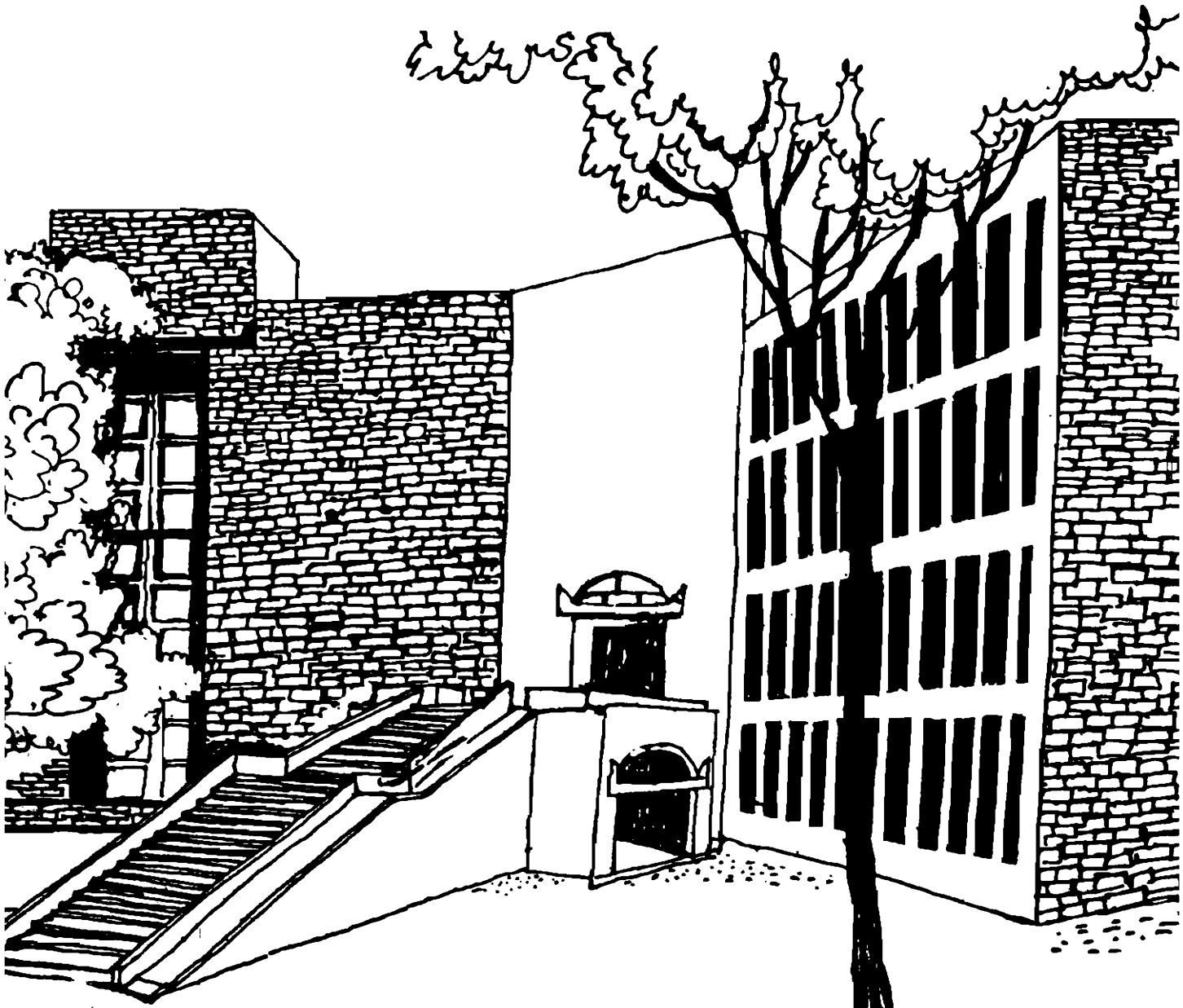




# Working Paper



JOB SATISFACTION AND MORALE IN MEDIUM  
SCALE ORGANIZATIONS

By

R. Mare Goud  
D.M. Pestonjee

W.P. No.1366  
April 1997

The main objective of the working paper series of the IIMA is to help faculty members to test out their research findings at the pre-publication stage.

INDIAN INSTITUTE OF MANAGEMENT  
AHMEDABAD - 380 015  
INDIA

**PURCHASED**

**APPROVAL**

**GRATIS/EXCHANGE**

**PRICE**

**ACC NO.**

**VIKRAM SARABHAI LIBRA-**

**I. I. M. AHMEDABAD**

## ABSTRACT

### JOB SATISFACTION AND MORALE IN MEDIAN SCALE ORGANIZATIONS

A developing country like India cannot afford to neglect the problem of the people who contribute to its economic growth. Men work to satisfy their needs, and the extent of need satisfaction or need frustration is reflected in their behavior. So the study of human behavior is very essential in every industrial activity. This can be achieved through scientific job attitude studies.

Two medium scale organizations have been selected for the present study. One is a private sector organization and the other is a public sector organization. The objective of study was to compare the job satisfaction and employee's morale in these organizations. The S.D. Employee's Inventory and the Employee Morale Scale were used to measure job satisfaction and employee's morale.

Results reveal that there is no significant difference on job satisfaction and morale of the employee's in private sector organization as compared to public sector organization. However if we compare the aspects of job satisfaction cadre-wise, area wise and "on-the-job" and "off-the-job" there seems to be some differences in private sector and public sector organizations.

## ACKNOWLEDGEMENTS

I express my gratitude to my research guide Prof. D.M.Pestonjee, whose guidance and help were of immense help in the completion of this work.

I am indebted to the university Grants Commission, New Delhi, D.D.C.E Gulbarga, Gulbarga University, Principal Dr. F.C.Hosur, and Management of the Veerasaiva College Bellary for extending their cooperation and help to join this F.D.P Programme.

I am thankful to Sri.Sayeed-uz-zafar for his valuable suggestions and support during my project work.

Thanks are due to Dr. Vijay Gangal for his suggestion and help while using the statistical tools for analysis, and also I thank to all my F.D.P friends for their encouragement and help.

I also extend my thanks to F.D.P chairman and office people for extending their help and cooperation.

I am very much thankful to the Management , staff and workers of the Bellary Steels and Alloys Ltd. Bellary and Tungabhadra Steel Products Ltd. Hospet in Karnataka, for giving the co-operation and help while collecting the necessary data for this project work.

I extend my thanks to the authorities of Vikram Sarabhai Library for their valuable service and help.

I would like to express my humble gratitude to my parents and brother for their love and blessings throughout the period of my study.

Finally I thanks to my wife Shobha and children Prashanth, Saritha and Swetha for their sacrifice, affection and encouragement throughout the period of my study.

*R. Narasimha*

## CONTENTS

	PAGENO.
LIST OF TABLES	i-ii
CHAPTER - I : INTRODUCTION	1-17
CHAPTER - II : OBJECTIVES AND METHODOLOGY	18-28
CHAPTER - III : RESULTS	29-41
CHAPTER - IV : DISCUSSION AND CONCLUSION	42-52
REFERENCES	53-58
APPENDICES	
APPENDIX A : S.D. EMPLOYEES INVENTORY	59-62
APPENDIX B : EMPLOYEES MORALE SCALE	63.

## LIST OF TABLES

<u>S.NO.</u>	<u>NAME</u>	<u>PAGE NO</u>
3.1	significant difference on different dimensions of morale between private and public enterprises.	30
3.2	Significant difference on different areas of job satisfaction between private and public enterprises.	31
3.3	Level of job satisfaction on on-the-job and off-the-job in private and public sector organizations.	32
3.4	Level of morale in private and public sector organizations.	33
3.5	Correlation between income of managers and morale dimensions.	34
3.6	Correlation between income of managers and job satisfaction.	34
3.7	Correlation between experience of managers and morale.	35
3.8	Correlation between experience of managers and job satisfaction.	35
3.9	Correlation between dependents of managers and morale	36
3.10	Correlation between dependents of managers and job satisfaction.	36
3.11	Correlation between supervisors income and morale.	37
3.12	Correlation between supervisors income and job satisfaction.	37
3.13	Correlation between supervisors experience and morale.	38
3.14	Correlation between supervisors experience and job satisfaction.	38
3.15	Correlation between dependents of supervisors and morale.	39

3.16	Correlation between dependents of supervisors and job satisfaction.	39
3.17	Correlation between income of the workers and morale.	40
3.18	Correlation between income of the workers and job satisfaction.	40
3.19	Correlation between experience of the workers and morale.	41
3.20	Correlation between experience of the workers and job satisfaction.	41
3.21	Correlation between dependents of the workers and morale.	42
3.22	Correlation between dependents of the workers and job satisfaction.	42



## CHAPTER-1

### INTRODUCTION

A developing country like India cannot afford to neglect the problems of the people who contribute to its economic growth. Man primarily works to satisfy needs. Needs may vary from individual to individual and culture to culture. Satisfaction of needs is essential both for physical survival as well as providing man with pleasure and comforts. Thus, every man works; work as a social activity is essential part of man's life. It fills the greater part of the waking day for most of the adult population in modern society. People seek satisfaction of needs and pleasure in work. The extent of need satisfaction or need frustration is reflected in their behaviours. So the study of human behavior is very essential in every industrial activity. This can be achieved through scientific job attitude studies.

The study of industrial attitudes such as job satisfaction and morale are two of the most important academic and applied subjects of research, since these constitute the core of industrial harmony.

Work has been the central activity for man since the very primitive days. It is directed towards satisfaction of primary needs. It brings those material rewards which provides to him subsistence and at the same time, it decides a man's status in

society. It is the work role that identifies and even defines man. Hence, it is but natural that every man seeks satisfaction in his major activity—the work.

In every primitive times work has been man's total way of life. It was not separated from other spheres of life. The incentive for work was immediate satisfaction of needs. As society changed, magic and aesthetic considerations were stripped from work. Even when it has been dissociated from the other spheres of life, it forms the most important activity of man.

