CHAPTER IV

COMPARATIVE STUDY OF EMPLOYEE SATISFACTION IN TATA STEEL AND CCL

Analysis of the Employees Satisfaction in Tata Steel

The very term satisfaction is one of the most typical ingredients of the psychology & related to human being. Thus employee’s satisfaction is a critical conjuncture in connection with the available benefits amenities welfare of the Human resource and also the schemes for the same. The human resource is the vital resource of any concern, which has no perfect alternative, but has differences in opinion, taste, habit choice along with the differences in mental ability & physical ability, courage, social & psychological development, attitude, interest, intelligence, leadership style, stress management capacity, patience, working ability etc. In spite of all these inevitable components human resource as a work force in any organization plays the vital role and considered as the main priority. But Human resource management or man management is a tough exercise to avail supreme success.

Employee satisfaction is extremely important in an organization because productivity of an organization has its perfect correlation to the employee’s satisfaction of the organizational setup. So, to have high productivity employee satisfaction policies are more likely to be creative and innovative and come up break through that allow a company to grow and change positively with the situation, time and changing market condition. The highly satisfied employees feel wellness within, which automatically generates positive attitude toward his/her job, the assignment to accomplish. It tends to be more creative, productive and innovative also setting aside the negativity. There exists a spirit of understanding between employer &
employee & working environment gains attractive. The situation becomes so peaceful & co-operative, which deserves the way to succeed the competition, quality of products, cost-efficiency, a positive workplace & finally the job satisfaction. *1

Human Resource Development Policy of the Tata Steel:

Tata Steel is one of the largest steel producers in the world with employee strength of above 81000 across five continents. Tata Steel group has always believed that mutual benefit of countries, corporations and communities is the most effective route to growth. As a result of which Tata Steel has not limited its operations and business within India but has built an imposing presence around the globe as well. The company acknowledges that, its people are the prime source of its competitiveness. It pledges for equal employment opportunities for attracting the supreme available talents and ensures a cosmopolitan work force. So far the companies’ policy and framework are the persuasion for management practices to enrich the quality of life standard of its employees for developing potentiality and maximize their productivity. A carnal policy, fairness, transparency, equity are the keys to deal with its employees. The company believes and promotes a spirit of understanding, mutual trust, openness, help and team work.

Human resource remains one of the key assets of the Tata Steel Group – and in keeping with that, various initiatives and policies ensure a balance between business needs and individual aspirations. There is a focus on ensuring best practices in people policies, so as to enable a better work life balance for all members of the Tata Steel family.
INDIA

In the Indian operation, Human Resource Management has remained focused on the following:

- Employee Productivity and cost
- Talent management Diversity and inclusion
- Support to Kalinganagar Project in Odisha
- Capability development
- Employee engagement
- Employee engagement and happiness

Special initiatives have been undertaken with different objectives – like the Tata Outbound Leadership Convention; a programs on Transformational Leadership; programs like The Tata Story and Nav Chetna to entrench Tata Values; Umang an employees’ assistance programs for emotional well-being of employees and family; the Academy Approach for Learning to drive the design & delivery of functional and managerial programs.

NATSTEEL

NatSteel’s HR strategies are focused on developing ability and agility so that a pipeline of talents is created to support strategic objectives. Several initiatives have given to productivity and People’s culture. These include the online eMPower HR System; the NatSteel Sports & Recreation Committee (SRC); NatSteel/NatSteel Employees Union (NSH/ NEU) Joint Bursary Award to encourage academic achievement; NatSteel Green Committee to create a conducive work environment; the NatSteel Academy to develop knowledge management;
Project Passion for change management; a “bottom-up/ top-down” approach to capture learning needs of the organization; an active Succession Planning model and a robust Rewards & Recognition plan.

EUROPE

Employee Engagement: It continues to invest in and measure its employee engagement. Its score this year showed a 2% decline from 2012 to 50%. Despite improvements in Accountability, Innovation and Learning and External orientation company’s scores in other areas, particularly in Direction, Leadership and Coordination & Control caused the reduction.

Productivity and Improvement: Its productivity (employment cost per produced ton) improved thanks to 25 restructurings across operations and functions. An overall reduction of employment costs was achieved.

Talent and Capability: Training, development and the recruitment of the next generation of employees is an ongoing focus. It delivered 96,000 training interventions for its 30,000 employees. Its work in talent management improved coverage for succession plans and company has invested over 3,500 days in leadership training.

TATA STEEL THAILAND

To continuously develop human resource at all levels, the Company focuses on:

- Core Foundation knowledge
- Functional Development
- Business Development
Leadership Development

A new project called “Leaders of Tomorrow (LOT)” to select high potential employees has been initiated, with a ‘fast track’ programs to ensure advancement. An Employee Engagement Survey has resulted in the program called “TOGETHER” in which 22 engagement champions propose improvement plans together. The project aims at listening to employees to ensure participation.

