilled workforce doing multifaceted things keeps a company competitive. It helps to attract foreign investment and economic development of the nation.

Job satisfaction is one of the important factors to be considered by the current organizations as it relate to its employees. Modern management concepts learn the importance of human resources of the organization and concluded that it is the most valuable asset in an organization. The absence of job satisfaction leads to fatigue and reduced organizational commitment. It is a predictor of quitting a job. No firm can accomplish its ultimate aims of profit maximization without satisfying its manpower. Nowadays, a widely acknowledged statement that, “a happy worker is a productive worker”. They put their efforts for the success of the organizations. It is a true fact that man can never be fully satisfied within their life. As employees spend a major portion of his/her time in the work place and they will be satisfied in life only if they are satisfied in the job. By considering these factors job satisfaction is a matter of considerable importance for both the employers and employees.

The performance of human being is influenced by psychological and social factors such as family, age, sex, experience, education, job condition, feeling, welfare, recognition, wages and salaries, leadership, promotional opportunities, dealings with work group, work stress, control at work, work- life

interface, material compensation and punishment they received and working environment.

In India formal industrial organizations were emerged after the period of 1850s. Merchandise from Europe, developed its trade activities and established number of factories in India. Jute was the main industry, followed by steel, leather, coal, etc. After independence, India followed mixed economy as an extension model.

Industrial organizations were broadly classified as public sector including the administrative arm of the government and the private sector. Public sector organizations are the largest employers in the country and have huge investments. The approach of organizations to personnel management also underwent significant changes after independence. Various committees and enquiry commissions were appointed for studying the industrial situation and their recommendations led to the creation of labour and social security legislations.

Labour conditions are lawful in the industrial sector. Numerous legislations were introduced to protect workers. Our former Prime Minister, Jawaharlal Nehru, in a speech in the Lok Sabha on December 21, 1954, said that “our policy must inevitably be one of raising production and increasing employment as rapidly as possible. In doing so, it is essential that the public sector should grow as rapidly as possible”.

Since the Indian economy is integrated with the global economy and the industrial sector especially public sector undertaking in India is significantly affected the changing situation due to disinvestment, privatization, restructuring, closure etc. These industries also practice downsizing, greater use of contract labours, depends on outsourcing and externalization.

## Hindustan Newsprint Limited

News print industries are one of the important industries of the country. During the planning period Indian newsprint industries showed a rapid growth. This industry was operated under the protective tariff since 1925. Large number of paper mills operating in the public and private sector in the country. But these industries have been suffering

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from various problems including high production cost, scarcity of raw material, problem of royalties and leases, overcapacity and under capacity utilizations, sickness of small and medium paper units etc.

India is blessed by its vast forest resources and these resources are used as raw materials to these industries. To improve the conditions of this industry, necessary steps must be taken by the government for higher capacity utilization through renovation and modernization of large mills, adopt measures like excise rebate to small units, abolition of custom duty on the import of paper pulps and wood chips, infrastructural support and withdrawal of control over price, production and distribution of white printing paper etc. Paper industries have to introduce plantation forestry in order to meet the scarcity of raw materials.

Hindustan Newsprint Limited (HNL), located at Vellore in the Kottayam District of the Kerala state, is a Government of India (Central Public Sector) Enterprise under the administrative jurisdiction of the Department of Heavy Industry, Ministry of Heavy Industries and Public Enterprises. HNL was incorporated as a wholly owned subsidiary of the Hindustan Paper Corporation limited (HPC), on June 07, 1983.

### Earlier Studies

Major research studies related to job satisfaction concluded that it is the positive feelings or likes of the employees towards his job. The job satisfaction concept is vital to industrial and organizational behaviour in many aspects. Many studies have established a strangely large impact on job satisfaction in the motivation of workers, while the level of motivation has an impact on productivity and performance of business organizations.

Hoppock, in 1935, observed that Job Satisfaction “as a combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job”. Vroom (1964) opined that Job Satisfaction focused the role of the employee in the workplace. According to him, “job satisfaction as an affective orientation” He also studied the relation between the role of employees in the organization and the job satisfaction and concluded that role of the employees in an organization increases their satisfaction.

Kanungo (1982), observed that, job satisfaction was the function of job’s capacity to satisfy one’s present needs. However, satisfaction with work as a normative belief about value of work in one’s life and was a function of one’s past cultural conditioning or socialisations.