However, work has acquired a new meaning in modern economic system. With the advent of industrialization new outlook emerged. Job mindedness is one of the distinctive characteristics of modern man. A major part of man's waking hours is spent on his job or work. In such situation, it is important that man seeks to satisfy his needs through work. Job satisfaction provides important key to understand man's behaviour. McCormick and Tiffin (1962) rightly observe that to understand human behavior it is always desirable to have some idea about " the sets of values by which people live and about the satisfactions associated with the type of work they do". Hence, it is important for the social scientists to have a deeper understanding of workers response to the job situation.

Work though enjoyable, is sometimes a source of strain, anxiety, frustration and dissatisfaction. Job dissatisfaction is a reality. Ganguli(1964) estimated 33.7 % of Indian workers as dissatisfied as compared to only 22.8 % as satisfied. That workers happiness be increased , is not only important for the employees but also from the point of view of the management also. An individual organization can benefit materially if it knows what individual attitudes contribute to job satisfaction for through this it can improve productivity. The implicit assumption, of course, is that the satisfied workers produce more, work more. The best company is of course, the company with the best satisfied workers.

#### CONCEPT OF JOB SATISFACTION

Etymological, job satisfaction is a combination of two words. Job and satisfaction. Shartile (1952) "A job is a group of similar positions in a single plant, business establishment, institution or other work place".

Hoppock defines (1935) job satisfaction as " any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say, "I am satisfied with my job".

Bullock (1952) defined job satisfaction as, "an attitude which results from a balancing and summation of many specific likes and dislikes experienced in connection with job.... These evaluation may rest largely upon one's own success or failure in the achievement of personal objectives and upon the perceived contribution of the job and company towards these ends".

Morse (1953) considered job satisfaction as a function of (i) job content, (ii) identification with the company, (iii) financial and job status, and (iv) pride in group performance.

Smith (1955) defines that the job satisfaction is " the employees judgement of how well his job on the whole is satisfying his various needs".

Vroom (1964) defined job satisfaction as " affective orientations on the part of the individuals towards work roles which they are presently occupying".

Blum and Naylor (1968) have reported that "job satisfaction is a general attitude which is the result of many specific attitudes in three areas, namely, specific job factors, individual characteristics, and group relationship outside the job".

According to Smith, Kendall, and Hulin (1969) "job satisfaction are affective responses to the facets of the situation-associated with a perceived difference between what is

expected and what is experienced".

According to Sinha (1972) job satisfaction is related to human needs and their fulfillment through work and generated by individual's perception of how well his job on the whole is satisfying to his various needs.

Herzberg, Mausner, Peterson, and Capwell, (1957) have rightly observed, the satisfied worker is in general, a more flexible, better adjusted person who has come from a superior family environment, or who has the capacity to overcome the effects of an inferior environment. He is realistic about his own situation and about his goals. The worker dissatisfied with his job in contrast, is often rigid, inflexible, unrealistic in his choice of goals, unable to overcome environmental obstacles, generally unhappy and dissatisfied.

In spite of this, job satisfaction has been found to be associated with job performance, absenteeism, turnover, and accidents, etc. (Ganguli, 1961., Giese and Ruter, 1949., Pestonjee, Singh and Ahmad, 1977., Hill and Trist, 1953., Sequeira, 1960., Singh, 1974., Sinha, 1974., Sinha and Singh, 1961) . It has also been found that those who are highly satisfied have more positive attitudes towards change in comparison to those who are less satisfied (Pestonjee, 1972).

In 1973, Pestonjee concluded a definition based on the

available definitions, "Job satisfaction is a summation of employee's feelings in four important areas, viz., Job, Management, Social relations and Personal adjustment".

Herzberg and his associates (1957) in their review of attitude studies, revealed ten major factors constituting job satisfaction with nearly 150 specific aspects. These are: (i) intrinsic aspects of job, (ii) supervision, (iii) working conditions, (iv) wages, (v) opportunity for advancement, (vi) Security (vii) Company Management (viii) social aspects of job, (ix) communication, and (x) benefits.

According to Locke (1976), "job satisfaction may be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience".

According to Locke (1983) job satisfaction and dissatisfaction are, after all, simply emotional responses. There are a wide range of alternative action that one can take in response to emotions. The followings are the major categories of response in which some are psychological (e.g., toleration, defence mechanisms) and others are behavioral.

Positive appraisals(emotions):

1. Approach object; stain object; protect object; repeat act.
2. If satisfied or if anticipate future boredom (or failure):

switch activities; set new goals; choose new task; pursue new endeavor.

Negative appraisals (emotions):

1. Takes no action; gather more information.
2. Avoid object; leave situation; think about leaving situation; make plans to leave; spend less time in situation.
3. Change or attack object:
  - a. Physical attack, destroy, damage, injure, punish object or person (threaten attack).
  - b) Persuasion; complain, argue; convince agent to modify actions; bargain; criticize, harass; strike.
  - c. Change own actions or performance (if they are the dis valued object).
4. Change or blunt reaction to object:
  - a. Modify content or hierarchy or own values (self persuasion; counselling; therapy).
  - b. Modify estimate of relationship between situation or object and one's values.
  - c. Use ego-defence mechanisms, psychological withdrawal, drugs, repression, fantasy, displacement, etc., to distort perception or appraisal or situation.
5. Tolerate situation (focus on valued aspects of situation.
6. Repeat previous action (rigidity, compulsion, fear of change).

## EMPLOYEE'S MORALE

The term morale is one of the most widely studied concept in the field of social and industrial psychology. Industrial morale is a byproduct of group and is generated by the group. It is used ordinarily by the employer, labour, and psychologists alike to refer to a feeling of 'togetherness' (Blankenship, 1939) .

The dictionary definition of morale is "prevailing mood and spirit conducive to willing and dependable performance". Likert and Willits (1940) define job morale as an individual's mental attitude towards all of the people with whom he works. Cantrill (1944) holds that high morale "is a condition of mental soundness marked by a whole hearted, decisive resolution to achieve given goals, and by spirited, unyielding, coordinated efforts in the direction of these goals".

A conference on "Psychological Factors in Morale" held in 1940 under the auspices of the Division of Anthropology and psychology of National Research Council of the U.S.A., Considered the nature of available 'conceptual definitions' of morale. These are reported by Child (1941), as:

1. The term morale refers to a condition of physical and emotional well-being in the individual that makes it possible for him to work and live hopefully and effectively, feeling that he shares the basic purposes of the groups of which he is a member;



and that makes it possible for him to perform his task with energy, enthusiasm, and self-discipline, sustained by a conviction that, inspite of obstacles and conflicts, his personal and social ideals are worth pursuing (The individual-organic emphasis),

2. Morale refers to the condition of a group where there are clear and fixed group goals (purposes) that are felt to be important and integrated with individual goals; where there is confidence in the attainment of these goals; and subordinately, confidence in the means of attainment, in the leader, associates, and finally in oneself; where group action are integrated and co-operative; and where aggression and hostility are expressed against the forces frustrating the group rather than toward other individuals within the group (The group emphasis).

3. Given a certain task to be accomplished by the group, morale pertains to all factors in the individual's life that bring about a hopeful and energetic participation on his part so that his efforts enhance the effectiveness of the group in accomplishing the task in hand (Emphasis on individual-within-group) on any specific occasion".

Allport (1942) has defined morale as an individual attitude in a group endeavor. His view what having a high morale entails that:

(i) "the individual must possess firm convictions and values which make life worth while for him so that he has the energy and

confidence to face the future;

(ii) he must be aware of a job to be done to defend or extend his store of values; and

(iii) his values must be in essential agreement with those of his group, and there must be a coordination of effort in attaining objective".

In the studies of the adjustment of the American Soldier, the term morale is used as a group concept and refers to the "relationship existing in a group of individual" (Stouffer and Luchman, 1949). Katzel (1958) considers morale as a condition of congruent motivation among members of a group resulting in a high level of energy expenditure towards common goals having positive valance", and "the extent to which the individuals perceive the probability of satisfying their motives through with group" (Curoton, 1960).

Maier (1955) suggests that there are three group conditions which can influence morale. These are (i) " the extent to which the member of a group have a common goal, (ii) the extent to which the goal is regarded as worthwhile; and (iii) the extent to which members feel the goal can be achieved". While enumerating the characteristics of morale, Maier observes "in describing an individual, one can speak of his attitudes, his motivation, and his adjustment . When one attempts to describe a group, one uses the term morale and it communicates all of these things, but with a

group reference. This means that the relationship between individuals is also part of the meaning of morale". He has also identified certain physical and psychological factors of high and low morale:

- (i) satisfaction with the company,
- (ii) position in the group—popularity or otherwise,
- (iii) the immediate supervisor,
- (iv) higher level of supervision,
- (v) mutual sacrifice,
- (vi) participation in group activity,
- (vii) the experience of progress towards a goal,
- (viii) the tolerance and freedom within the group; and
- ix) type of leader.

Burt (1957) very briefly defines industrial morale as "a tendency to work together enthusiastically for a common purpose". Seashore (1954) believes that there is no satisfactory definition of morale. In his opinion, high morale in a work situation is the condition that exists when people:

- (i) are motivated toward high productivity,
- (ii) are satisfied with their jobs,
- (iii) want to remain with the organization,
- (iv) act effectively in a crisis,
- (v) accept necessary changes without resentment or resistance; and
- (vi) actively promote the interests of the organization.

Guion (1958) critically reviewed the following definitions of morale which he considers inadequate:

Morale is the absence of conflict;

Morale is a feeling of happiness;

Morale is good personal adjustment.

Morale is ego-involvement in on's job.

Morale is the extent of the feeling of cohesiveness of the group.

Morale is a collection of job related attitudes.

Morale is the personal acceptance of the goals of the group.

After rejecting the probable definitions Guion (1958) formulated his own definition of morale as "the extent to which an individual's needs are satisfied and the extent to which the individual perceives the satisfaction as stemming from his total job situation".

