

# A Study on Job Satisfaction of Employees of Managerial Cadre in KRIBHCO

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**Abstract:** *The Fertilizer sector plays a vital role in underpinning the economic development of country. It focuses on the relative importance of job satisfaction factors and their impacts on overall job satisfaction of employees. It investigates the impact of engineering work experience, age, sex, designation, types of work, length of service towards the job satisfaction. The result shows that salary, qualification, promotion policy, job securities are the most important factors contributing to the job satisfaction. The overall job satisfaction of employees in KRIBHCO is at the positive level. KRIBHCO is selected because it is currently undergoing continued expansion. In order to achieve competitive advantages it is important for them to achieve management efficiency by increasing employee satisfaction in KRIBHCO. So this research was undertaken to investigate on the significance of factors such as working condition, job security, pay and promotion, qualification and job satisfaction, length of service and promotion policy, age and job security with managers in affecting job satisfaction. This paper presents a comprehensive diagnosis of job satisfaction indices of KRIBHCO business, factor causing dissatisfaction and suggestion to improve them.*

**Keywords:** Age & Job Security, Age & Job Satisfaction, Length of Service, Salary Structure & Qualification

## 1. Introduction

Satisfaction is the sense of being whole and complete -- nothing missing, no deficiency. The people in the organization should enjoy their job. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job.

The modern management strives to develop not only the satisfied workforce but the "delighted workforce". This is possible only through the job satisfaction. Job satisfaction generates positive and warm attitude towards the group members and the organization. The satisfied and delighted workforce proves an asset to the organization. The Human Resource Management deliberately strives to acquire, develop and maintain the satisfied workforce.

Employee satisfaction is a measure of how happy workers are with their job and working environment. Keeping morale high among workers can be of tremendous benefit to any organization, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the organization. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement. Many experts believe that one of the best ways to maintain employee satisfaction is to make workers feel like part of a family or team.

## 2. Background of Study

An organization is a social arrangement which pursues collective goal, which controls its own performance and which has boundary separating it from its environment. Entrepreneurs include a focus on optimizing organizational structure. According to management science, most human organizations draw into four types as: 1) pyramid or hierarchy 2) committee or jury 3) matrix organization 4) ecology organization. Recent time many organizations have matrix organization.

Organizations have tended to grow up to the desired level with its various kinds of resources like Men, Machines, Materials, Money, Methods and Markets. By utilize these resources, organizations change the belief, attitude, values and structure of organizations so that they can better adapt to new technologies, markets and challenges. Recent time, organization have new developed infrastructure by using new technologies and different technical work. So organization needed human resource that has multiple skills.

Earlier organization handled human resources by performing personnel management functions, where the human beings were working in the organization were considered as the employees. Employees were not treated as a valuable asset of an organization. The approach to treat the employees was less humanitarian. Day by day many changes took place in the environment. These changes were pertaining to beliefs, assumptions, strategic aspect, changes in workers and employees who create new problems or complexities –like increase in size of organization, expansion in industries need for greater and specialized skill, public intervention, number of workers continue to grow in industry formal education to workers made them increasingly critical of management error, mobility of labour, new system of compensation, new communication media, new structures of organization, new innovation etc. created problems. All these changes brought revolutionary transformation in the management. Personnel aspect was transformed into a human resource management aspect.

Now a day, function relating to human resources in the organization becoming core area and it is increasingly becoming more and more important day by day; organization can reach to the level of excellence, if it handles human resources carefully. Therefore, the management of human resource in the organization is not only important but crucial too. The human resource is to be handled in such a way that they derive maximum satisfaction out of the job which they are doing.

A major part of man's life is spent at work. It is therefore, natural to expect that he would seek to fulfill many of his needs in and through his work. As we grow, our likes and dislikes become stronger and desire for things keeps on increasing. We get deluded into believing that things that satisfy our senses will give us happiness. The happiness or satisfaction is the ration of number of desires fulfilled to number of desire expected. This is the equation of happiness. Desire that is fulfilled gives temporary satisfaction, but also multiplies the desire manifold; and that makes us greedy and burn with envy. Uncontrolled desires, consequently, are the sources of all the dissatisfaction and agitation.