Pandey and Prakash (1984) in their study stated that, achievement motivation was an important consideration in job satisfaction. They concluded that high achievement motivation provided more

satisfaction than those with low achievement motivation.

Mishra and Pattanay (1992), concluded their study that there was a significant difference between respondents from private and public sector with regard to climate, satisfaction relationships on dimensions such as scope for advancement, monetary benefits, objectivity and rationality, recognition and appreciation, training and development, welfare facilities. These were influencing factors of job satisfaction.

Sinha and Singh (1995), revealed that “the nature of work and human relations contributed directly to satisfying nature of the job in case of managers. They studied about the importance of the nature of work and its influence on the human behaviour.

Gazioglu and Tansel, (2002), believed that job satisfaction trends could affect the labour market behaviour and influence the work, productivity, work effort, employee absenteeism and labour turnover. It was considered as a strong predictor of overall individual well-being, as well as a good predictor of intention or decisions of employees to leave a job.

Biswas and Varma (2007) observed that HR practices in India were increasingly geared towards improving the way individual employees perceived their day-to-day working environment, or the way they perceived the psychological climate in the workplace.

Nguyen, Taylor and Bradley (2007), stated that organisations must know how to motivate their employees, because more satisfied employees’ clock in more profits, there is lower employee turnover, and this lead to high productivity.

It is observed from the available literature that various factors influenced the job satisfaction are motivation, compensation, work environment, recognition, welfare measures, training, quality of work life and opportunity for personal development. The work environment and the attitude of people in public and private undertakings differ. A few studies have been conducted on the impact of various factors on job satisfaction. News print industry is one among the labour intensive industry in India which is purely dependent on the performance of all personnel in the organization. So personnel satisfaction is assumed as the key factor that results in the success of every undertaking.

### Objectives of the Study

The main purpose of the study is to compare the job satisfaction level of the work force and executives of the Hindustan Newsprint Limited, Kerala and measure the job satisfaction level of these employees. For this purpose, the following objectives are formulated.

1. To measure the job satisfaction level of Workforce and Executives of HNL on Compensation Packages.

2. To analyze the job satisfaction level of Workforce and Executives of HNL on Labour Welfare Measures.
3. To study the Work environment of the organization and measure the satisfaction level of Workforce and Executives of HNL on Work environment
4. To analyze the satisfaction level of Workforce and Executives of HNL on Training and Development provided by the company.
5. To assess the satisfaction level of Workforce and Executives of HNL on Industrial Relations of the company

### Hypotheses of the Study

Based on the above objectives, the following hypotheses were formulated.

1. There is no significant difference in the level of satisfaction of the Work force and Executives on the aspects of Compensation packages
2. There is no significant difference in the level of satisfaction of the Work force and Executives on Welfare Measures.
3. There is no significant difference in the level of satisfaction of the Work force and Executives on Work environment
4. There is no significant difference in the level of satisfaction of the Work force and Executives on the Training and Development
5. There is no significant difference in the level of satisfaction of Work force and Executives on Industrial Relations

### Methodology

The Study was descriptive and analytical in nature and is carried out to make a comparative analysis of the job satisfaction level of the work force and executives of HNL.

Both primary and secondary data were used for the study. Secondary data were collected from various records of HNL, official website of the company, journals and magazines issued by the company etc. For collecting general information about job satisfaction, various books, journals, website, relevant studies etc., were considered.

Primary data were collected directly from the respondents. A pre- tested structured interview schedule was used for collecting primary data from the sample respondents. Separate interview schedule was prepared and issued to each category of employees. A five point Likert's scale ranging from highly satisfied to highly dissatisfied groups, used for measuring the level of job satisfaction among the respondents. Direct interview method was also adopted for collecting primary information from various officials, workers representatives and leaders of the recognized trade unions of the company.

Employees are categorized into work force and executive. The workforce category included

permanent workers, contract labourers and casual labourers working in the company. The number of employees has been selected from the records of the HNL. A stratified random sampling technique was adopted for selecting the sample respondents. For the purpose of selecting sample, the population was first divided into different strata on the basis of the category of employees, then from each stratum thirty percent (30%) of employees have been chosen by giving equal weights to both males and females. Total number of employees selected as sample has come to 527. Out of this 72 executives, 180 permanent workers, 221 contract labourers and 54 casual labourers. Percentage analysis was used to analyse the demographic variables. Descriptive statistics like Mean and SD were computed for measuring the satisfaction of each category of the employees on each variable.