Guion considers this definition as conceptually sound because:

(i) "It recognizes the dynamic complexity of morale. It tells us that morale is not a single dimension but that it has many components or factors. It asks only that the factors may be defined in terms of human needs, rather than in terms of environmental sources of satisfaction of those needs, (ii) it considers morale as basically an attribute of the individual. Groups can be described in terms of morale, but such a description

takes as its point of departure the perceived satisfaction of the individuals within the group...., (iii) It recognizes that morale exists with reference to the job, not merely as a generalized trait existing in much the same form regardless of the job situation. (iv) It recognizes the role of the motivational processes in morale. It implies that an individual may have many needs, and that these can be satisfied, either objectively or within the perceptions of the individuals, by the job at which a man makes his living. (v) It can apply to employees at any job level or in any job classification: street sweepers or college professors, travelling salesmen or lighthouse keepers, authors, and even industrial psychologists".

The description of group morale takes as its point of departure the perceived satisfactions of the individuals within the group and is, at least partly, based upon the morale of the individuals in it. Stagner (1958) however, feels that morale can be defined in terms of an individual group relationship: it is an index of the extent to which the individual perceives a probability of satisfying his own motives through cooperation with the group. The state of individual's morale must be gauged relative to some specific group, such as his company, his professional work group, or his union. Further, he stated that, morale is not a meaningful term if the individual is seeking individual goals through individualistic action; if he does not perceive himself as a member of a group, the term morale simply is not relevant. He observes

that morale can "best be understood in terms of the extent to which individual goals have become identified with group goals". For this, Stagner (1956) has delineated two sides of morale—active and passive. In the former case it refers to the "channelling of individual effort into the attainment of the group purpose". On the passive side it is a "feeling of security and confidence in the group, and an optimistic orientation toward the probability of the group success. These attitudes naturally tend to be closely associated with the channelling of effort into group action".

Kahn and Katz (1953) consider morale as comprising three dimensions, namely; satisfaction with the job, satisfaction with the supervisor, and satisfaction with the company. Siegel (1962) supports the views of Kahn and Katz and asserts that "a typical approach to assessment of morale involves a kind of 'averaging' of employee attitude in several critical areas".

Viteles (1962) dealt with the problem of industrial morale and expressed his agreement with the views of Smith and Westen (1951) who define morale as "an attitude of satisfaction with, desire to continue in and willingness to strive for the goals of a particular group or organization".

Blum (1956) defines industrial morale as "the possession of a feeling on the part of the employee, of being accepted and belonging to a group of employees through adherence to common goals and confidence in desirability of these goals."

According to Blum and Naylor (1968) "although morale is related to job satisfaction, it is not the same thing. There is no justification for using the two terms interchangeably. Job satisfaction, is the result of the various attitudes the individual holds toward his job, related factors, and life in general. Industrial morale is the composite expression of the attitudes of the various individuals employed by a company. It is generated by the group and may best be considered as a byproduct of the group".

Hemphill and Westie (1950) opines that morale, like attitudinal climate, has two dimensions:

- (i) potency - or the degree to which a group has primary significance for its members; and
- (ii) Viscidity - or the degree to which members of the group function as a unit.

According to Smith and Wakely (1972) morale concerns the work itself. They consider it to be the "worker's intrinsic interests in what he is doing as measured by his work effort, initiative and satisfaction". Based on an extensive review of morale and job satisfaction research literature, Pestonjee (1973) concluded that:

- (i) Morale is an attitude of employees which predisposes them to view their Leaders (supervisors), their company and its policies as contributing to or thwarting their need satisfaction.
- (ii) Morale is generated by virtue of an individual's group members.

(iii) Since morale is a group phenomenon it entails consideration of such factors as group-involvement and progress in attainment of group goals.

Thus, he considered that "employees' morale is a general attitude of workers based upon their faith in fairness of employer's policies and behavior, adequacy of immediate leadership, a sense of participation in the organization is worth working for". In short, this is an index of their regard for the organization which employs them.

Payne, Fineman and Wall (1976), in their facet-analytic study, revealed that there can be at least two type of morale job morale and organizational morale. In both cases, the unit of analysis is social collectively (aggregate), and the nature of measurement is affective. However, the two terms differ when their elements of analysis are compared. In the former case the emphasis is squarely on the job, whereas in the latter case it is on the organization, department or team.

Motowidlo and Borman (1978) conceptualized about morale "as a complex construct that includes a vast array of attitudinal, motivational and social predispositions. It is more general than concepts of motivation and satisfaction that appear in the psychological literature. It seems to encompass major elements of both concepts as well as the notion of group cohesiveness".



From the above description we conclude that morale can best be understood in terms of four determinants. The most outstanding determinant is a "feeling of togetherness" or group cooperation. The second is the need for a common goal. Third, there must be observable progress towards the goal. Fourth, the individuals in the group must have specific meaningful tasks that are necessary to the achievement of the goal.

\* \* \*

## CHAPTER-2

### OBJECTIVE AND METHODOLOGY

The earlier chapter dealt with the concept and related explanations concerning attitude towards job satisfaction and employee morale. In this chapter we present a brief description of the problem, review of literature, objectives, hypotheses, research design and methodology.

#### STATEMENT OF THE PROBLEM

India, like any other third world nations where unemployment and under-employment are rampant, industry generates a large employment. To understand the attitudes of workers in industry is very important in building up an abiding mutual faith between the management and employees and in establishing proper industrial relations firmly based on peace, discipline and devotion to the industry.

In view of the important place of the study on human attitudes and its impact on the industrial relations, efficiency and productivity, an enquiry is attempted by the researcher to study the job attitudes such as job satisfaction and morale in the two medium scale organizations namely, Tungabhadra Steel Products at T.B.Dam, Hospet, and Bellary Steels and Alloys Limited at Bellary, Karnataka State. Out of the two units selected for the study, one belongs to private sector and the other is in Public Sector.

## REVIEW OF LITERATURE

A brief review of literature in the area related to the present research problem is more in the nature of technical reports, monographs and research studies. Only a few of such monographs, reports and studies are reviewed here. Significant study was conducted by Hoppock (1935) and reported in his monograph entitled 'Job satisfaction'. He proposes the following six major components of job satisfaction:

1. Individuals reactions to unpleasant situations.
2. Facility of adjusting with other individuals.
3. Standing in the socio-economic group with which one has identified.
4. Relationship between the demands of the job and the worker's abilities, interests and training.
5. security.
6. Loyalty.

Another important study on employee attitudes involving Evans and Laseau (1950), at the General Motors Corporation of U.S.A. Eighteen factors are identified in the order of significance. Such as income, interesting and important job, pride of belonging to company, fellow workers, immediate boss, treatment, work management, working conditions, security etc.

The study conducted by Akhtar (1963), Akhtar and Pestonjee (1963) noted that dissatisfaction arising from off-the-job factors frequently react to job conditions and also that low job adjustment co-exists with low social and personnel adjustment.

Other research on job satisfaction and overall company size carried out by Porter L.W., and Seigal, J. (1965) indicates that a curvilinear relation exists. He suggests that there is a point in the organizational hierarchy, somewhere in the middle-management levels, at which the disadvantages of working for a large corporation are outweighed by the advantages. Meltzer and Salter (1962) also referred to a curvilinear relation between organizational size and job satisfaction.

It seems obvious from common sense that a person with a high salary will be more satisfied than a person with a low salary. Blair (1964) have referred to this simple positive correlation. Other researchers, however, have viewed this relation in a much more complex and much less obvious manner. Although salary is important to some degree, there seem to be other factors which are significantly more important to the worker and override considerations of salary.

Salesh.S.D and Gtis, J. (1964) hypothesizes that security satisfaction and satisfaction with other job benefits play a compensatory role for a low satisfaction from financial incentives.

In Lawler and Hall (1970) study of "The Effect of Performance on Job Satisfaction" they again found rewards as a mediating variable between job performance and job satisfaction. They discussed these findings in terms of motivation theory: high

performance is the path to desired rewards and these rewards lead to satisfaction. Satisfaction was also found to be more closely related to performance than to effort. This finding is consistent with the idea that high performance precedes satisfaction since effort would have been more influential if the order were reversed.

Locke (1967) found a similar trend in his studies of the relationship between task success and task liking. In seven different studies which he conducted, Locke found a positive linear relation between the number of successes on a task and the ratings of a task on liking and satisfaction scales .

Some Indian studies (Ahmed and Singh, 1980. Ahmad and Pestonjee, 1977, Pestonjee, 1979; Pestonjee and Singh, 1981, also observed that there is a negative relationship between alienation and morale and between alienation and satisfaction. The various factor correlates that have been described need more intensive investigation in a greater variety of work circumstances.

Srivastava (1992) conducted a study to evaluate the relationship between job satisfaction and need satisfaction. The results indicates that overall job satisfaction was negatively correlated with the autonomy need . The rest of the needs like security, social self esteem and self actualization showed no significant relationship with overall job satisfaction.

Shaikh (1994) conducted an enquiry into relationship between attitudes towards management and job satisfaction. Results indicated wide spread positive correlations between different dimensions of attitude towards management on the one hand and with various dimensions of job satisfaction on the other.

Gupta (1995) found that there is significant negative correlation between achievement, motivation and job satisfaction and positive correlation obtained between insecurity and job dissatisfaction. A significant negative correlation was found between achievement motivation and insecurity. It is also found that the absenteeism of females is an indicative of job dissatisfaction.

Mathur (1996) The job involvement of the managers has been found to have a positive correlation with their job satisfaction.

Podder (1996) examines various aspects of employee morale and suggests methods of improving it.

Srivastava (1996) found a significant difference between pro and anti management workers in terms of job satisfaction and work adjustment.

In this review of research on job satisfaction, I have tried to describe the current directions of investigation. The increasing amount of work over the past few years has opened many

new avenues of inquiry, and the task of the future is to integrate the various approaches. The beginning synthesis of the Herzberg, Maslow, and Festinger elements is a step toward bringing these concepts into a coherent approach, even though the nature of the work, the workers, and work place may dictate many or few modifications in its application. The various factor correlates that have been described need more intensive investigation in a greater variety of work circumstances.