Job satisfaction means different things to different people; this is because job satisfaction has a lot of do with motivation. People are motivated by different things to do different things. Job satisfaction is being the same as motivation and they are not being clearly differentiated because job satisfaction is frequently associated with job behavior just as motivation is. Further, most theories of motivation have an underlying Hedonic assumption that individuals are motivated to seek that which is pleasant to them.

Now, the modern management strives to develop not only the satisfied workforce but the "delighted workforce". This is possible only through the job satisfaction. Job satisfaction generates positive and warm attitude towards the group members and the organization. The satisfied and delighted workforce proves an asset to the organization. HRM deliberately strives to acquire, develop and maintain the satisfied workforce.

In recent time, people are becoming more conscious about their goal and the development of their career. So we must to find out their satisfaction level which is related with the organization.

### 3. Objective of Study

The motive of the present study is on job satisfaction among the employees at managerial level in KRIBHCO.

1. To examine the policies of KRIBHCO on personnel matter.
2. To examine the human resource functions focusing on job satisfaction of the employees.
3. To examine the efforts of these functions to derive success.
4. To examine what kind of provisions made by the organization to motivate its employees.
5. To examine the level of satisfaction among the employees.

### 4. Scope of Study

The study focuses on job satisfaction that could arise because of poor organizational climate. Poor organization climate can have impact on employee's job satisfaction, which in turn could lead to decrease of productivity among employees. The researcher will concentrate on finding out the causes of dissatisfaction among employees and determine whether there is a difference in way managers and subordinate perceive the existing organization climate. Guideline will be developed for managers to improve the organizational climate in order to facilitate greater job satisfaction and decrease job dissatisfaction among the subordinates.

### 5. Limitations of the Study

It is true to highlight that every research has its own limitations whether it is being conducted in any area of studies including social sciences. It might be because researcher could not possibly bring the whole perspective of a particular area in one fine study. Therefore, it is imperative to emphasize that research itself is a learning process by which researcher tries to prove many conceptual and methodological issues pertaining to his/her research work. Hence, like other researches the present research endeavour also suffers from some of the limitations, which are enumerated below:

- The size of the sample of present investigation is limited in its nature, which puts a limitation on the generalization of results of the present study.
- This study was confined to only KRIBHCO which is lying around only Surat city, not to district as a whole or beyond. This limitation of the study again brings limitation of the generalizations of results.
- This study was limited to only one particular Organisation not many organisation at larger level.
- The present investigation was confined with only few Psychological variables namely, Organizational Climate, Attitude, Adjustment and Job Satisfaction while other important psychological variables could also have been included, such as job commitment, job involvement, job motivation, interest and others.
- Demographic variables like age, locality, experience and grades of Employees have not been concerned in the study.

### 6. Research Methodology

#### Research Design

In KRIBHCO, we have used the research design which is, (1) Exploratory.

#### 6.1 Sources of Data

After the research design has been selected, next important step is collecting the data. It is very vital step since the accuracy, if the data collection dependent upon the data collection methods. There are two basic types of data.

1. Primary data.
2. Secondary data.

#### 6.1.2 Primary Data

Primary data has been collected by filling the questionnaire to know about the performance appraisal system present in KRIBHCO. In this we have collected data from sample survey.

#### 6.1.3 Secondary Data

Secondary data have been collected from prospectus and websites and also collected from company literature. In this we collected data from KRIBHCO manual, annual report of KRIBHCO, KRIBHCO at glance.

## 6.2 Sample and Sampling Method with Rationale

Sample design means in the population researcher has selected some sample from population for research. Sample designs are of two types.

1. Random sampling
2. Non random sampling

In two type of method we use random sample design.

### 6.2.1 Random Sampling

Random sampling refers to the fact that every member of population has a probability higher than zero of being selected for the sample. This sample is more likely to be representative of the population than a non probability sample.