The company gives a high priority to development of managerial skills and personality aspects of the employees by providing -of –the- art training in the in-house Management Development Centre as well as leading training organizations in the country & abroad. The company also produced excellent on the job technical training to employees at Shavak Nanavati Technical Institute based on their training needs assessed through periodic appraisal of the employees.

Tata Steel has a mammoth experience in steel production. Now, it is among the top ten steel producers in the world with an existing Annual crude steel production capacity of 30 Million Tons per annum. It is the first integrated steel plant in Asia and now is the world’s second most geographically diversified steel producers and a fortune 500 company. Tata Steel has a balanced global presence in 50 countries. It is driven by its own people and the company stresses a lot on employee satisfaction. Because, it is well known to the company that without achieving employee satisfaction the company cannot run well. The company’s productivity is affected to a large extent by the efficacy and efficiency of its workforce. Their satisfaction of utmost importance to the company and it has taken many initiatives to keep its employees happy and content. It was therefore necessary to study those initiatives & packages taken by
the company and evaluate its effectiveness and determine which processes / process contribute most to employee satisfaction.

Findings and discussions:

What HR Management Tata Steel says

Before analyzing the employee satisfaction of Tata Steel we should look after the view of HR Management of Tata Steel.

With the Tata Steel group rapidly evolving and expanding its reach strategically and geographically, there is need to prepare its leaders, both current and future, to overcome adversities. Consequently, leadership development across all levels is the focus of its employee policies, along with people development and growth. Suresh Tripathy, the head of HR at Tata Steel, in conversation with Nithin Rao, notes that the other key objective is upholding the Tata group’s values through transparency and fairness in HR practices and policies.

Focus points of the HR practice and the policies that are pursued at Tata Steel:

At Tata Steel the prime focus in terms of HR practices is on people development and growth, and employee relations, which is imbibed in the culture of caring of the people. Tata Steel has always held the view that people are its greatest asset. It has adopted the best standards for employee well-being and quality of life, strongly promoting workforce rights. The other focal point is upholding the Tata values through transparency and fairness in HR practices and policies.
One of the primary challenges that HR professionals consistently voice relates to retaining and rewarding your best employees. How is this managed at Tata Steel?

The employee engagement practices, facilities and benefits are aligned towards ensuring retention of employees. Our engagement survey results are constantly acted upon to maintain competitive compensation, productive work environment, employee involvement in improvement initiatives, opportunities for learning and growth, performance-based rewards and recognition, high standards of amenities and facilities (housing, medical, education, recreation, social support), and two way communication, to name a few.

Leadership development also finds frequent mention as an HR challenge, especially of late. What has the experience of Tata Steel been on this issue?

The change in the business scenario across the world has been centre stage at the Tata Steel group. While meeting the current business challenge has been the focus, there is a clear mandate to be continually resolved to not only weather the current economic storm, but to prepare and equip the group for a healthy future as a leading global steel organization.

Further, the business environment is swiftly changing, bringing in its own set of opportunities and challenges; at the same time, the group is rapidly evolving and expanding its reach strategically, geographically and culturally. The new geographies and the shifting environments of the businesses demand that we prepare our leaders (current and future) to face and overcome such adversities. Hence, for a sustainable future, leadership development at all levels is the focus across the Tata Steel organization.
Business growth has posed a challenge, of a kind never experienced by the company in the past, resulting in a 45-percent increase in demand for leadership positions over FY10. Further, 17 percent of the senior leaders are retiring in the next three years. This has compounded the challenge of meeting the increased demand in an already constrained supply situation. The executive committee, headed by the managing director, owns the development and succession plans for the top positions and reviews availability of talent across all functions during talent reviews and succession planning meetings.

**It has been said that the ethical problems that employees confront are among the most difficult to resolve for HR managers. Is it true, and how does this organization deal with such issues?**

Ethical business practices have been at the core of the Tata Steel business since the time of its inception, in line with the Founder’s philosophy. In order to ensure that all the employees’ exhibit behavior that is consistent with the group’s ethical values. Tata Steel adopted the Tata Code of Conduct (formally articulated in 1998) which is applicable to all employees, vendors and other stakeholders. Company’s HR managers have been facilitated by clear policies that provide them with guidelines in resolving ethical problems. A framework is also provided for taking action against those found violating the code. Senior leadership support provides further strength to fair and firm redressal of problems, depending on the gravity of the issue.

Tata Steel encourages whistle blowing and the reporting of instances of unethical behavior to the management, while ensuring full protection to the whistleblower in its ‘whistleblower protection and reward policy’.
Companies talk about encouraging teamwork and creating a culture of collaboration. How important is the role of HR in making this happen?