Studies reviewed are those which are concerned with factors constituting employees attitudes i.e job satisfaction and morale.

#### OBJECTIVES:

The major objectives of the present study are as follows:

1. To study the overall job satisfaction of the employees in the public and private sector medium scale organizations.
2. To study the level of job satisfaction in the job area in the public and private sector medium scale organizations.
3. To study the level of job satisfaction in the management area in the public and private sector medium scale organizations.
4. To study the level of job satisfaction in social relation area in the public and private sector medium scale organizations.

5. To study the level of job satisfaction in personal adjustment area in the public and private sector medium scale organization.
  
6. To study the over all employees morale in the private sector medium scale organization as compared to public sector organization, and also in the four component areas.

#### **HYPOTHESES:**

The following hypotheses were formulated:

1. No significant differences exist on job satisfaction in the private sector organization as compared to public sector organization.
  
2. No significant differences exist on employee morale in public sector organization as compared to private sector organization.

#### **METHODOLOGY:**

The present study is undertaken with a view to ascertain the employee's attitudes such as job satisfaction and morale in the two medium scale organizations in Karnataka. Out of the two units selected for the study, one belongs to private sector and the other one is in public sector. In this study the two sectors are dependent variables and employees morale and job satisfaction are the dependent variables.



**PROFILE OF THE UNITS:****BELLARY STEELS AND ALLOYS LIMITED**

(Private Limited Company)

Bellary Steels and Alloys Limited, known as BSAL is a leading manufacturer of quality steel billets and rolled products in southern India. Set up in Bellary District, a backward region of Karnataka in 1984; BSAL has come a long way in every sense of the term. The company, which was originally started as a mini steel plant, now occupies the position of south India's first integrated steel plant in Private sector.

Bellary Steels and Alloys Limited is the manufacturer of sponge iron, Billets, Tor steel, carbon and alloy steels of various diameters and compositions. Our products go to the domestic market and also abroad. Total numbers of employees 1120, Total turnover is Rs.189 crores and net profit for the year 95-96 is Rs.22.2 crores

**TUNGABHDRA STEEL PRODUCTS LIMITED**

(A subsidiary of Bharat Yantra Nigam Limited)

(A Public Limited Company)

When the construction of T.B.Dam was in progress across the river Tungabhadra near Hospet in Karnataka, a workshop and machinery division was setup in 1984 to meet the needs of repairs to heavy machinery and equipment at site. Later in 1960, it was converted into a limited company by name "Tungabhadra Steel Products Ltd" with an equal equity participation by the Governments of the

then Mysore State and Andhrapradesh. In 1967, Government of India acquired 51 percent of the shares and become a major shareholder bringing the company under the administrative control of the ministry of heavy industry, Government of India.

The Government of India has formed a holding company in the name and style M/s. Bharat Yantra Nigam Limited (BYNL) which was incorporated on 9th July 1986 under the Companies Act 1956. T S F L has become a subsidiary of BYNL with effect from 1-4-1987 as per the Government order.

The TSPL now supplies a wide spectrum of hydromechanical equipment, attends to structural fabrication works and provides the specialized welded construction services. It undertakes the designing, manufacturing and installing hydraulic structures required by irrigation and hydroelectric power projects. Total number of employees 1101, Total turnover is Rs. 2474 lakhs and Net profit for the year 1995-96 is Rs. 45 lakhs. e

The required data are collected from the primary and secondary sources. In order to conduct this study the English version of the inventory was administered on a sample of 10 managers, 20 supervisors and 60 workers from each company i.e. in total 180 employees. The subjects were assured of anonymity of responses, they were not required to give their names or reveal their identities. For primary data the S.D. Employee's inventory and

employee's Morale scale has been used to elicit the feelings of different categories of employees.

#### **S.D.EMPLOYEES'S INVENTORY:**

The ' Satisfaction-Dissatisfaction (SD) Inventory 'has been used to measure the level of job satisfaction of workers. (Pestonjee, 1973 ; 1981). This scale comprises of 80 items which cover four areas, namely, Job, management, social relations and personal adjustment. Job and management areas constitute 'on-the-job' dimension while personal adjustment and social relations areas together constitute 'off-the-job' dimension of job satisfaction. The items are framed in the form of interrogatory statements and are in english. There are 20 items in each area. Respondents are required to give their responses either in 'yes' or 'No'. The description of the area is mentioned below.

1. Job: Nature of work: Dull, dangerous, interesting, hours of work, fellow workers, opportunities on the job for promotion and advancement, overtime regulations, interest in work, physical environment, machines and tools, etc.

2. Management: Supervisory treatment, participation, reward and punishment, praises and blames, leave policy, favoritism, etc.

3. Social relations: Neighbors, friends and associates,

attitudes toward people in community, participation in social activity, sociality, caste barriers, etc.

4. Personal adjustment: Emotionality, health, home and living conditions, finances, relation with family members, etc.

#### EMPLOYEE'S MORALE SCALE

Employee's morale scale (EMS) has been used to determine the level of morale. This scale contains 28 items which cover four areas. The areas are fairness of employer's policies and behavior, adequacy of immediate leadership, a sense of participation in the organization, and sense of worth of the organization: regard and identification (Pestonjee, 1973).

There are seven statements in each of the four dimensions of 'Employee's Morale Scale' out of which respondents are required to check any three statements in each sub-scales, which they think suitable in their case. The values of checked statements are added and divided by three to get sub-scale scores. Thus, sub-scale scores are added and then divided by four to get total morale scores.

The sample of respondents is selected on the basis of stratified random method. Secondary data are collected from the annual reports, manuals, magazines etc.

\* \* \*

**CHAPTER -3****RESULTS**

Results of the present investigation obtained from the computerized statistical analysis of responses are recorded in the following tables:

**TABLE-1**

**SIGNIFICANT DIFFERENCE ON DIFFERENT DIMENSIONS OF MORALE BETWEEN PRIVATE AND PUBLIC ENTERPRISES.**

DIMENSIONS OF MORALE	PVTS (N=90)		PUBS (N=90)		C.R
	MEAN	S.D	MEAN	S.D	
FAIRNESS OF EMPLOYER'S POLICIES AND BEHAVIOR	3.36	0.89	3.55	0.93	1.40 (ns)
ADEQUACY OF IMMEDIATE LEADERSHIP	3.32	0.70	3.14	0.83	1.57 (ns)
SENSE OF PARTICIPATION	3.43	0.60	3.36	0.86	0.63 (ns)
SENSE OF WORTH OF THE ORGN:REGARD AND IDENTIFICATION	3.76	0.83	3.81	0.69	0.17 (ns)
OVERALL MORALE	13.87	3.02	13.86	3.31	0.02 (ns)

PVTS= Private organization.

PUBS= Public organization.

C.R = Critical ratio.

N.S = Not significant.

TABLE-2

SIGNIFICANT DIFFERENCE ON DIFFERENT AREAS OF JOB-SATISFACTION  
BETWEEN PRIVATE AND PUBLIC ENTERPRISES

AREAS OF JOB-SATISFACTION	PVTS (N=90)		PUBS (N=90)		C.R
	MEAN	S.D	MEAN	S.D	
JOB	12.37	2.71	12.63	2.28	0.69 (ns)
MANAGEMENT	11.38	2.67	11.86	2.48	1.24 (ns)
SOCIAL RELATIONS	7.54	3.07	6.64	2.70	2.08 *
PERSONAL ADJUSTMENT	9.37	2.22	9.54	2.40	0.49 (ns)
OVERALL JOB-SATISFACTION	40.66	10.67	40.67	9.86	0.06 (ns)

PVTS=private organization.

PUBS=public organization.

N.S = Not significant.

C.R = Critical ratio.

\* =.05 level of significance

TABLE-3  
PRIVATE AND PUBLIC ORGANISATIONS EMPLOYEE JOB-SATISFACTION-MEAN STANDARD DEVIATION AND CRITICAL RATIO

DESIGN	ON-THE JOB						OFF-THE JOB						TOTAL					
	PRIVATE			PUBLIC			PRIVATE			PUBLIC			PRIVATE			PUBLIC		
	MEAN	S.D	C.R	MEAN	S.D	C.R	MEAN	S.D	C.R	MEAN	S.D	C.R	MEAN	S.D	C.R	MEAN	S.D	C.R
MANAGERS	24.10	4.45	1.53 (ns)	25.30	4.60	1.53 (ns)	15.40	5.93	3.43	14.70	3.43	0.97 (ns)	39.5	10.30	8.03	40.00	8.03	1.28 (ns)
SUPERS	25.25	4.89	0.57 (ns)	24.85	4.49	0.57 (ns)	14.85	4.86	5.69	17.15	5.69	2.90 †	40.10	9.75	10.18	42.00	10.18	1.28 (ns)
WORKERS	23.33	5.58	1.11 (ns)	24.23	4.83	1.11 (ns)	17.04	5.03	5.02	16.11	5.02	1.73 (ns)	41.17	10.61	9.05	40.35	9.05	.68 (ns)
TOTAL	72.68	14.92	0.80 (ns)	74.38	13.92	0.80 (ns)	48.09	15.02	14.14	47.96	14.14	0.06 (ns)	120.77	30.74	20.06	122.35	20.06	.45 (ns)

C.R= Critical ratio.

† = .05 level of significance.

