CHAPTER III: Research Methodology:

Objectives of the study

It is an important point that, the root cause of people leaving a company because of how they are treated every day. Surveys consistently show that more than 40% of people who leave they are not recognized for their contribution irrespective of their position. The highest rated reason of low job satisfaction due to the want of appreciation, absence of team work and the perception that company is careless for the workforce.

So many managers are there in management and they are beautiful. But their management is full of negativity. The most important matter is what they do not rather than they do. Again, awarding common reward to everybody without any discrimination or without considering the recognition of the highest contributors for whom productivity is high rather punishment to that productive force who contributed their best. The perception of mistreatment grows. Treatment should be on the basis of merit not on seniority. There are some managers who favour some bodies, reason best known to them. Due to favouritism the problem performers are not treated efficiently and effectively. After all a voice comes out weak manger which hampers environment of the workplace & also the personnel relationship. Definitely, it is harmful to the organization.1

Finally whether the employees have been working satisfactorily, stimulating with love and a challenge to accept or not. It is true that employees should know the intrinsic values of work, the work place & pleasure doing good work for his own interest. That professional pride about the quality of one’s works the most powerful incentive ever before or after. Employee
satisfaction is the best key for progress. Due to its perceived instrumentality it appears that high level of employee satisfaction lower is the production cost & attrition.

**Objectives of the research are:**

i) To scan the existing literature on the present position of the employees’ satisfaction of Tata Steel.

ii) To study the present position of the employees’ satisfaction of central coal fields ltd.

iii) To study the comparative analysis of the Employees’ satisfaction of Central Coal Field Ltd & Tata Steel.

iv) To provide organization a better understanding how far the employees’ satisfaction plays a vital role in industrial peace.

**Significance of the study**

Everyone from managers, retention agents to HR need to get a handle on employee loyalty and satisfaction – how committed is the workforce to the organization and if workers are really contented with the way of things for gauging their likelihood to stay with the company. One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, and quality and customer service.²
The litmus test is to study turnover and average length of service. If turnover is on the rise, loyalty levels are low and vice versa. Comparing them to industry averages gives good idea of attrition probabilities. Staff attendance, compliance with policies and confidence in leadership are other indirect indicators of allegiance while excessive theft and sabotage spell obvious lack of commitment. According to Heskett et al (1994), more satisfied employees, stimulate a chain of positive actions which end in an improved company performance. In another research it is said that employee satisfaction influenced employee productivity, absenteeism and retention, Derek R. Allen & Merris Wilburn, (2002). The success of any company is directly link to the satisfaction of the employees who embody that company, that retaining talented people is critical to the success of any organization, Freeman, (2005). Studies shows that businesses that excel in employee satisfaction issues reduce turnover by 50% from the norms, increase customer satisfaction to an average of 95 % & lower labor cost by 12%, Carpitella, (2003). The more satisfied an employee is, the less turnover and absenteeism occurs, Maloney, & McFillen, (1986). Judge, et. al, (1993), on the other hand, mentions that employee satisfaction is positively correlated with motivation, job involvement, organizational citizenship behavior, organizational commitment, life satisfaction, mental health, and job performance, and negatively related to absenteeism, turnover, and perceived stress and identify it as the degree to which a person feels satisfied by his/her job. In contrast, Rousseau (1978) identified three components of employee satisfaction: they are characteristics of the organization, job task factors, and personal characteristics.

In the construction industry, where the quality of products is dependent on the skill of laborers and onsite supervisors, employees play a significant role in the success and outcome of the product and the company. (U.S. Bureau of Labor Statistics, 2004).
Profit and growth are stimulated directly (and primarily) by customer loyalty. Customer loyalty is a direct consequence of customer satisfaction. Customer satisfaction is heavily influenced by customer perceptions of the value of services they receive. Value is created by satisfied, loyal and productive employees.*3

Employees who feel a sense of teamwork and common purpose, a strong commitment to communication, and managerial empowerment are most able, and willing, to deliver the results that customers expect (Employee Satisfaction”, 2005).