Culturally, at Tata Steel, there has been specific emphasis on teamwork. Tata’s work systems are designed to deliver day-to-day output by people working as teams or clusters; this has matured to the state of being self-managed. Tata’s incentive schemes and rewards encourage working and delivering as a team. The total quality management way of working encourages continuous improvement in systems and processes through daily management, small group activities and suggestion management.

Tata Steel has created a culture of collaboration through its proactive approach to stakeholder engagement, joint consultative processes and mechanisms for conflict resolution. This has been rewarded with over eight decades of industrial harmony and the license to operate in the very communities in which the company began operations more than a century ago. Tata Steel takes pride that there are several instances where it has been the employer of choice for a family for three and even four generations.

Tata Steel respects its employees’ right to exercise freedom of association and collective bargaining. It has ensured that every employee is able to exercise this right without fear. That’s why the company has enjoyed 85 years of industrial harmony to date, with no strikes since 1928.

The survey outcomes:

- The overall employee engagement score of Tata Steel is 67 percent.
- Compared to industry benchmarks — the metals, mining and manufacturing (India and global) sectors — Tata Steel exceeds the average scores and should now strive to be in the top quartile of the industry.

- The employees of Tata Steel believe that its core strengths are its value system and ethics, its strong brand, its commitment to promises made, and the respect among co-workers, which helps to create a positive work environment.

**Initiatives regarding employee relations, employee development and growth:**

**Findings as regards company initiative:**

On the basis of the available documents i.e. business records, newspaper, periodicals, Annual reports, interview and the result of served questionnaire it is found that different levels of satisfaction are shown by the employees for the different parameters on which they are asked.

It is a fact that financial benefits play vital role for the employee satisfaction but for a short period only. It has no long period effect. People normally used to forget those financial benefits so they already availed. After a few days or months they expect more again. Hence payment of financial incentives has no permanent satisfactory level. It varies from time to time, person to person & institution to institution. Practically it has no boundary line.

Moreover employees of Tata Steel are set aggrieved in respect of their financial & non-financial incentives. It is also known that, no organization can fulfil the financial demand of the employees. In spite of that, on 27\textsuperscript{th} March, 2015, one of the former managers accepted in Jamshedpur that it needs to improve the benefits package in accordance with industry standards.
Beyond the monthly pay packages, regular incentives & bonus, death cum – retirement benefits plan play important role for employee satisfaction. In 2004, India government shifted employees to defined contribution scheme. But Tata Steel introduced the defined contribution scheme for new employees in 2013. The large number of former employees who remain within the pension scheme, Tata Steel’s assumptions while estimating pension funding are subject to capital market and actually risk & any shortfall could put pressure on financial performance. A framework to manage pension risk has been deployed to ensure that obligations remain affordable and sustainable whilst protecting the asset market exposure.

The proximity in timing between Tata Steel’s decision to close the scheme to new members and to close it completely has exacerbated the Company’s problems. Tactically they will find it hard to do things at the same time – closing to new members, reducing generosity for existing members and then finally closing altogether to existing members in something that most companies have done gradually over ten years. So that Tata Steel now has 90 percent of the work force unhappy rather than just 10 to 20 percent.

In addition to the above, the company endeavours to be an ‘Employer of Choice’ by fostering an environment of aspiration goal setting, continuous improvement. The goal of being an employer of choice is articulated in Tata Steel’s Human Resource Policy. It encourages its employees to priorities between work and a satisfying, enriching, life providing sufficient space for wellness, leisure, family and personal development.
Tata Steel’s Sustainability report 2012 shows the rise in employee happiness as:

<table>
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<th>Area of Response</th>
<th>UOM</th>
<th>2010</th>
<th>2012</th>
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<tr>
<td>Housing</td>
<td>0%</td>
<td>74</td>
<td>83</td>
</tr>
<tr>
<td>Hospital</td>
<td>0%</td>
<td>67</td>
<td>76</td>
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<tr>
<td>Canteen</td>
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<td>68</td>
<td>84</td>
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<tr>
<td>Amenities</td>
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</tbody>
</table>

Committees comprising representatives of the union and management jointly monitor benefits available to all employees which includes financial benefits plan, insurance, medical and sickness benefits, disability coverage, higher education and sabbaticals, family benefit scheme, Holiday Homes, Tata Steel executive holiday plan and early separation scheme (ESS).

A female employee who took maternity leave during 2011-12 opted to return to work and reoccupied comparable position.

The company firmly believes that in the quest for maintaining a high performance culture, calibre of performance and merit are important. This is supported by a compensation structure, which is comparable to the market so as to attract and retain the best talent. For the same work or work of similar nature male & female employees are paid equal remuneration by linking remuneration to responsibility and performance.

Bonus for non-officers is in agreement with the worker’s union linked to productivity, cost and absenteeism.
Drop in attrition:

While results of such initiatives are available over a period of time as an immediate indicator, these measures resulted in the enhancement of the companies’ retention rate by one percent, with the rate of turnover at less than 10 percent.