TABLE - 4

LEVEL OF MORALE IN PRIVATE AND PUBLIC SECTOR ORGANISATIONS

DESIGN	SUB - SCALE-1						SUB - SCALE-2						SUB - SCALE-3						SUB - SCALE-4					
	PRI		PUB		C.R		PRI		PUB		C.R		PRI		PUB		C.R		PRI		PUB		C.R	
	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SD	MEAN	SD
NGRS	3.82	0.68	3.7	0.79	1.23 (ns)	0.43	3.66	0.43	3.57	0.69	1.42 (ns)	0.47	3.67	0.47	3.18	0.89	4.94 (ns)	0.66	3.87	0.66	3.77	0.70	0.93(ns)	
PERS	3.45	0.77	3.57	0.78	1.07 (ns)	0.55	3.61	0.55	3.31	0.76	3.334	0.58	3.48	0.58	3.46	0.88	.17 (ns)	0.70	3.90	0.70	3.75	0.82	1.35(ns)	
RTERS	3.24	0.92	3.52	0.98	2.004	0.73	3.16	0.73	3.00	0.84	1.91 (ns)	0.61	3.36	0.61	3.35	0.84	.89 (ns)	0.87	3.69	0.87	3.83	0.63	1.26(ns)	
TAL	10.51	2.37	10.79	2.55	.76 (ns)	1.71	10.43	1.71	9.88	2.29	1.83 (ns)	1.66	10.51	1.66	9.88	2.61	1.03 (ns)	2.23	11.46	2.23	11.35	2.15	.27(ns)	

=.05 level of significance.

b-Scale-1 =Fairness of employer's policies and behaviour.

b-Scale-2 = Adequacy of immediate leadership.

b-Scale-3 =Sense of participation.

b-Scale-4 =Sense of worth of the organisation:Regard and identification.



TABLE-5

CORRELATION BETWEEN INCOME OF MANAGERS AND MORALE DIMENSIONS		
MORALE DIMENSIONS	PRIVATE SECTOR (N=10)	PUBLIC SECTOR (N=10)
FAIRNESS OF EMPLOYER'S BEHAVIOUR	- 0.16 N.S	0.02 N.S
ADEQUACY OF IMMEDIATE LEADERSHIP	0.46 N.S	- 0.03 N.S
SENSE OF PARTICIPATION	- 0.03 N.S	0.68 N.S
SENSE OF WORTH OF THE ORGANIZATION: REGARD AND IDENTIFICATION	0.25 N.S	0.28 N.S
TOTAL	0.13 N.S	0.30 N.S

N.S - Not significant.

TABLE-6

CORRELATION BETWEEN INCOME OF MANAGERS AND JOB SATISFACTION		
AREAS OF JOB SATISFACTION	PRIVATE SECTOR (N=10)	PUBLIC SECTOR (N=10)
JOB	0.33 N.S.	0.02 N.S
MANAGEMENT	0.53 N.S	- 0.48 N.S
SOCIAL RELATIONS	- 0.52 N.S	0.53 N.S
PERSONAL ADJUSTMENT	- 0.29 N.S	0.44 N.S
TOTAL	- 0.10 N.S	0.23 N.S

N.S= Not significant.

TABLE-7

CORRELATION BETWEEN EXPERIENCE OF MANAGERS AND MORALE		
MORALE DIMENSIONS	PRIVATE SECTOR (N=10)	PUBLIC SECTOR (N=10)
FAIRNESS OF EMPLOYER'S BEHAVIOUR	0.40 N.S	- 0.01 N.S
ADEQUACY OF IMMEDIATE LEADERSHIP	0.07 N.S	0.00 N.S
SENSE OF PARTICIPATION	0.53 N.S	- 0.00 N.S
SENSE OF WORTH OF THE ORGANIZATION: REGARD AND IDENTIFICATION	0.45 N.S	- 0.16 N.S
TOTAL	0.47 N.S	- 0.04 N.S

N.S= Not significant.

TABLE-8

CORRELATION BETWEEN EXPERIENCE OF MANAGERS AND JOB SATISFACTION		
AREAS OF JOB SATISFACTION	PRIVATE SECTOR (N=10)	PUBLIC SECTOR (N=10)
JOB	0.04 N.S	0.56 N.S
MANAGEMENT	- 0.13 N.S	0.76 *
SOCIAL RELATIONS	- 0.24 N.S	0.51 N.S
PERSONAL ADJUSTMENT	0.35 N.S	- 0.25 N.S
TOTAL	0.25 N.S	- 0.19 N.S

N.S= Not significant.

\* = .05 Significance level.

TABLE-9

CORRELATION BETWEEN DEPENDENTS OF MANAGERS AND MORALE			
MORALE DIMENSIONS	PRIVATE SECTOR (N=10)	PUBLIC SECTOR (N=10)	
FAIRNESS OF EMPLOYER'S BEHAVIOUR	0.39 N.S	0.14 N.S	
ADEQUACY OF IMMEDIATE LEADERSHIP	0.14 N.S	0.37 N.S	
SENSE OF PARTICIPATION	0.37 N.S	0.36 N.S	
SENSE OF WORTH OF THE ORGANIZATION: REGARD AND IDENTIFICATION	0.22 N.S	0.22 N.S	
TOTAL	0.35 N.S	0.33 N.S	

N.S= Not significant.

TABLE-10

CORRELATION BETWEEN DEPENDENTS OF MANAGERS AND JOB SATISFACTION			
AREAS OF JOB SATISFACTION	PRIVATE SECTOR (N=10)	PUBLIC SECTOR (N=10)	
JOB	0.13 N.S	- 0.20 N.S	
MANAGEMENT	0.24 N.S	- 0.31 N.S	
SOCIAL RELATIONS	- 0.43 N.S	0.62 N.S	
PERSONAL ADJUSTMENT	- 0.44 N.S	0.31 N.S	
TOTAL	- 0.32 N.S	0.19 N.S	

N.S = Not significant.

TABLE-11

CORRELATION BETWEEN SUPERVISORS INCOME AND MORALE				
MORALE DIMENSIONS	PRIVATE SECTOR (N=20)		PUBLIC SECTOR (N=20)	
FAIRNESS OF EMPLOYER'S BEHAVIOUR	0.34	N.S	0.15	N.S
ADEQUACY OF IMMEDIATE LEADERSHIP	0.37	N.S	0.10	N.S
SENSE OF PARTICIPATION	0.08	N.S	0.31	N.S
SENSE OF WORTH OF THE ORGANIZATION: REGARD AND IDENTIFICATION	0.13	N.S	- 0.35	N.S
TOTAL	0.31	N.S	0.07	N.S

N.S = Not significant.

TABLE-12

CORRELATION BETWEEN SUPERVISORS INCOME AND JOB SATISFACTION				
AREAS OF JOB SATISFACTION	PRIVATE SECTOR (N=20)		PUBLIC SECTOR (N=20)	
JOB	0.04	N.S	0.19	N.S
MANAGEMENT	0.10	N.S	0.46	N.S
SOCIAL RELATIONS	- 0.08	N.S	0.35	N.S
PERSONAL ADJUSTMENT	- 0.42	N.S	0.53	*
TOTAL	0.34	N.S	0.48	*

N.S = Not significant.

\* = .05 significance level.

TABLE-13

CORRELATION BETWEEN SUPERVISORS EXPERIENCE AND MORALE				
MORALE DIMENSIONS	PRIVATE SECTOR (N=20)		PUBLIC SECTOR (N=20)	
FAIRNESS OF EMPLOYER'S BEHAVIOUR	0.17	N.S	0.24	N.S
ADEQUACY OF IMMEDIATE LEADERSHIP	0.37	N.S	- 0.14	N.S
SENSE OF PARTICIPATION	0.46	N.S	0.06	N.S
SENSE OF WORTH OF THE ORGANIZATION: REGARD AND IDENTIFICATION	0.28	N.S	0.25	N.S
TOTAL	0.41	N.S	- 0.01	N.S

N.S = Not significant.

TABLE-14

CORRELATION BETWEEN SUPERVISORS EXPERIENCE AND JOB SATISFACTION				
AREAS OF JOB SATISFACTION	PRIVATE SECTOR (N=20)		PUBLIC SECTOR (N=20)	
JOB	0.13	N.S	- 0.29	N.S
MANAGEMENT	0.23	N.S	- 0.16	N.S
SOCIAL RELATIONS	- 0.15	N.S	- 0.06	N.S
PERSONAL ADJUSTMENT	- 0.20	N.S	- 0.03	N.S
TOTAL	0.00	N.S	- 0.20	N.S

N.S = Not significant.

TABLE-15

CORRELATION BETWEEN DEPENDENTS OF SUPERVISORS AND MORALE				
MORALE DIMENSIONS	PRIVATE SECTOR		PUBLIC SECTOR	
FAIRNESS OF EMPLOYER'S BEHAVIOUR	- 0.54	*	- 0.35	N.S
ADEQUACY OF IMMEDIATE LEADERSHIP	- 0.19	N.S	- 0.09	N.S
SENSE OF PARTICIPATION	0.09	N.S	- 0.02	N.S
SENSE OF WORTH OF THE ORGANIZATION: REGARD AND IDENTIFICATION	0.01	N.S	0.37	N.S
TOTAL	- 0.24	N.S	0.02	N.S

N.S = Not significant.

\* =.05 Significance level.

TABLE-16

CORRELATION BETWEEN DEPENDENTS OF SUPERVISORS AND JOB SATISFACTION				
AREAS OF JOB SATISFACTION	PRIVATE SECTOR (N=20)		PUBLIC SECTOR (N=20)	
JOB	- 0.02	N.S	0.06	N.S
MANAGEMENT	0.01	N.S	0.02	N.S
SOCIAL RELATIONS	0.00	N.S	0.15	N.S
PERSONAL ADJUSTMENT	0.06	N.S	- 0.06	N.S
TOTAL	0.02	N.S	0.08	N.S

N.S = Not significant.

TABLE-17

CORRELATION BETWEEN INCOME OF THE WORKERS AND MORALE			
MORALE DIMENSIONS	PRIVATE SECTOR (N=60)	PUBLIC SECTOR (N=60)	
FAIRNESS OF EMPLOYER'S BEHAVIOUR	0.24 N.S	0.05	N.S
ADEQUACY OF IMMEDIATE LEADERSHIP	- 0.02 N.S	- 0.03	N.S
SENSE OF PARTICIPATION	- 0.13 N.S	0.13	N.S
SENSE OF WORTH OF THE ORGANIZATION: REGARD AND IDENTIFICATION	0.01 N.S	0.01	N.S
TOTAL	0.05 N.S	0.05	N.S

N.S = Not significant.