## 7. Review of Literature

Ramachader Anitha (2006) indicates about Human Resource in HR in enhancement of people's capability. She mentions that the impending workforce shortage and demographic shift present a window of opportunity that will be open for just a short while. During this time, human resource can show its ability to be creative and flexible in meeting both the organizations and the individual employees' needs. By being proactive and strategic, human resource can lead their organizations in preparing for this unique future. If human resource misses this window, we may well find ourselves reliving the past with hiring plans that are unreasonable, performance issues created by poor hiring decisions and unhealthy turnover for starters.

The world, its culture and its technologies are changing too rapidly for people to depend only on what is learned in the past. Organizations and individuals need to create an environment in which they can continuously review their knowledge. Human resource professionals need to be encouraged to see themselves as lifelong learners and agents for transformation in multifaceted technological environment.

Bucknall Hugh (2005) indicates in Mastering Business in Asia.

Globalization means that compensation will undergo a transformation in Asia. Organizations will give more attention to the competitiveness of compensation on a regional and in some cases, a global basis. Pay plans will be designed to differentiate rather than homogenize employees. Furthermore, organizations will pay more attention to retaining executives that have the attributes of a truly successful mobile, global employee.

In the future, we will look for talent everywhere. Globalization has opened up the talent search and widened the market far beyond local resources. In so doing, it has created the game of talent roulette, which is risky to play and easy to lose, but with careful planning and proactive actions. We need not play talent roulette. In fact, globalization can be a boon rather than a bane of a organization's talent strategy for Asia.

Raju PVL (2003) indicates about Human Resource Management in Human Resource the emerging profile.

Human resource management is abandoning its passive and reactive approach in favour of a proactive strategy focused on the future, so that it can anticipate the organization's demands and needs. It has stopped preserving the past, so that it can begin creating the future. Human resource management is increasingly interested in continually preparing the organization for the organization of the future, and preparing personnel for the future that will certainly arrive, if it has not already done so. In the most advanced organizations, human resource management is moving beyond conformity with the present and predictability in the current situation, by considering that everything can be improved beyond the standard of excellence it has already achieved. It holds that other people are not yet totally prepared and developed, that the quality of life can be improved, and that the organization can achieve even better results, rather than resting peacefully on its laurels.

## 8. About KRIBHCO

"India live in villages," Said Mahatma Gandhi decades ago. It is true even today. Nearly 75% of our population directly or indirectly depends on agriculture. As per statistics, nearly 18.3 million tones of fertilizer nutrients are required every year in this country. There are largely numbers of fertilizer units, viz. IFFCO, NFL, RCF, SPIC, FACT, ZUARI, CORMADEL, GJFC, GSFC that are producing urea as well as other fertilizer like DAP, NPK ETC. The demand of fertilizer was so high India has to import almost 30% of its requirement from other countries.

That oil and gas finding in the Bombay and South Basin High triggered off to the birth of new generation fertilizer plants to fulfill the even-growing needs of our country. Based on these natural gas findings, our Nation embarked up on executing eight fertilizers manufacturing units from West to North. The plants at Hazira (KRIBHCO) and That (RCF) are the earlier giants in the series.

KRISHAK BHARTI CO-OPERATIVE LIMITED (KRIBHCO) was registered on 17th April, 1980 as a Multi State Co-operative Society under the Delhi. Jointly promoted by govt. of India and Agricultural co-operative philosophy, fulfilling its commitment to strengthening and promoting the cause of agricultural development and co-operative movement in the country.

The KRIBHCO Hazira unit is located around 15 km. West of Surat to and lies on the North bank of river Tapi. An all-weather road from Surat to Hazira connects the plant site with the city. A canal belonging it irrigation Department is running on the North side of the plant site and is feeling water from Ukai. A separate 66kv from Vav substation supplies power to site. A railway feeder line approx. 35 kms. Long has connected the site with the Bombay-Ahmedabad main line.