While the impact of the global economic crisis has been felt in varied degrees across all the geographies in which the Tata Steel Group (TSG) operates, keeping the employees cheerful and motivated in these trying times has remained the focus of the Human Resources department. The Group realizes that its employees are the most valuable human capital and that they play a major role in building the competitive advantage of the Company’s business across the globe.

As the economic crisis hit the world, Tata Steel Europe (TSE) employees contributed to the ‘Weathering the Storm’ initiatives to reduce costs and increase value, in the second half of the financial year. The company, the employees and the trade unions demonstrated the strength of their relationships by working together in the difficult times. Despite the present economic crisis, TSE has been able to maintain its position as an employer of choice through the following initiatives:

- By demonstrating its commitment to health and safety.
- By maintaining a level of apprentice and graduate recruitment.
- By demonstrating the value of its culture of innovation and improvement by delivering value creation and cost reductions.
• By building and maintaining positive employee relations, by agreeing to innovative partnership deals with employee representatives and trade unions to reduce employment costs and minimize redundancies.

• By taking the highest moral approach in its management of redundancies and their impact on the communities in which they occur.

• By working with governments and other agencies in support not only of its own workforce but those of its customers and manufacturing as a whole. This is done to support the industry and demonstrate its central role to society and the countries in which the Group operates in.

The other sustainable policies of employee welfare of Tata Steel to promote employee satisfaction are:

1) Promoting a just & fair workplace:

The level of wages and salaries of all employees – except for instance, the senior managers in Europe, skilled employees of Nat steel and the officer’s category in India – are defined and determined by periodic collective bargaining of wages arrangements. The company complies strictly with rules and regulations stipulated by local government on minimum wages paid employees. A unique initiative launched in financial year 2010-11. Wellness @ workplace continued to be rolled out across locations in financial year 2011-12.

2) Encouraging work life balance for employees:

A unique initiative launched in financial year 2010-11. Wellness @ workplace continued to be rolled out across locations in financial year 2011-12.
### Employees

<table>
<thead>
<tr>
<th>Employees</th>
<th>Tata Steel</th>
<th>Tata Steel</th>
<th>Tata Steel</th>
<th>Nat Steel</th>
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</thead>
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<tr>
<td></td>
<td>India</td>
<td>Europe</td>
<td>Thailand</td>
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<td>15.71%</td>
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<tr>
<td>Specially abled</td>
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<td>-</td>
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<td>01</td>
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<td></td>
<td>0.16%</td>
<td>-</td>
<td>-</td>
<td>0.05%</td>
</tr>
</tbody>
</table>

Chart: 14

[Source: - Annual report 2011-12]

### 3) Right to freedom of association & collective bargaining:

Tata Steel respects the rights of employees to exercise freedom of association & collective bargaining. Trade unions are present and encouraged at all locations. All non-offices (80% of the total workforce) in India are represented by 26 Independent trade unions across the companies’ locations. Challenges faced are discussed with the recognized unions at scheduled meetings. In 1956, the three tired joint consultation system provides platform for issues related to production, productivity, quality, safety, welfare & training.
The company has an informal, online grievance are referred to the control works committee. In the financial year 2011-12 the committee addressed six grievances, of which two were resolved to the satisfaction of the employees concerned.

4) Equal opportunity employer:

Tata Steel recognizes and values the differences in employee ‘backgrounds and skills’ and promote equal access to employment and supply opportunities without discrimination. Any alleged violation of the equal opportunity policies is investigated and if found valid, acted upon.

7) Caring for the wellbeing of its employees, including those with special needs:

Committees comprising representatives of the union and Management jointly monitor employee benefits.

The following benefits are provided beyond statutory obligations.

- Workplace amenities superior to those prescribed by Law, highly subsidized and quality canteen facility, employee health precisions, monetary in entries for higher studies, family benefits scheme, pension scheme, in which the company & employee make an equal contribution towards fund (though it is changed for new entrants from 2013), maternity leave provisions, Early separation schemes for non-officers of the company who has been rendered surplus.

8) Providing a safe, hygienic and humane workplace:
The safety excellence journey enables the company to continuously improve occupational health and safety management using internationally recognized standards. The safety excellence journey was launched in Tata Steel Thailand in 2010 with support from Tata Steel India. Tata Steel is committed to employee Health & Safety and to enhance productivity. The company Board and executive management have a strong commitment towards creating and providing a safe working environment for all its employees and other stakeholders. Tata Steel also believes employee productivity is one of the key factor to be competitive in the industry. The company’s key focus is to retain talent while undertaking multiple initiatives to facilitate cross geography knowledge transfer and improve productivity.