TABLE-18

CORRELATION BETWEEN INCOME OF THE WORKERS AND JOB SATISFACTION			
AREAS OF JOB SATISFACTION	PRIVATE SECTOR (N=60)	PUBLIC SECTOR (N=60)	
JOB	- 0.15 N.S	0.32	**
MANAGEMENT	- 0.17 N.S	- 0.04	N.S
SOCIAL RELATIONS	0.05 N.S	- 0.06	N.S
PERSONAL ADJUSTMENT	- 0.22 N.S	0.26	*
TOTAL	- 0.18 N.S	0.19	N.S

N.S = Not significant.

\* = .05 significance level.

\*\* = .01 significance level.

TABLE-19

CORRELATION BETWEEN EXPERIENCE OF THE WORKERS AND MORALE				
MORALE DIMENSIONS	PRIVATE SECTOR (N=60)		PUBLIC SECTOR (N=60)	
FAIRNESS OF EMPLOYER'S BEHAVIOUR	0.20	N.S	0.05	N.S
ADEQUACY OF IMMEDIATE LEADERSHIP	0.04	N.S	- 0.20	N.S
SENSE OF PARTICIPATION	- 0.01	N.S	0.04	N.S
SENSE OF WORTH OF THE ORGANIZATION: REGARD AND IDENTIFICATION	0.05	N.S	0.19	N.S
TOTAL	0.08	N.S	0.01	N.S

N.S = Not significant.

TABLE-20

CORRELATION BETWEEN EXPERIENCE OF THE WORKERS AND JOB SATISFACTION				
AREAS OF JOB SATISFACTION	PRIVATE SECTOR (N=60)		PUBLIC SECTOR (N=60)	
JOB	- 0.04	N.S	- 0.09	N.S
MANAGEMENT	0.10	N.S	- 0.08	N.S
SOCIAL RELATIONS	- 0.11	N.S	- 0.08	N.S
PERSONAL ADJUSTMENT	- 0.26	*	- 0.09	N.S
TOTAL	- 0.11	N.S	0.10	N.S

N.S = Not significant.

\* = .05 significance level.



TABLE-21

CORRELATION BETWEEN DEPENDENTS OF THE WORKERS AND MORALE		
MORALE DIMENSIONS	PRIVATE SECTOR (N=60)	PUBLIC SECTOR (N=60)
FAIRNESS OF EMPLOYER'S BEHAVIOUR	0.07 N.S	- 0.01 N.S
ADEQUACY OF IMMEDIATE LEADERSHIP	- 0.13 N.S	- 0.09 N.S
SENSE OF PARTICIPATION	0.02 N.S	0.03 N.S
SENSE OF WORTH OF THE ORGANIZATION: REGARD AND IDENTIFICATION	0.02 N.S	0.06 N.S
TOTAL	0.00 N.S	- 0.01 N.S

N.S = Not significant.

TABLE-22

CORRELATION BETWEEN DEPENDENTS OF THE WORKERS AND JOB SATISFACTION		
AREAS OF JOB SATISFACTION	PRIVATE SECTOR (N=60)	PUBLIC SECTOR (N=60)
JOB	- 0.19 N.S	0.02 N.S
MANAGEMENT	- 0.17 N.S	- 0.05 N.S
SOCIAL RELATIONS	- 0.02 N.S	- 0.21 N.S
PERSONAL ADJUSTMENT	- 0.04 N.S	- 0.05 N.S
TOTAL	- 0.18 N.S	- 0.13 N.S

N.S = Not significant.

#### CHATER-4

### DISCUSSION AND CONCLUSION

To maintain industrial harmony and high level of productivity study of job satisfaction and morale is important in every organization. Keeping this in view, the present study attempts to know the job satisfaction and morale in two medium scale private and public sector organizations.

In this chapter a detailed discussion has been made about the results obtained on different dimensions of job satisfaction and the level of morale of employees in the above said two medium scale organizations.

Table-1, shows the mean, standard deviation and critical ratios for the different dimensions of morale scores of the private and public sector organization. The obtained critical ratios indicate that there is no significant difference between the morale of private and public sector organization employees. So this results tends to accept our second null hypotheses i.e there is no significant difference between the morale of public and private sector organization employees.

This may be due to the similarity in the fairness of employers policies and behaviour, adequacy of immediate leadership, sense of participation and reward and identification in both private and public sector organizations.

It is clear from the table-2, that no significant differences were found between private and public sector employees on overall job satisfaction. But on social relation dimension of job satisfaction a significant difference at .05 level of significance was observed, From the mean values one can understand that the private sector employees show greater satisfaction on social relations than their public sector counterparts.

This difference may be due to good relationship among the neighbors, friends, associates and congenial atmosphere in organization.

Table-3, records the level of satisfaction of managers, supervisors and workers for "on-the-job" and "off-the-job" dimensions, as well as overall satisfaction level. It is clear from the Table, that no significant differences were observed among the different cadre of the employees of public and private sector on "off-the-job" dimension of job satisfaction and public sector supervisors show greater satisfaction as compared to private sector supervisors. In case of total job satisfaction it is found that there is no significant difference between the public and private sector employees .

The greater satisfaction of public sector supervisors may be due to more autonomy and good relationship between supervisors and peers.

From the mean values it becomes clear that managers and workers "on-the-job" in private sector seems to have less satisfaction than those in public sector organization. However, in case of supervisors' satisfaction it is somewhat higher in private sector organization. In case of "off-the-job" factors the managers and workers in private sector are more satisfied than their counterparts in public sector organizations. Managers and workers have high satisfaction "on-the-job" in private sector. "Off-the-job" cadre-wise critical ratios are found to be insignificant for managers and workers. Overall "on-the-job" and "off-the-job" critical ratios are less than the table value at .05 level of significance. This finding tends to prove our first null hypothesis which stated that there will be no significant difference in job satisfaction in the private sector as compared to public sector, cadre-wise also.

Managers and workers on-the-job in private sector are more satisfied may be because of good social relations among neighbors, friends, associates, good health and living conditions. Overall satisfaction of managers and supervisors is lower may be because of lack of good amenities in private sector organizations.

From the mean values of the morale sub scale-1 (Table-4) it is clear that, the private sector managers have higher morale scores than public sector. In morale sub scale-2 and 3 all cadre of private sector employees scores are higher than the public sector. As regards morale sub scale-4 managers and supervisors of private sector have better morale scores than public sector managers and supervisors. Workers in private sector have lower scores than the public sector workers. If we take overall morale scores, private sector employees have better morale. In respect of the level of significant difference, morale sub scale-2 critical ratio of supervisors indicates a significant difference between private and public sector. Where as in morale sub scale-3 critical ratio of managers shows that, there is a significant difference between private and public sector. However, no significant differences were found on overall morale between the public and private sector. This finding again tends support our second null hypotheses which stated that there is no significant difference in morale of the employees in private sector as compared to public sector.

Non significant differences in the overall morale scores in public and private sector employees may be because of similarity in the policies and behaviour of the employers, adequacy of immediate leadership, sense of participation and regard and identification.

Table-5 shows that there is no significant relationship between the income of managers and different dimensions of morale

in public and private sector organizations except in sense of participation area in public sector. So the income of the managers will affect the sense of participation. The total results show that income will not affect the morale of the managers.

From the figures of the Table-6, We can observe that there is no significant relationship exists between the income of managers and different areas of job satisfaction in private and public sector organizations. It is evident that job satisfaction does not depend upon income of the managers in private sector but a negative correlation exists between the income of managers and job satisfaction in private sector.

From the Table-7, we can see that there is no significant relationship exist between the experience of managers and different dimensions of morale in public and private sector organizations. So the seniority will not influence the morale of the managers in both the sectors.

Correlation values of Table-8, shows clearly that, in total no significant correlation exists between the experience of managers and different areas of job satisfaction. But as regards the management area in public sector is concerned there is significant correlation at .05 level of significance between the experience of managers and job satisfaction. So it shows clearly that the managers in the public sector gets more job satisfaction. This may

be due to better rewards and sense of participation etc. But in private sector there is a negative correlation between experience of managers and job satisfaction. So as per the results more experienced managers having less job satisfaction in the management and social relations area.

Table-9, results shows that there is no significant correlation between the dependents of managers and different dimension of morale in private and public sector organizations. It shows that the number of dependents do not affects the morale of the managers.

Correlation results of Table-10, indicates that there is no significant correlation between the dependents of managers and the job satisfaction in private and public sector organizations. But a negative correlation exists in some areas. So the number of dependents will affect the satisfaction of the managers.

Table-11, reveals that there is no significant relationship between the supervisor's income and different dimensions as well as in total morale in private and public sector organizations. It shows that the income of the supervisors doesn't affect the morale of the employees in both the sectors.

It is seen from the Table-12, that there is a significant positive correlation (.05 level) between the income of the

supervisors and personal adjustment area of job satisfaction in public sector organization. Job, management and social relations areas there is no significant correlation between income of supervisors and above three areas in public and private sector organizations. But there is a negative correlation in two areas of job satisfaction. In total there is a significant positive correlation between the income of supervisors and job satisfaction in public sector organizations. So it indicates that the satisfaction of the supervisors in the public sector depends upon the income.

Table-13, shows that there is no significant correlation between supervisors experience and different morale dimensions in private and public sector organizations. But there is a negative correlation in case of public sector. So experience of supervisors does not affect the level of morale in private sector organizations but it affects in public sector organization. This may be due to negligence of the seniority while giving promotions etc.

Results of the Table-14, reveal that, between supervisors experience and in different areas of job satisfaction also no significant correlation exists in private and public sector organizations. But there is a negative correlation in public sector and in some area of private sector. This shows that the experience affects the job satisfaction in both the sectors.