The attitude of the employees towards the factors influencing job satisfaction was measured with the help of directional non parametric technique Binomial test. The test has been administered with mid value in the instrument (3) as the cutoff point and the test proportion as 0.50. The test has been applied after converting data into dichotomous structure namely, moderate or below and high. The level of significance is fixed at 5 per cent.

Kruskal Wallis Test was applied for the factor wise comparison of the variables. The computer programme Statistical Packages for the Social Science (SPSS version 17), has been s also used to analyse the data.

### Limitations of the Study

1. There was conspicuous unwillingness on the part of labour force of the selected sample units to provide sufficient and relevant information.
2. Employees were reluctant to spend their time to fill the interview schedule because the time constraints and the tight scheduling of their work.
3. There is the possibility of biased responses of primary data, which is inherent in sample surveys. However conscious efforts were made to verify such contradictions at the source itself and minimize them to the extent possible.

### Findings of the Study

The major findings of the study were summarized under the following five heads:

1. Demographic Variables
2. Compensation Packages
3. Labour Welfare Measures
4. Work Environment
5. Training and Development
6. Industrial Relations

### *Demographic Variables*

An analysis of the demographic variables viz., gender revealed a male domination in HNL. Most of the respondents are male (473) and the rest are females. Male proportion in the executive category is 83 per cent, permanent workers are 90 per cent, contract labourers are 88 per cent and casual labourers are 93 per cent. The age wise analysis of the respondents revealed that the numbers of executives and permanent workers are more in the age group of 49 and above (48% and 37%). However, the number of contract labourers and casual labourers were more in the age group in between 39 to 48 (34% and 44%). The variable marital status of the employees revealed the fact that majority of the respondents were married (95 %) and 0.05 per cent of the permanent workers were widowed. 42 per cent of the executives were graduate and 27 per cent were post graduate, 19 per cent of the permanent workers were graduate and 17 per cent were post graduate, 10 per cent of the contract labourers were graduate and 5 per cent was post graduate, 21% of the casual labourers were graduate and 75 per cent of the executives were technically qualified. 67 per cent of the permanent workers have technical qualification. 64 per cent of the contract labourers and 41 per cent of the casual labourers were technically qualified. Cent per cent of the executives were skilled, 89 per cent of the permanent workers were skilled and 11 per cent were semi-skilled, 86 per cent of contract labourers, were skilled and 14 per cent were semi-skilled. Only 7 per cent of the casual labourers were skilled, 82 per cent were semi-skilled and 11 per cent were unskilled.

### *Satisfaction Level of Workforce and Executives on Compensation Packages*

The satisfaction level on compensation package was analysed by categorizing into two construct viz., primary compensation package and supplementary compensation package.

#### *Primary Compensation Package*

The study found that the satisfaction level of employees on salary/ wages was comparatively very high in all the categories except in the case of casual labourers. The casual labourers enjoyed a relatively high satisfaction. Executives and permanent workers had considerably high satisfaction with bonus/ commission. However, the executives' level of satisfaction was comparatively lower than that of permanent workers.

All the categories of employees enjoyed a high level of satisfaction with regard to the timely disbursement of salary. However the satisfaction level of executives was marginally very high when compared to that of other categories of employees. Employees had comparatively high satisfaction with the periodicity of revision of pay. The overall

satisfaction of the employees found that there was a considerably high level of satisfaction on all the categories on primary compensation package.

#### *Supplementary Compensation Package*

Overall mean score and SD of executive category, work force category viz., permanent workers, contract labourers and casual labourers were above the average. However, there was a significant difference in the level of satisfaction of executives in respect of the variables viz., salary/wages, medical re-imburement, timely disbursement of salary and disbursement of arrears on revision and period of revision of pay and arrears. However, there was no significant difference in the level of satisfaction with regard to bonus and the norms for wage fixation. Analysis of the satisfaction level of permanent workers showed that there was a significant difference in the level of satisfaction with regard to the primary compensation package except in the case of norms for wage fixation since the P values were less than 0.01. In the case of contract labourers and casual labourers there was a significant difference in the satisfaction level of the respondents regarding the wages and timely disbursement of wages (P value = 0.000<0.01 and P=0.004<0.01 and 0.002<0.01).