**Director’s message about health & safety:**

Health and safety is the top most priority across the Tata Steel Group and Directors aspire to set the benchmark on this front within our industry. The Company has already made some significant achievements in Europe and are working on similar initiatives in India and South-East Asia by launching the 'Committed to Zero' programs.

All efforts are being made to enhance safety standards and processes in order to minimize safety risks in all operations. The Company continues to broaden the impact of its programs, including those from DuPont (the global benchmark), to establish a strong safety culture based on inculcating safe behaviour among its employees, contractors and its employer. The Lost Time Injury Frequency Rate for Financial Year 2014-15 improved to 0.3, an improvement of 40% over the previous year. Extensive work is in progress to ensure risk control in many hazardous processes including underground mining. The Company has made specific improvements in construction activities, road traffic management and contractor management.
In order to build a sustainable work place environment, a common health and safety management system across Tata Steel Group is being implemented. This includes a cross auditing activity to enhance sharing experiences and best practices across regions. During the year, Tata Steel was again recognized by its peers in the World Steel Association, with a Health and Safety recognition award for Tata Steel Europe.

The key themes for the next three years include a safety strategy for the organization that has been co-creating with the senior leadership team and includes six strategic priorities. These are:

• Safety Leadership Development

• Organizational Safety Competency and Capability Improvement

• Contractor Safety Risk Management

• Road and Rail Safety Risk Management


• Occupational Health/Industrial Hygiene

9) Safety Governance Structure:

The Management is responsible for training and supervising employees on safety producers and health care, providing information on safety hazards and providing safety appliances. It is also responsible for the company constantly strives to achieve its goal of a zero fatality rate and a lost time due to injury Frequency Rate (LTIFR) of 0.4.
10) **Skill development and creating world-class employees:**

The Tata Steel Management Development Centre (TMDC) creates managerial & functional training opportunities for all officers of Tata Steel India, while the Shavak Nanavati Technical Institute (SNTI) is responsible for Technical & Functional training of officers and non-officers.

In April 2011 the Tata Steel Academy was launched in Europe to enable employees to achieve the highest standards of technical and professional expertise. During 2011-12 (Financial Year) Nat-Steel invested a total of 18432 hours, a man-hours training.

11) **Offering a harassment free workplace:**

Guidance on a harassment free workplace is taken from the Tata Code of Conduct and the company’s Human and resource, sexual harassment and Affirmative Action Policies.

12) **Other initiatives:**

Some other initiatives cover aspects related to housing, medical care, education, culture and counseling. Specific initiatives for female employee include.

- Additional 15 days leave for those with children below 5 years.
- Additional house points that allow them to create a nurturing environment for their children.
- Relaxation in eligibility clauses for sabbatical on maternity grounds.
- Promotion of the woman empowerment cell of Tata.
13) **Training & Development:**

The Group has continued to invest in and improve its managerial and technical capabilities through the internal development of its own employees across Europe, India and South East Asia.

To bridge functional skill gaps and to identify candidates for focused learning in line with the current and future needs of Tata Steel, a scheme called ‘Directed Learning Initiatives’ was introduced in Tata Steel. The emphasis was to create a pool of experts in different technical areas. Apart from creating specialists, the policy also focuses on managerial learning which consists of modular programs with tie-ups with various management institutes.

With a view to augment the technical capabilities of the employees, a pilot program in line with the Technical Competency Assessment System was introduced in Tata Steel. Based on the results, the learnings from the program will be introduced to the rest of the organization.

The Performance Improvement Committee has continued to focus on improving both knowledge management and the adoption of best practices across the Tata Steel Group. This has benefitted TSE alongside the other operations of Tata Steel, NatSteel and Tata Steel Thailand.

During the year, a greater focus was assigned to the ‘On-the-Job Learning’ for executives. This is being offered through cross functional assignment/taskforce, role enhancement/enrichment and improvement Initiatives. The executives were also encouraged to undertake special projects arising from their work assignments which had focused measures and deliverables.

14) **Talent Management & Career Planning:**
As part of the global talent management initiatives, the year saw a greater movement of executives between Tata Steel India, Tata Steel Europe, NatSteel and Tata Steel Thailand to enable the cross pollination of ideas and practices and also provide executives with a global experience. The Management Trainee Program has been re-designed to include special modules of six months each in the areas of TQM, engineering and projects, and safety. This will help the fresh graduate engineers prepare in a better way, for future assignments.

15) Leadership Development:

Leadership Development across all levels continues to be the focus across the Tata Steel Group. The Executive Committee owns the development and succession plans for the top positions. With regards to the next level of officers, this is done by the respective talent review committees. During the year, the Company continued to support and send senior executives to world-class leadership development programs at some of the world’s leading management development institutes.

A Global Leadership Development Program was also initiated with the objective of shaping future Tata Steel Group leaders across the globe. This was done to convey to the would be leaders, what it means to be part of the Tata Group, to build a shared understanding of what needs to be done to be recognized as outstanding in the steel industry and to create an understanding of what inspiring leadership within the Group needs to be like.