It is seen from the correlation values of Table-15, that there is a significant negative correlation between the number of dependents of supervisors and fairness of employers policies and behaviour in private sector organization. But in total as well as in other dimensions there is no significant correlation between the dependent of supervisors and morale in public and private sector organizations. But there is a negative correlation exists in some areas of job satisfaction in private and public sector organizations. So it shows clearly that the more dependents leads to low morale.

Values of Table-16, clearly indicate that there is no significant correlation between dependents of supervisors and the different areas as well as in total job satisfaction in private and public sector organizations. But there is a negative correlation in one area of the private sector. It indicates that the dependents affect the job satisfaction in job area.

Table-17, presents the coefficient values for the income of the workers and different morale dimensions. No correlation between the income of the workers and different morale dimensions. No correlation between the income of the workers and the different morale dimensions as well as in total morale of the workers in private and public sector organizations. There is negative correlation exists in private sector and some areas of public sector. So the income does affect the morale of the workers in both the sectors.

Table -18, shows that there is a significant positive correlation between the income of the workers and job area at .01 significant level in public sector organization. This shows clearly that income of the workers in public sector plays a significant role towards determining job satisfaction. Between income of the workers and personal adjustment area there is a significant positive correlation (.05 level) in public sector organization. It also indicates that income of the workers will affect the health, living conditions, emotionality etc in public sector organization. In total there is negative correlation exists between the above two factors in private sector and also in few areas of public sector organizations.

Table-19, shows the correlation between experience of the workers and morale dimensions. But no significant correlation exists either on dimension-wise or in total between the experience of workers and the morale in public and private sector organizations. But negative correlation exists in one area of each sector. So the experience affects the morale of the workers to some extent.

Table-20, reveals that there is a significant negative correlation (.05 level) between the experience of workers and personal adjustment area of job satisfaction in private sector organization. It implies that experience of the workers will affect the health, relationship with family members etc in private sector

organization. More experience lower the job satisfaction. But in total there is no significant correlation between the above said factors in public sector organizations.

Results of Table-21, reveals that there is no significant correlation between the dependents of workers and different morale dimensions in private and public sector organizations, area-wise as well as in total. There is a negative correlation in public and in some areas of private sector organization. So the number of dependents of workers will effect to some extent the morale of the workers in public as well as private sector organizations.

As per the results of Table-22, between the dependents of the workers and job satisfaction no significant correlation exists either dimension-wise or in total. But negative correlation exists in both the sectors . So the number of Dependents of workers does affect the job satisfaction in both the sectors.

In overall there is no significant difference on job satisfaction in the private sector as compared to public sector employees. And even in morale of the workers there is no significant difference between the public and private sector organizations. But negative correlation exists in some areas of private and public sector organizations.

If we compare the areas of job satisfaction cadre-wise, area-wise and "on-the-job" and "off-the-job" there seems to be some differences in private and public sector organizations.

There is no significant correlation between different aspects for managers, supervisors, workers and on different dimensions of job satisfaction in private and public sector organization except in few areas . In the same way there is no significant correlation between managers,supervisors,workers and different aspects of employees morale in public and private sector organizations except in few aspects.

The results also tend to indicate that neither the public sector is very public nor private sector is very private.

**REFERENCES**

1. Allport, G.W. (1942) "The nature of democratic morale", in Watson, G. (Ed.) **Civilian Morale**, Houghton, Boston, pp, 3-18.
2. Akhtar, S.S., and Pestonjee, D.M. (1967) Organizational Structure and employees adjustment. **Indian Journal of Social Work**, xviii, 297-301.
3. Blair, B. (1964) An occupational study of job satisfaction and need satisfaction. **Journal of experimental education**, 32. pp. 383-388.
4. Blankenship, A.B. (1939) Methods of measuring moral. In Hartman G.W. and New Comb. T. (Eds.) **Industrial Conflict**. New York. London.
5. Blum, M.L. (1956) **Industrial Psychology ; and its Social foundations**. Horper, New York.
6. Blum, M.L., and Naylor, J.C. (1968) **Industrial psychology ; its theoretical and social foundations**. New York; Harper and Row.
7. Bullock, R.P. (1952) **Social factors related to Job satisfaction**. Research Monograph No. 70, Ohio State University Bureau of business research, Columbus.
8. Burr, H.E. (1957) **Applied Psychology**, Prentice Hall, New Jersey.
9. Cannon, P.E., and Becker, B.W. (1994) "Personal Values and Management, what do we know and why don't we know more ? " **Journal of Management Enquiry** pp. 67-73.

10. Cantril, H. (1944) **Gauging Public opinion**, Princeton, Princeton University press.
11. Child, I.L. (1941) **Morale; a bibliographical review.**  
**Psychological Bulletin**, 38, pp. 393-420.
12. Cramer, D. (1996) "Job satisfaction and organizational continuance commitment, A two wave panel study"  
**Journal of organization behavior**, Vol 117 No.4 p.389.
13. Curation, E.E. (1960) **Dimensions of Airmen Morale USAF, WADD,**  
**Technical Note**, No. 60-134' p 71.
14. Evans, C.E., and Laseau, L.N. (1950) **My Job contest. Personal Psychology.** Monpg; No.1.
15. Ganguli, H.C. (1964) **Structure and process of organization.**  
Asia, Bombay.
16. Guion, R.M. (1958) "Industrial Morale- the problem of terminology". **Personnel Psychology**, 11, pp. 59-61.
17. Gupta, R. (1995) "Absenteeism and its correlates of job satisfaction, Achievement, Motion and Security"  
**Chartered Secretary** No.12 1185-1187.
18. Hemphill, J.K., and Westie, C.M. (1950) "The measurement of group dimensions". **Journal of Psychology**, 29, pp.325-342.
19. Herzberg, F., Mausner, B., Peterson, R.O., and Capwell, D.F. (1957) **Job Attitudes; Review of Research and opinion.**  
Psychological Service of pittsburg, pittsburg.
20. Hodson, (1991) "Work place behaviors", **work and occupations** pp.271-290.
21. Hoppock, R. (1935) **Job Satisfaction**, Harper and Brothers,

New York.

22. Katzell, R.A. (1958) " Measurement of Morale". **Personnel Psychology**, 11, 71-78.
23. Khan, R.L., and Kotz, D. (1953) Leadership participates in relation to productivity and morale in D. Cartwright and A. Zander (Eds.) **Group Dynamics**. Evanston; Row Peterson.
24. Kulkarni, A.V. (1976) Job involvement and perceived importance of job factors. **Indian Psychological Review**, No.2. 36-40.
25. Lawler, E.E., and Hall, D.T. (1970) Relationship of job characteristics to job involvement, satisfaction, and intrinsic motivation. **Journal of applied psychology**, pp.305-312.
26. Likert, R, and Willits, J. M. (1940) Morale and agency management; Vol.1, **Morale—the main spring of management**. Hartford; life insurance sales research bureau.
27. Locke, E.A. (1969) What is job satisfaction ? **Organizational Behavior and human performance**, 4, 304-336.
28. Loke, E.A., (1976) Nature and causes of job satisfaction in Dunnette, M. (Ed.) **Hand book of industrial and organizational psychology**.
29. Maier, N.R.F. (1955) **Psychology in Industry: a Psychological approach to industrial problems**. Houghton, Boston.

30. Mathur, F., and Mehta, A. (1996) " Job Involvement in relation with job satisfaction and motivational climate " **Udyog Pragathi**, pp. 64-69.
31. McCormick., and Tiffin. (1962) **Industrial Psychology**, George Allen and Unwin, Longon.
32. Morse, N.C. (1953) **Satisfaction in the white collar job**, university of Michigan, Ann Arbor.
33. Motowidlo, S.J. and Borman, w.c. (1978) Relationships between military morale, motivation, Satisfaction and unit effectiveness. **Journal of Applied Psychology**, 63, 1, 47-
34. Payne, R.L., Fineman, S., and Wall, T.D. (1976) Organizational climate and job satisfaction; A conceptual analysis. **Organizational Behaviour and Human performance**, 16, pp. 45-62.
35. Pestonjee, D.M. (1973) **Organizational Structures and Job Attitudes**, Minerva, Calcutta.
36. Pestonjee, D.M. , (1977) "Employees Morale and Resistance to Change" Paper presented in XVIII International conference on **Applied Psychology Montreal, Canada**.
37. Pestonjee, D.M. (1981) **Development of Psychometric measure of Job Satisfaction**. Indian Institute of Management, Ahmedabad, pp. 65-70.
38. Pestonjee, D.M., Singh, A.P., and Neyaz Ahmad. (1977) " Job Satisfaction and Accidents". **Indian Journal of Industrial Relations**. Vol. 13. No. 1. pp. 65-71.



39. Pestonjee, D.M., Singh, A.P. and Singh, S.P. (1981) "Attitudes towards union as related to morale and job involvement" **International Review of Applied Psychology** .Vol.30, pp,209-16.
40. Poddar, C.K. (1996) "Industrial Morale A managerial approach" **Management and Labour studies**, No.4.pp.231-236.
41. Porter, L.W., and Seigel, J. (1965) Relationships of Tall and Flat organization structures to the satisfaction of Foreign Managers, **Personnel Psychology**, pp.379-392.
42. Robins, S.P. (1996) "Organizational Behavior", **Prentice Hall Pvt. Ltd., New Delhi**, 172-209.
43. Seashore, S. (1954) **Group cohesiveness in the industrial work group**. Institute for social research, University of Michigan, Ann Arbor.
44. Shaikh, S.S. (1994) " An enquiry into relationship between Attitudes towards Management and Job satisfaction. **Industrial Relations; News & Views**, 3-7.
45. Sharma, B.R. (1980) Determinants of job satisfaction among industrial workers. **Vikalpa**, 5,1, 13-25.
46. Shartile, C.L. (1952) **occupational information**. Prentdice-Hall, Englewood Cliffs.
47. Singh , P. (1971) Job Satisfaction ,Morale, Productivity, Industrial behavior and Union membership. **Productivity**, 12,2,237-239.