### *Satisfaction Level of Workforce and Executives on Welfare Measures*

Welfare measures were evaluated by dividing it into health welfare measures, terminal benefits, recreational facilities, perquisites and functioning of town ship.

Satisfaction level of executives and permanent workers were found to be comparatively very high on provision of medical facilities. The contract labourers and casual labourers' satisfaction were also higher than the average. While comparing the statistical results, it was understood that the satisfaction level of casual labourers was marginally lower. The level of satisfaction of woman employees was considerably high in welfare measures including maternity benefit. The mean and SD of executives was 3.71 (SD 0.971) and permanent women workers it was 3.36 (SD 0.526).

Satisfaction level of employees on the canteen facilities was considerably high for executives and permanent workers. Overall satisfaction of employees revealed that the executives and permanent workers have relatively higher satisfaction on welfare measures. The contract labourers and casual labourers satisfaction score was below the average and showed a dissatisfaction level. There was significant difference in the satisfaction level of executives, workforce on health welfare measures viz., provision of medical facilities, arrangement for prevention of occupational diseases, arrangement for prevention of fatigue and canteen facilities

### *Satisfaction level of Work force and Executives on Work Environment*

Work environment is analysed after dividing it into the following sub variables viz., working conditions, work schedule, job safety and security, work life balance, communication, motivation and supervision.

Executive category of employees had relatively higher satisfaction on 'Lighting and Temperature'. While in the case of work force category, the casual labourers enjoyed a relatively high level of satisfaction. Mean score and SD were 3.91(0.293). The permanent workers and contract labourers had almost same level of satisfaction.

Executives and casual labourers were comparably highly satisfied with the facilities of "ventilation and doors". The permanent workers and contract labourers enjoyed more or less same level of satisfaction. The workers were highly satisfied with the latrines, urinal and spittoons provided by the company. While in the case of executives' category of employees, the satisfaction level was comparatively very high as compared to others. Satisfaction level of employees in the facilities at rest rooms and dining room and room for storing and drying clothes showed a relatively very high.

Overall satisfaction score of executives and workforce on work environment is comparatively very high and high on most of the variables considered for study viz., atmospheric conditions, work schedule, job security and safety, Work Life Balance, motivation and supervision. However, there was a significant difference in the satisfaction level of employees on all major aspects since the p value is less than the value at 5 per cent level.

### *Satisfaction level of Work force and Executives on Training and Development*

Satisfaction level of employees on training programme was relatively high. The mean score and SD of executive category of employees on training program were 4.08(0.278), which showed a relatively very high level of satisfaction. While the mean score and SD of permanent workers were 3.58(0.692), showed a high level of satisfaction, but it is relatively lower than that of the executives. The statistical result regarding infrastructural facilities for training explained that permanent workers level of satisfaction was comparatively low. An analysis of the level of satisfaction of the employees with regard to the external training facilities revealed that both the categories of employees have almost equal high level satisfaction (mean score 3.50 (SD 0.904) and 3.55(SD 0.687). While comparing the overall satisfaction of executives and permanent workers on training and development had relatively high. However, the level of satisfaction of the permanent workers was a little bit lower than that of the executives. The study found that there was a significant difference in the level of satisfaction among executives regarding training viz., duration

of the programme, infrastructural facilities for training. There was a significant difference in the satisfaction level of the executive category of employees on all variables considered for the development programme.

### *Satisfaction level of Workforce and Executives on Industrial Relations*

For the purpose of study the industrial relations of employees were grouped into our viz., employee relations, management relations and social relations. The mean score and SD of the satisfaction level of executives and permanent workers on the 'superior and subordinate relations were 4.49(0.530) and 4.00(0.351), showed a very high level. But the permanent workers satisfaction level was lower than that of executives. With respect to relations between superiors, the satisfaction level was relatively very high in the case of executives and it was high in the case of permanent workers. As far as the relation with Association/ union was considered, it showed a relatively very high level of satisfaction in both the categories of employees. An analysis of the formation and functioning of various committees and management councils showed that both the category of employees have comparably high satisfaction and have an almost equal level of satisfaction.

The level of satisfaction of executives on 'distribution of standing orders' was comparatively very high and was high in the case of permanent workers. Satisfaction level regarding the permanent workers was relatively high on the functioning of grievance redressal committee. Satisfaction level of employees with regard to 'Redressal mechanism' was highly satisfied. By comparing the result the satisfaction level of executives was more than that of permanent workers. Satisfaction level of executives on the fulfillment of social responsibilities was relatively very high (mean and SD= 4.21 and 0.555).