Employee relations

Tata Steel is of the opinion that people are its greatest asset and has therefore adopted the best practices for its employees.
Trade Unions:

The Company believes that a healthy union is an asset for it. Trade unions are therefore present and encouraged at all locations. All the non-officers (~86% of the total workforce) are represented by 26 independent trade unions across all locations.

Joint Consultations:

Established in 1956, the three-tired joint consultation system provides a platform for issues related to production, productivity, quality, safety, welfare, training (excluding issues of collective bargaining & individual grievance). Tata Steel is a pioneer of joint consultation in India. A unique system of joint consultation has been in place in Tata Steel for more than 55 years in which both management and employee representatives consult each other at all levels on matters relating to the progress and prosperity of the organization, including production, productivity, quality, safety, welfare, training, etc. A minimum of 56 Joint Departmental Council meetings are held in a year.

Grievance Handling Mechanism:

The company has an informal, online grievance resolution process called Samadhan and a three-tire formal grievance resolution mechanism. Unresolved grievances are referred to the central works committee. In financial year 2011-12, the committee addressed six grievances of which two were resolved to the satisfaction of the employees concerned. Grievances and complaints of employees at Tata Steel are handled through well-defined and user friendly mechanisms in order to redress them at the initial stages thereby ensuring employee satisfaction. The informal grievance resolution mechanism is an online process and goes by the name of “Samadhan”. The formal grievance resolution is divided into three stages, with
each stage being reached when a solution is not arrived in the previous stage. These are further referred to the Central Works Committee.

**HR Service Desk:**

In line with Tata Steel’s philosophy of “Values Stronger than Steel”, creating “trust” among employees is an inseparable part of the long term vision of the company.

**Benefits and Facilities:**

Tata Steel has many ‘firsts’ in the area of employee welfare. Several welfare initiatives of Tata Steel were institutionalized even before it was formalized worldwide as a convention of the ILO. The Steel Works is the only steel manufacturing unit and the largest of its kind in the world, to adopt and enforce SA 8000 as a tool to improve workplace standards.

**Housing**

About 68% of TISCO employees are provided with affordable housing at a cost of 10% of their income or a standardized rent - whichever is lower. The company has built 16,698 quarters for employees and encourages employees to construct their own homes. Plots are available to employees for rent, and the management assists the cooperative housing society.

**Recreation**

Facilities for recreation have been provided for employees. These include health clubs and community centers, running tracks, gyms, etc. Various community entertainment centers have been built in the city. These centers are equipped with stages, halls, libraries, etc. These community centers organize various stage shows, sports, games, social gatherings, picnics, and various courses ranging from shorthand to dance lessons. Furthermore, courses
especially aimed at the backward classes have been developed by the community outreach programs.

**Employee Health:**

Apart from continuous preventive health surveillance of employees (which includes both statutory & non-statutory health check-ups), a unique program on Wellness@Workplace has been launched across the company.

**Health:**

TISCO runs many medical hospitals within Jamshedpur. Health services are provided free-of-charge to company employees and their families. Many of the hospitals are well equipped with the latest medical equipment and treatment options. Therefore, the ESI scheme is not applicable to steel plants. Facilities are available in the following areas:

- Public health and industrial services.
- Facilities for special treatment.
- Family planning clinics and advice.
- Maternity and children ward.

**Higher Studies:**

Monetary incentives to employees acquiring higher technical qualifications in a related field.

**Employee development and growth:**

The company believes in providing continuous skill and competence upgrading of all employees by providing access to necessary learning opportunities, on an equal and non-
discriminatory basis. As a management approach Tata Steel has identified the following strategies to meet this challenge: (i) maximize utilization of available employees through right skilling and (ii) recruitment of technically qualified persons.

Tata Steel encourages a holistic approach to learning and development through its well established in-house training facilities and approaches. The Tata Steel Management Development Centre (TMDC) endeavors to provide primarily managerial training and also functional training to all officers of Tata Steel, the Shavak Nanavati Technical Institute (SNTI) provides the essential technical and functional training to all officers and non-officers of the Company.

TISCO has upheld the importance of education within the community. Various educational programs have been developed for people of all ages and backgrounds. All children attend school, and many night schools, technical schools, and adult literacy classes have been established for working adults. Furthermore, scholarships are offered to children of employees. These scholarships cover tuition costs, stationary, books, meals, transport, etc. for qualified students.

Moreover, Tata Steel ensures the development and growth of its employees in the best possible ways through the following steps:

70:20:10 Learning and Development Programs:

The 70:20:10 concept of Learning and Development of officers has been launched with an objective of creating a culture where every manager takes ownership for the development of his/her subordinates. This also helps in instituting systems so that employees are trained, coached and mentored in a systematic manner such that they acquire appropriate knowledge,
skill and attitude required by the organization and are prepared in advance to take up higher responsibilities.