48. Singh, A.P., and Srivastava, G.P. (1980) "Effect of EGO- strength on the relationship of different styles of supervision with morale and performance: **Psychological studies** Vol.25 No. 2, 98-104.
49. Smith, H.c. (1955) **Psychology of Industrial Behaviour**. McGraw Hill, New york.
50. Smith, H.C., and Wakeley, J.H. (1992) **Psychology of Industrial Behaviour**. McGraw-Hill, New Delhi.
51. Smith, P.C., Kendall, L.M., and Hulin, C.L. (1959) **The Management of satisfaction in work and retirement**. Chicago; Rand McNally .
52. Smith ,R.G., and Westen, R.J. (1951) **Studies of Morale methodology and criteria**. (Res.Bill.51-29), Human Resource Res. center, USAF; Air Training command , San Antonio.
53. Srivastava, S.K., and Sharma, R. (1992) "The relationship between job satisfaction job need" **Management and Labour Studies**, pp.3-7.
54. Srivastava, S.K., and Roy ,V. (1996) "Work adjustment and job satisfaction among pro and anti management workers" **Management and Labour Studies**, No.4.237-241.
55. Stagner, R. (1956) **The Psychology of Industrial conflict**, John Wiley, New York.
56. Viteles, M.S. (1962) **Motivation and Morale in Industry**. Allied Pacific, Bombay.
57. Vroom, V.H. (1964) **Work and Motivatin**, Wiley, New York.

# APPENDICES

59

## S.D.EMPLOYEES INVENNTORY

By

Prof.D.M.Pestonjee.

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

### QUESTIONNAIRE ON "JOB SATISFACTION"

- 1.Designation :
- 2.Monthly income :
- 3.Marital status :
- 4.No of dependents :
- 5.Hours of work per day :
- 6.Length of service :

Carefully read the questions given below. Against each question you have to respond either YES or 'NO'. Please put a mark (/) in the appropriate space provided with each statement.

- |   | Yes | No  |
|---|-----|-----|
| 1.Do you work with good tools, materials and equipments ?                         | ( ) | ( ) |
| 2. Do your superiors reward good workers ?  | ( ) | ( ) |
| 3. Do you think that good people are respected in society?                        | ( ) | ( ) |
| 4. Does the thought of future mishaps make you worried?                           | ( ) | ( ) |
| 5. Are most of your acquaintances reliable ?                                      | ( ) | ( ) |
| 6. Do your superiors sympathetically listen to your difficulties ?                | ( ) | ( ) |
| 7. Does this job provide good opportunities for promotion?                        | ( ) | ( ) |
| 8. Do you feel that due to poor health you could not get ahead in your job ?      | ( ) | ( ) |
| 9. Do your neighbors help you when you are in some difficulties?                  | ( ) | ( ) |
| 10.Do you sometimes think that you do not have those qualities which others have? | ( ) | ( ) |

11. Do you have to work with some such people whom you don't like much? ( ) ( )
12. Do you often feel that you are alone in this wide world? ( ) ( )
13. Do you feel satisfied with the over-time rules of your organization ( ) ( )
14. Do your superiors think that most of the people are hardworking ? ( ) ( )
15. Do you sometimes feel that there is none in whom you can confide? ( ) ( )
16. Do you often get such ideas at the of going to bed which you awake?( ) ( )
17. Do your superiors behave well with the employee? ( ) ( )
18. Do you think the work you are doing is interesting? ( ) ( )
19. Do you think that promotions to employee are given impartially? ( ) ( )
20. Do you get upset for a long time when criticized somebody? ( ) ( )
21. Do you feel satisfied with the condition of the place where you  
work? ( ) ( )
22. Do you believe that in case of emergency (such as illness or  
marriage) the management would help you? ( ) ( )
23. Do you hesitate in accepting the responsibilities of social  
functions? ( ) ( )
24. Are you frequently worried due to illness of your family member? ( ) ( )
25. Are most of your neighbors gentle and worth mixing with? ( ) ( )
26. Do your superiors invite suggestions from you for the welfare of  
your company? ( ) ( )
27. Do you think that you have selected the right job for yourself? ( ) ( )
28. Do you sometimes think that your family members do not care for  
you sufficiently? ( ) ( )
29. Do you sometimes think of changing your house due to the neighbors?( ) ( )
30. Are there any such members in your family whose presence causes  
you annoyance? ( ) ( )
31. Do you sometimes think that you can earn more in some other job ? ( ) ( )
32. Do you think that bad people outnumber good people in the society? ( ) ( )
33. Does your job allow you sufficient time for rest and recreation ? ( ) ( )
34. Do your superiors respect your skills and abilities? ( ) ( )
35. Do you think that most people exploit the weakness and  
shortcomings of others? ( ) ( )

36. Do small things also hurt you? ( ) ( )
37. Do your superiors harshly punish employees for simple mistakes? ( ) ( )
38. Do your fellow workers help you? ( ) ( )
39. Do you think that people get promotions due to personal pulls? ( ) ( )
40. Do your relatives frequently bother or trouble you ? ( ) ( )
41. If you are offered elsewhere the same facilities which are ( ) ( )  
enjoying in your present job, would you like to change your job? ( ) ( )
42. Are the employees dismissed from the job on simple and trivial ( ) ( )  
matters?
43. Do you feel hesitation in talking to strangers? ( ) ( )
44. Do you often have to leave tasks unfinished? ( ) ( )
45. Do you think that your friends are sincere to you ? ( ) ( )
46. If you were an officer, would you treat your ( ) ( )  
subordinates the same way as yours officers do? ( ) ( )
47. Do you think that you have to work too much here? ( ) ( )
48. Has there been some unpleasant experience in your child\_hood ( ) ( )  
which you cannot forget?
49. Do you believe that most of the social customs and traditions are ( ) ( )  
troublesome?
50. Do you pass your time pleasantly in your home? ( ) ( )
51. Do you think that your work is hard and difficult? ( ) ( )
52. Are most of the people in society selfish? ( ) ( )
53. Is your profession respected by others? ( ) ( )
54. Do your superiors believe that the worker's welfare is their own ( ) ( )  
welfare?
55. Do you think that people do not make lasting friendship with you? ( ) ( )
56. Do the members of your family often do things against your wishes? ( ) ( )
57. Do most of your colleagues work under duress and fear ? ( ) ( )
58. Would you advise any of your close relatives to do the job which ( ) ( )  
you are doing?
59. Do you think that the employees are treated here the way they ( ) ( )  
should be treated?

60. Do you sometimes get worried without any apparent causes ? ( ) ( )
61. Do you sometimes feel like giving up this job and taking up some other job? ( ) ( )
62. Do your superiors praise good workers? ( ) ( )
63. Do most of the people misunderstand you? ( ) ( )
64. Do you earn enough money so that you don't have to seek help from others? ( ) ( )
65. Are you troubled by feelings of caste and creed in society ? ( ) ( )
66. Are you often given such orders by your superiors which are difficult to carry out ? ( ) ( )
67. Do you think that this work provides you opportunities to display your talent and skills? ( ) ( )
68. Do you generally feel tired after doing ordinary jobs ? ( ) ( )
69. Do you think that your fellow workers generally avoid your company? ( ) ( )
70. Do you think that things go wrong without any fault of yours? ( ) ( )
71. Do you think that you need some more training ? ( ) ( )
72. Do you feel hesitant in seeking advice from others ? ( ) ( )
73. Do you think that in spite of your lack of interest in this job, you work because you get good money ? ( ) ( )
74. Are you often asked to work at odd hours? ( ) ( )
75. Do you easily make friends with new people? ( ) ( )
76. Do the members of your family live cordially? ( ) ( )
77. Do your supervisors think that their employees are efficient ? ( ) ( )
78. Do you think that your present is a respectable job for a person like you? ( ) ( )
79. Do you think that you can place your problems before your superiors without any hesitations? ( ) ( )
80. Do you get worried often thinking about the goal or purpose of life? ( ) ( )

## EMPLOYEES MORALE SCALE

By  
Prof.D.M.Pestonjee

## INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

Choose any three statements by putting tick mark(/) from the sections given below:

## SECTION 1

- 1.Workers get a fair deal.
- 2.Worker's welfare is considered the most important thing here.
- 3.Worker's abilities are respected more here than in any other company.
- 4.Good work is praised sometimes and sometimes not.
- 5.Partiality is considered against the policy of the company.
- 6.Workers cannot raise their voice for their own welfare.
- 7.Ordinary workers are not considered as human beings.

## SECTION 2

- 1.Only able persons are appointed as officers here.
- 2.Officers here consider the welfare of workers as their own.
- 3.Some workers here are more capable than their officers.
- 4.Officers understand the difficulties of every body.
- 5.For officers here a good man is one who is a good worker.
- 6.Officers want their own welfare not that of workers.
- 7.There are no such qualities in the officers here for which they may be praised.

## SECTION 3

- 1.Everybody is consulted for the welfare of the company.
- 2.Workers are encouraged for suggesting new ideas about the work.
- 3.Workers are bound to work in particular way (order). So there is no enthusiasm for work.
- 4.Workers are free to apply new techniques (method). of work according their own will.
- 5.In other companies, workers are getting more chance to show their ability and utilize their past experience.
- 6.Workers are never consulted about the work.
- 7.It is believed here that the progress of the company depends only on its officers.

## SECTION 4

1. Workers are always willing to do everything for the company.
2. The future of the company and the future of workers is the same
3. My company gets respect from every worker.
4. Workers of this company are better off than workers of any other company.
- 5.I will not advise any of my relatives and friends to work here.
- 6.The progress of the company does not provide any benefit to the workers.
- 7.Most of ~~the~~ people work here under conditions of helplessness or fear.

**PURCHASED  
APPROVAL**

**GRATIS/EXCHANGE**

**PRICE**

**ACC NO.**

**VIKRAM SARABHAI STRG**

**L. L. M., AHMEDABAD**