Overall mean score of executives and permanent workers are comparatively high on industrial relations. However, there was a significant difference in the satisfaction level of executives and permanent workers in the case of employee relations within the organization. There was a significant difference in the level of satisfaction of executive and permanent workers on management relations and social relations since the p value is less than the hypothesized value.

### *Overall Satisfaction Level of Employees*

A comparative analysis of the job satisfaction level of employees on compensation packages, welfare measures, work environment, training and development and industrial relations revealed that the permanent workers and executives were satisfied on all of these constructs formulated for the study.

## Suggestions

On the basis of the study the following suggestions were proposed.

1. The executives' level of satisfaction on conveyance allowance was moderately low as compared to permanent workers. Various modes of conveyance facilities are available and proper arrangements are made to provide necessary facilities after obtaining the information and suggestions from the executives or from their representatives.
2. The contract labourers and casual labourers response showed a dissatisfaction score in the case of women welfare including maternity benefits. There is no such statutory protection for the welfare of the women employees of contract and casual labourers. But they are come under the ESI benefits. So, the government should make necessary provision for the welfare of women employees through ESI Act. The management put this matter to the attention of the concerned authority for consideration.
3. The contract labourers and casual labourers were highly dissatisfied in the case of arrangement for the prevention of fatigue. But the executives and permanent workers are highly satisfied. It can occur as a result of various factors that may be work-related, lifestyle-related or a combination of both. Company should identify the exact reason for fatigue through proper counseling to the employees. Counseling provides a channel to share the grievances of the employees and seek valuable guidance. It helps to increase the mental health and reduce the laziness of the employees. It is a necessity to develop a counseling cell in every organization as there is large number of problems faced by every employee in their family life and work life.
4. In the case of the group insurance scheme the permanent workers score was less than the average and was considered as dissatisfied. The reason for dissatisfaction is risk coverage of the scheme is very low. Industrial workers are more prone to accidents. The company should give consideration to include more coverage through group insurance and notice it to the concerned authorities to change the provision to include more schemes.
5. The permanent workers were dissatisfied on the welfare fund. The welfare fund may be instituted either as per Factories Act or by the company itself. The company compulsorily constitutes the welfare fund and strictly follow the provisions in the Act or necessary modification are made by the concerned authorities after obtaining the suggestions and ideas from the employees.
6. The executives and permanent workers were highly dissatisfied on pension plan of the company. A nominal amount is available in the form of pension and it is not sufficient to meet the cost of living of the employees after retirement. Therefore, the company should give proper consideration to the pension plan within the purview of the policy of the company.
7. The analysis of the result showed that the permanent workers were dissatisfied with the post retirement benefit. Retired employees and their families are covered under this scheme. However, the premium towards this scheme is made jointly by the employees and the company. The company should try to avoid the contributions from employees and more benefits are included through this scheme.
8. The executives are dissatisfied in the case of gift to the employees as provided by the company for the achievement of higher productivity or profitability. The executives' level of expectation is not considered by the company, which may be the reason for this dissatisfaction. This may be in the form of kitchen appliances or other electrical equipment. The company should collect the opinion of the employees through their leaders before finalizing the items.
9. The contract labourers and casual labourers are highly dissatisfied in the case of the availability of equipment for the protection of eyes under the construct of job security and safety. But the executives and permanent workers level of satisfaction is high. The differences in the opinion are considered seriously and necessary arrangements are made to distribute safety devices and arrange safety training programme frequently.

## Conclusion

Industrial labour occupies an important place in the economy of the country because of its contribution to national income. A happy industrial worker will be a great asset to the organisation and also the nation. But dissatisfied industrial labour act as a devil on the development of the industrial sector. Organizations recognized that to remain competitive in the liberalized environment, a strong people management system was required. The major findings of the study show that there is significant difference in the satisfaction level of different categories of employees on various aspects considered for the study. However, by analyzing the overall satisfaction level of employees of HNL revealed that employees enjoy a comparatively higher level of satisfaction. But the summated score of responses for comparing the overall satisfaction score revealed the fact that all the categories are satisfied but the satisfaction score of permanent workers is relatively higher than that of executives. The challenges in economic development put demands the companies not only to attract employees, but also to retain them and motivate them to attain the higher results.

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