70% of Learning and Development takes place from real life and on-the-job experiences, tasks and problem solving.

20% of Learning and Development takes place through coaching, mentoring, discussions, guidance by superiors/experts.

10% of the learning comes from formal Class Room Training.

**Job Rotation and Career Planning**

In order to eliminate drudgery and maximize the learning opportunities for companies employees, robust processes have been put in place pertaining to job rotation and career planning. These processes also help raise and retain the technical capabilities within the organization by ensuring development of officers through planned rotation to keep meaningful longevity in each position so that the executive develops deeper functional capability.

**Employee Contact Programs**

In addition to the various Employee Satisfaction and Engagement surveys, a formal method for collecting and resolving officers’ inputs, named “Employee Contact Program”, has been launched in 2009. The key objectives of this program are to:

Capture employee concerns on an on-going basis

Analyze concerns to identify need for policy changes

Create a repository of the above data

Create one to one connect with officers

**Ensuring Development and Growth of Employees (EDGE)**
The Performance Management System called ‘Ensuring Development & Growth of Employees’ (EDGE) is one of the most important people process for executives in the organization which cuts across all levels and sections.

Objectives of EDGE

Align the activities and behaviors of individuals with company's corporate objectives and values

Develop the capabilities of employees to enhance performance of individuals or organization

Culture enabling process - empowerment, creditability, values

Supporting a culture of excellent superior-subordinate relationship

Initiatives regarding gender and diversity workforce:

It’s the company’s belief that businesses should provide and maintain equal opportunities irrespective of caste, creed, gender, race, religion, disability or sexual orientation.

The core principles enshrined in the policy, and now applied across the Tata Steel Group worldwide, are:

Equality of opportunity

Continuing personal development

Fairness and

Mutual trust and teamwork

These principles are underpinned by the five Tata Group core values: integrity, understanding, excellence, unity and responsibility.
There are a number of initiatives for women which work under the umbrella of SWATI, the women empowerment cell of Tata Steel. We have self-development programs such as Pehchan, Empowering Women Managers to Succeed and other developmental programs.

**HR policies tuned to deal with the challenges that are entailed in managing a global workforce:**

To deal with the challenges of managing a global workforce, our HR policies are customized to local requirements as well as global requirements as per the needs of our employees.

To manage global requirements, we have compensation policy which covers security, political and economic risks of the location and based on which, mobility premium is inbuilt into the compensation structure.

**Planned HR policies for the employees in the future:**

To support the expansion of our existing facilities, we have planned the following initiatives:

Recruitment and selection: The process involves Reporting officers/ Heads of the process in counseling and training for their colleagues

Identifying talent and working with virtual offices

Video simulations to assess the skills required for the job

Employer Branding: Employer to “brand” the organization as a preferred employer

People centric - considering employees as customers

For our newly joined officers, we are working on a policy to ease their settling down process in the organization. To entertain our customers at Marketing and Sales locations, we are working on policy on Club Membership.
Welfare Measures at the Tata Iron and Steel Company:

The Tata Iron and Steel Company have undertaken various measures for the betterment of its employees. It has modified the rural Jamshedpur into an advanced urban development. Various developments have taken place in the areas of housing, health, education, recreation and transportation.

Tata Steel’s Pension Scheme & Service after 60 years of age:

Tata Steel introduced the defined contribution Scheme for new employees in the year 2013 and for the large number of former employees to remain within the pension scheme. The company also improves defined benefit pension plain. According to the company new proposals include fair and balanced.

As per Trade Unions workers can retire at 60 years without an actuarial deduction. The company’s view is that, they should work until the age 65 years for a full pension. If they were to retire at age 60 then, they would lose 5% for each year of early retirement.

The Shades of Separation:

The world wide complications in the early 1990 were gargantuan to Tata Steel. The question of Voluntary Retirement Scheme & 40 Early Separation Scheme were introduced for the security of the personnel. Which depends on the recruitment process, financial benefits, welfare packages, bonus, commission, death-cum-retirement benefits etc. such as:
Compensation Management & Better Synergy:

It is a fundamental principal of the Tata Steel Group that all the employees across the globe are compensated fairly. Last year, like the previous years, compensation was based on market benchmarking to ensure that Tata Steel remains an attractive and competitive employer in the market place. Throughout the year, greater synergy was established between TSE, Tata Steel India and the South East Asian operations. This included secondment of employees across geographies. The Performance Improvement Committee has improved both the Knowledge Management and the Adoption of Best Practices Initiatives across the Tata Steel Group and this has benefitted TSE alongside the other operations of Tata Steel.