## 9. Data Interpretation and Findings

### 9.1. Age and Job Security

Job security, the assurance of employment will be continuing in the future, some employees strive to achieve job security. Whereas in some other cases, job security is an integral part of the employee's culture. In the beginning of the service the

employee's eyes are not on the job security but they like to straggle but as he become senior he become more conscious towards the security of job.

gives emphasis on job security. Therefore, high level of respondents is satisfied with the organization.

**Table 1:** Relationship between age and job security

Job selection	Level of satisfied with Job satisfaction					Total
	Excellent	Good	Average	Poor	No response	
1 reason	16.67%	47.22%	1.39%	-	-	65.28%
More than 1 reason	4.16%	23.61%	1.39%	-	-	29.17%
Other reasons	1.39%	2.77%		-	-	4.16%
No response	1.39%	-	-	-	-	1.39%
<b>Total</b>	<b>23.61%</b>	<b>73.61%</b>	<b>2.78%</b>	<b>-</b>	<b>-</b>	<b>100%</b>

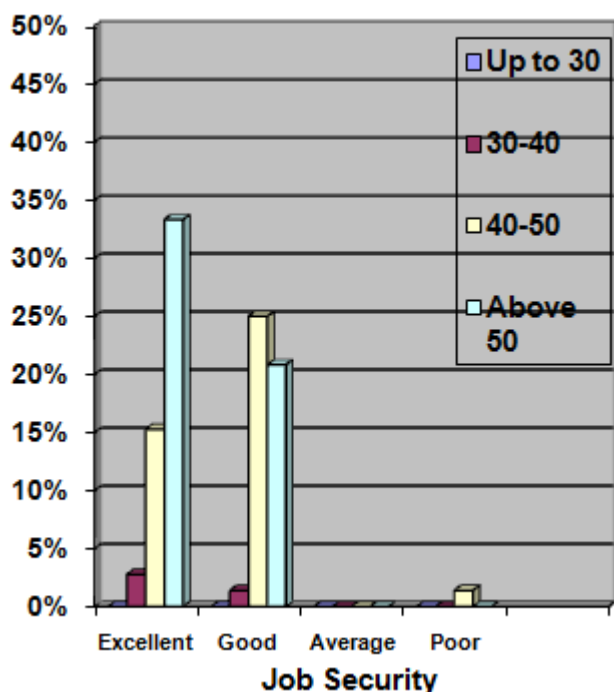
**9.2 Age and Job Satisfaction**

There is overwhelming evidence indicating a positive association between age and satisfaction. Job satisfaction typically increases with age. Old workers have more work experience; they understand better which work needs can and cannot satisfy and overall they have a more realistic view of work and life.

Younger employees have comparatively few or no job experiences with which to compare their current jobs.

Because of this, they are more likely to substitute the opinions of other people, their own beliefs about people's jobs and their own idealistic views of what work should be for their lack of experience. These opinions and beliefs are less applicable than their own experiences and can cause younger workers to feel less satisfaction than they would if they had their own experiences to draw on.

**Age**



**Figure 1:** Relationship between Age with Job Security

**Finding**

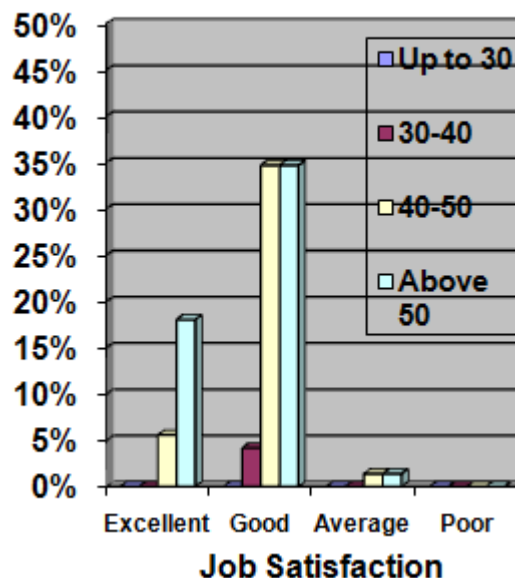
The Above table depicts that nobody is under the thirty ages. 4.17% of respondents whose ages are between the 30 to 40 years, they are younger respondents. Out of them, 2.78% of respondents have excellent job security. 1.39% of respondents have good job security. They are satisfied with the job security.