Human Relations perspective posits that satisfied workers are productive workers (e.g., Likert, 1961; McGregor, 1960). Thus, organizational productivity and efficiency is achieved through employee satisfaction and attention to employees” physical as well as socio emotional needs.

Human relations researchers further argue that employee satisfaction sentiments are best achieved through maintaining a positive social organizational environment, such as by providing autonomy, participation, and mutual trust (Likert, 1961).

Employee’s job satisfaction sentiments are important because they can determine collaborative effort. Consistent with this reasoning, Likert (1961) has argued that collaborative effort directed towards the organizations goals is necessary for achievement of organizational objectives, with unhappy employees failing to participate (effectively) in such efforts.

In a unique study conducted by Harter et al. (2002), based on 7,939 business units in 36 organizations, the researchers found positive and substantive correlations between employee...
satisfaction-engagement and the business unit outcomes of productivity, profit, employee turnover, employee accidents, and customer satisfaction.

The predominant view has focused on the situational context (e.g., supervisory support) as a cause of satisfaction and has argued that high-performance work practices and thus a positive working climate foster employee satisfaction (see, e.g., Bowen, & Ostroff, 2004; Wright, Dunford, & Snell, 2001; Wright, Gardner, Moynihan, & Allen, 2005). Keen observation of employee reactions and conduct is by far the most obvious and easiest technique. Casually walk around the office, watching employees working, interacting with each other and talk to them informally. Are they smiling, energized, cooperative and alert or listless, inactive and unhelpful? You can even employ a professional consultant as an objective third-party to assess the work atmosphere and compare with other companies.

While satisfied employees are not necessarily loyal or loyal ones always satisfied, it cannot be denied that job satisfaction fuels loyalty. After all its been rightly said that, the more satisfied an employee is regarding his or her working conditions, the more likely is he or she to develop a psychological attachment or commitment to the organization. According to Mark graham Brown, (2006), there is a strong link between employee satisfactions and customer satisfaction and between customer satisfaction and future revenue. Companies should try their best to evaluate why employees leave or what kindles their dissatisfaction.

Examine the root causes – where does the problem lie? Is it earnings or benefits? Does it have something to do with job quality or workplace support? Or is lack of appreciation or growth to blame. The onus is on the management to keep employees engaged and happy, so as to persuade them to stay. In fact, this is critical to organizational success.
Management should have a positive effect on, and seek to support the happiness of, the firm’s employees. Reasons for this are not solely to benefit the employees as companies also stand to gain from employee satisfaction. In an economic environment like the current one, employers often disregard the costs associated with unhappy employees, seemingly believing that these employees are stuck in their current positions and will tolerate unpleasant working environments. This, however, is not the case. Many reasons for employee dissatisfaction are well within the control of the firm and good management practices will enable a company to diminish, or remove, those reasons. Satisfied employees will work harder for the company and plan to stay at the company, ultimately reducing that company’s labor costs. 

**Limitation 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:

a) The present research was conducted on a smaller sample of workers working in Tata steel and CCL which is limited in size.
b) CCL is a public sector organization, where political interference may cause different.

c) Presence of intervening or extraneous variables like disturbances on similar other companies, weak management etc. may create problem.

d) Bear period effect does not come under the purview of study.

e) Effects of globalization & liberalization may limit the study.

**Research Hypothesis**

i) The Employees’ satisfaction plays a vital role in industrial peace in Central Coal Field Ltd & Tata Steel.

ii) The employees’ satisfaction leads to higher productivity, low-turnover and higher motivational level.

iii) The employees’ of Central Coal Field Ltd are more satisfied than the employees’ of Tata Steel.

**Research Methodology**

The proposed study involves library study as well as field study in Tata steel & central coal fields limited. Extensive hunting of the library facilities available therein primary and secondary data pertaining to the various aspects of labour and its impact on business performance collected from the survey of Tata steel and central coal fields limited along with the interviews with the executives of different departments of central coal fields limited & Tata steel.
References:

   Wadsworth, Belmont