41.67% of respondents whose age is between 40 to 50 years, they are conscious for job security. Out of them, 15.28% of respondents are excellent satisfied with job security and 25.00% of respondents are satisfied but 1.39% of respondents did not give any response. Majority of respondents whose age is above 50 year, Out of them, 33.33% of respondents who found the job security are excellent whereas 20.83% of respondents termed are as good. So it reveals that organization

**Table 2:** Relationship between age and job satisfaction

Age	Level of satisfied with Job satisfaction				Total
	Excellent	Good	Average	Poor	
Up to 30	-	-	-	-	-
30-40	-	4.17%	-	-	4.17%
40-50	5.56%	34.72%	1.39%	-	41.67%
Above 50	18.05%	34.72%	1.39%	-	54.16%
<b>Total</b>	<b>23.61%</b>	<b>73.61%</b>	<b>2.78%</b>	<b>-</b>	<b>100%</b>

**Age**



**Figure 2:** Relationship between Age and Job Satisfaction

**Finding**

The above table reveals that this organization has good experienced employees. They work in this organization for a long time. No employees are under the age of 30. 4.17% of respondents, whose age is between 30 to 40 years, are satisfied with organization.



41.67% of respondents whose age is between 40 to 50 years, out of them, 5.56% of respondents have excellent satisfied level. 34.72% of respondents have good satisfied level. And 1.39% of respondents have average satisfied level.

Highest level of respondents whose age is above 50 year, out of them, 18.05% of respondents have excellent satisfied level. 34.72% of respondents have good satisfied level. 1.39% of respondents have average satisfied level.

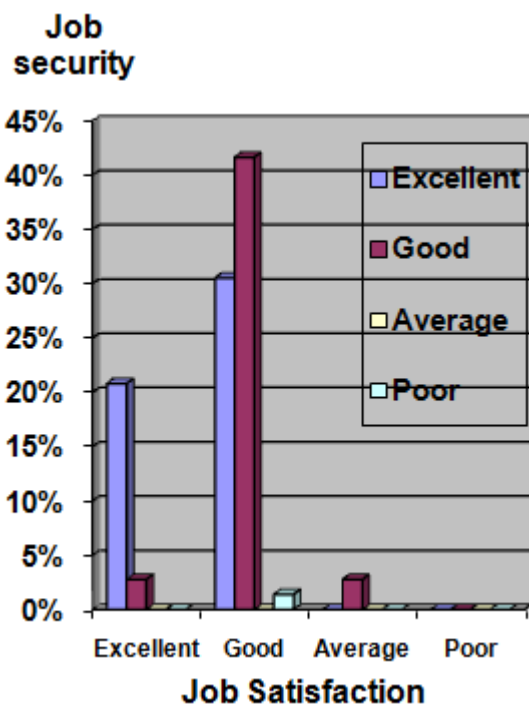
At last, higher level of respondents are satisfied with organization and low level of respondents are excellent satisfied. Someone is satisfied but not fully satisfied with this organization.

### 9.3 Job Security and Job Satisfaction

Job security may affect job satisfaction if the employee does not have job security than surely he will lack job satisfaction. If managers may decrease job security and therefore, decrease job satisfaction, constantly reminding people that they are easily replaced, valueless and disposable company assets decrease Job security and satisfaction. Poor performance or poor financial condition of the firm can also reduce job security and satisfaction because the threat of a merger or the collapse of the form appears more likely.

**Table 3:** Relationship between job security and job satisfaction

Age	Level of satisfied with Job security				Total
	Excellent	Good	Average	Poor	
Excellent	20.83%	30.55%	-	-	51.38%
Good	2.78%	41.67%	2.78%	-	47.23%
Average	-	-	-	-	-
Poor	-	1.39%	-	-	1.39%
<b>Total</b>	<b>23.61%</b>	<b>73.61%</b>	<b>2.78%</b>	<b>-</b>	<b>100%</b>



**Figure 3:** Relationship between job security and Job Satisfaction

### Finding

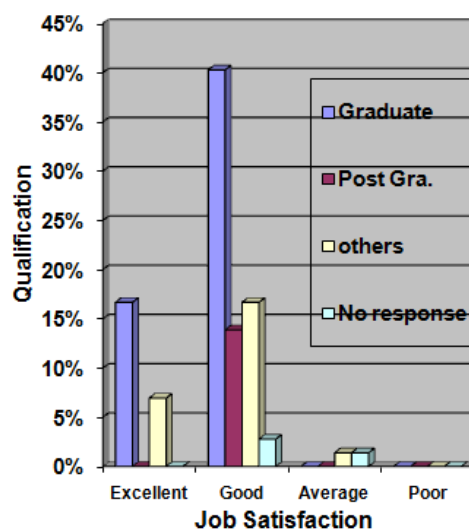
The data pertaining to respondents' participation in table 5.4 reveals that major employees who are excellent satisfied, 30.65% of respondents are satisfied with organizations.

47.23% of respondents are satisfied with job security. Out of them 2.78% of respondents have excellent satisfied level, 41.67% of respondents have good satisfied level. 2.78% of respondents have average satisfied level. There no respondents who have average satisfied level with job security.

1.39% of respondents who said that their job security level is poor even they satisfied with organization. Major respondents have good level of job satisfaction with job security.

### 9.4 Qualification and Job Satisfaction

Employees, who have high qualification, always have high level of satisfaction. They enter into organization with high ambition and want to fulfill their ambition through organization and if organization will be failed to fulfill their goal, then employees become dissatisfied with organization. Sometimes the employees are allotted the work which not at all concerned with their experience or interest.



**Figure 4:** Relationship between qualification and Job Satisfaction

**Table 4:** Relationship between qualification and job satisfaction

Qualification	Level of satisfied with Job satisfaction				Total
	Excellent	Good	Average	Poor	
Graduate	16.67%	40.28%	-	-	56.95%
Post Gra.	-	13.88%	-	-	13.88%
others	6.94%	16.67%	1.39%	-	25.00%
No response	-	2.78%	1.39%	-	4.17%
<b>Total</b>	<b>23.61%</b>	<b>73.61%</b>	<b>2.78%</b>	<b>-</b>	<b>100%</b>

### Finding

This above table reveals that 56.95% of respondents are graduated. Out of them, 16.67% Of respondents are excellent satisfied and 40.28% of respondents is satisfied. Major respondents who have graduation degree, they are satisfied with an organization.

13.88% of respondents who have post graduation degree, they have good level of satisfaction.

25.00% of respondents who have M.Phil and other degree, Out of them, 6.94% of respondents are excellent satisfied. 16.67% of respondents are satisfied and 1.39% of respondents have average level of satisfaction. They have high qualification. it is explain that they are satisfied but not fully satisfied.

4.17% of respondents who do not give response, out of them, 2.78% respondents are satisfied and 1.39% respondents have average level of satisfaction.

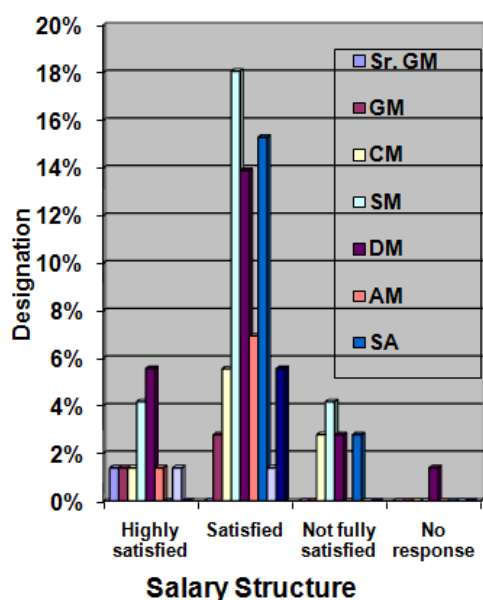
In last, most of respondents are satisfied with their job.

### 9.5 Designation and Salary Structure

Managers, who have different kind of managerial level, wish to gain salary with different post. If they do not satisfied with salary structure, they always dissatisfied with their salary and also with the organization. They do not maintain their relation with coworkers or top managers.

**Table 5:** Relationship between designation and salary structure

Designation	Level of satisfied with Salary Structure				Total
	Highly Satisfied	Satisfied	Not fully Satisfied	No response	
Sr. GM	1.39%	-	-	-	1.39%
GM	1.39%	2.78%	-	-	4.17%
CM	1.39%	5.55%	2.78%	-	9.72%
SM	4.17%	18.05%	4.17%	-	26.39%
DM	5.56%	13.88%	2.78%	1.39%	23.61%
AM	1.39%	6.93%	-	-	8.32%
SA	-	15.28%	2.78%	-	18.06%
JM	1.39%	1.39%	-	-	2.78%
No response	-	5.56%	-	-	5.56%



**Figure 5:** Relationship between designation and salary structure

### Finding

The above data reveals that, 1.39% of employee is Sr. General Manager who is highest satisfied with salary structure.

4.17% of employees who are General Manager, they state that 1.39% of employees are highest satisfied and 2.78% of employees are satisfied.

9.72% of employees who are Chief Manager, they state that, 1.39% of employees are highest satisfied and 5.55% of employees are satisfied, with salary structure. But 2.78% of employees are dissatisfied with salary structure.

26.39% of employees who are Senior Managers, they express that 4.17% of employees are highest satisfied, 18.05% of employees are satisfied but 4.17% of employees are dissatisfied with salary structure.

23.61% of employees who are Deputy Managers, among them 5.56% of employees and 13.88% of employees are satisfied with salary structure whereas 2.78% of employees are not satisfied. Employees who have no response constitute 1.39%.

Employees, who are assistant Managers, they are 8.32%. Among them, 1.39% of employees are highest satisfied and 6.93% of employees are satisfied.

18.06% of employees have Senior Assistant Manager Post. Among them, 15.28% of employees are satisfied and 2.78% of employees are not fully satisfied.

2.78% of employees have Junior Manager Post. Among them, 1.39% of employee is highest satisfied and 1.39% of employee is satisfied.

### 9.6 Length of Service and Promotion Policy

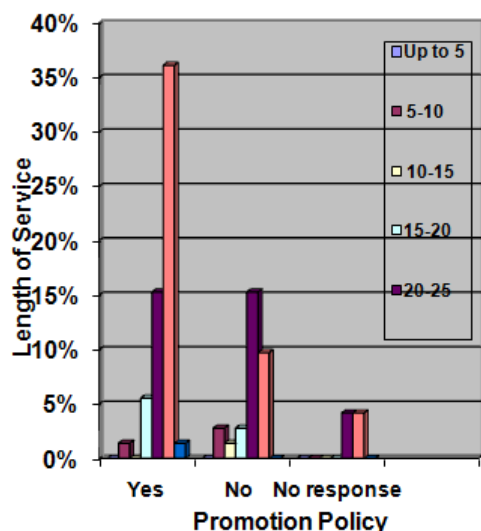
It is confirmed that promotions give satisfaction. In most of the organizations which employ talented work force, it is realized that the average span of a promotion is about 18 months. If the employees neither get promotion

Nor get increments, then they think of separation. When the promotion of an individual falls below his expected level or the period of promotion is delayed, then even the promotion do not give satisfaction. Generally people keep high expectations during the time of promotions. However, several organizations do not have a proper succession planning to complement the aspects of promotion.

If employees works in the organization for long time, and even they cannot get enough promotion, then they always get dissatisfaction.

**Table 6:** Relation between length of service and promotion policy

Length of Service	Reply for Promotion Policy			Total
	Yes	No	No response	
Up to 5	-	-	-	-
5-10	1.39%	2.78%	-	4.17%
10-15	-	1.39%	-	1.39%
15-20	5.54%	2.78%	-	8.32%
20-25	15.28%	15.28%	4.17%	34.73%
Above 25	36.11%	9.72%	4.17%	50.00%
No response	1.39%	-	-	1.39%
<b>Total</b>	<b>59.71%</b>	<b>31.95%</b>	<b>8.34%</b>	<b>100%</b>



**Figure 6:** Relation between length of service and promotion policy

### Finding

If we examine above data, it reveals that none of employees who have below five years experience in this organization. All employees have more than five years experience.

4.17% of respondents have five to ten years experience. Out of them, 1.39% of respondents are satisfied but 2.78% of respondents are not satisfied with promotion policy.

1.39% of respondents have ten to fifteen years experience; they are not satisfied with promotion policy.

8.32% of respondents have fifteen to twenty years experience. Out of them, 5.54% of respondents are satisfied but 2.78% of respondents are not satisfied.

34.73% of respondents are worked in organization since twenty to twenty five years. Out of them, 15.28% of respondents are satisfied and 15.28% of respondents are dissatisfied with promotion policy. 4.17% of respondents did not give response.

Employees who have more than twenty five years experience, out of them, 36.11% of satisfied respondents, 9.72% of dissatisfied and 4.17% of respondents did not give response about this policy.

Employees, who did not give response but they are satisfied with promotion policy.

We can conclude that 59.71% of respondents are like to follow this policy but 31.95% of respondents are not like it due to seniority base promotion policy.

### 10. Summary and Conclusion

The most significant resource of any organization is often said to be its people. Such claims appear in organizations' annual reports and mission statements. Of course, an organization is nothing but a group of people whose activities have been planned and coordinated to meet organizational objectives. An organization that exists to produce goods and services has a

good chance to survive and prosper if it consists of the right people. This is true for all organizations.

Organizations encounter several obstacles in meeting their goal and in a similar way all employee report some problems in their attempts to be productive and efficient in their jobs and to feel satisfied in their work lives. The challenge of Human Resource Management is to minimize these obstacles and problems. Important purpose of Human Resource Management is to improve the contribution made by people to organization through effective and efficient use of resources.

Since independence, India has also been moving progressively toward developing an autonomous system of skill of Human care suited to own needs.

For the purpose of present study 100% sample was taken from different categories of the jobs. Thus 72 respondents were selected and interviewed by administering questionnaires. The data is also supported by observation and also collected from various records of an organization. Based on data the following conclusion can be drawn.

The majority of employees whose age is high and good experience, they have good satisfaction level.

There are 94.44% of male employees whereas 5.56% of employees are female because of technical work are there.

All the employees are educated in organization and majority of employees have graduation degree.

There are highest employees who worked in organization since many years so they have well and good experience with an organization. Now most of employees are fulfilled their company selection purpose.

40.28 % of employees have three dependents members who are satisfied with their salary. And there are 34.71% of employees who have more than three dependents members who are also satisfied with salary.

KRIOBHCO gives training to employees by for some days and months. This time duration is base on project work.

The first hypothesis of the study regarding personnel policy for performance is proved. Employees of the organization are promoted on seniority - cum - merit basis. Therefore, employees are dissatisfied with promotion policy and transfer policy.

### 11. Recommendation

Keeping in view the importance of organization following are recommendations to make the employees of the organization more efficient and effective.

1. Organization should not ignore the merit point of employees. It has to consider them to give promotion opportunity.
2. Highest level of manager post, they take decision. And ignore other views of employees who have low level of managerial post. Organization should follow the democratic

decision making system and must consider other manager's view.

3. The organization should motivate their employees by giving various prizes for their good performance and innovative techniques.
4. Organization should become effective transfer policy.
5. Traditional methods of performance should be replaced and modern methods like management by objectives should be introduced.
6. Organization must improve the safety programme according to requirement of employees.

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