CORPORATE SOCIAL RESPONSIBILITY

Regarded globally as a benchmark in corporate social responsibility, Tata Steel’s commitment to the community remains the bedrock of its hundred years of sustainability. Its mammoth social outreach program covers the company-managed city of Jamshedpur and over 800 villages in and around its manufacturing and raw materials operations through uplift initiatives in the areas of income generation, health and medical care, educations, sports and relief.

The Company, fully conscious of its responsibilities to the future generation, has always taken pro-active measure to ensure optimum utilization of natural resources. This is reflected in the ISO-14001 certification that all its operations have achieved for environment management. The SA 8000 certification for work conditions and improvements in the workplace at the steel works in Jamshedpur, along with its Ferro Alloys and Minerals Division, is a reiteration of its commitment towards the Company’s employees. Tata Steel has
pioneered numerous employee welfare measures such as the 8-hours working day and the three-tier joint consultation system of management which have been the platform for nearly 80 years of industrial harmony in its steel works in Jamshedpur.

**Analysis:**

The analysis of the employee satisfaction of Tata Steel is to find out how far the employees at the level of job satisfaction of them. The analysis of the employee satisfaction of Tata steel depends on the recruitment process, financial and non-financial benefits, welfare packages etc such as

1. **Recruitment:** A fine & fair practice Tata Steel adopts in recruitment process first advertisement seeking best & skilled personnel for application. After receiving application within the fixed date written test, interview & personal interview are called for. Finally publication of result, appointment & training etc. are done as the case applicable. Moreover a fair practice is followed always to adjust a quality of human resource.

2. **HR practices regarding recruitment:**
   
   -ii) Tata Steel has always endeavored to offer some of the best HR practices and the recruitment process in no exception. The recruitment process is unique as it entails identifying talent from the pool through various practices. Some of them can be enlisted as follows:
   
   -iii) Opportunities for employee wards - domain wise written test, assessment centre, personal interview.
iv) Company also selects talent through Lateral Recruitment process which involves interview by HR, subject matter expert and personal interviews.

v) Group Migration Policy for the company’s employees, which enable the group employees to explore opportunities to work at Tata Steel from other group of companies.

vi) Company provides career opportunities for down the line people and internal job postings ensuring that the best talent pool deserves the right opportunity in bringing the best practices in the company.

vii) Campus Selection - B schools, T Schools - written test, psychometric test, personal interview.

viii) Shadow recruitment for niche senior talent

ix) **Financial benefits**:

Financial benefits includes salary, commission, bonus, death-cum-retirement benefit etc.

Salary of Tata Steel employee is based on title and location. So it varies from place to place. In spite of those variations, moreover an average salary structure of the Tata Steel employees can be shown as-

A. Executives.

a) Mechanical Engineer (B)

   Salary- Rs. 1,50,177 – Rs. 9,67,060

   Bonus- Rs. 7040 – Rs. 1,37,778

   Total Pay Rs. 1,50,142 – Rs. 10,98,260

b) Project Manager, Rs. 337388 – Rs. 2060006 construction (B)
c) Quality Assurance : Manager (3) Rs. 234564 – Rs. 935045

d) Engineering group : Manager (B) Rs. 385687-1939929

e) Electrical Maintenance : Engineer (2) Rs. 1,85,093 – 5,19,255

f) Engineering group : Manager (3) Rs. 385687 – Rs. 19,39,929

g) General operations : Manager (2) Rs. 645937 – Rs. 4043375

h) Human Resource : Manager (2) Rs. 236728 -1090417

i) Manager Trainee (2) Rs. 141244 – 1111307

Tata Steel did outstanding pay hike to the executives and non executive Directors. The average hike in pay packages 26.5%

B. Non Executives :

<table>
<thead>
<tr>
<th>Post</th>
<th>Salary + benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Fitter</td>
<td>Rs. 10000 per month on an average</td>
</tr>
<tr>
<td>(Based on three employees)</td>
<td></td>
</tr>
<tr>
<td>b) Manufacturing jobs</td>
<td>Rs. 7000 – Rs. 12000 per month</td>
</tr>
<tr>
<td>- Operation jobs</td>
<td></td>
</tr>
<tr>
<td>c) Diploma Mechanical Engineer</td>
<td>Rs. 8000 – Rs.10000 p.m.+ Lodging</td>
</tr>
<tr>
<td>d) ITI Welder, Electrician</td>
<td>Rs. 7000 – Rs. 8500 p.m. + Lodging</td>
</tr>
<tr>
<td>e) Skilled labor</td>
<td>Rs. 6000 – Rs. 7500 + Lodging</td>
</tr>
<tr>
<td>(Carpenter, Bar-Bender,</td>
<td></td>
</tr>
<tr>
<td>Mason, Wireman)</td>
<td></td>
</tr>
</tbody>
</table>
A memorandum of settlement was signed between the Tata Steel Management and Tata Workers Union (TWU) for wage revision and other allied matters in the year 2010, effective for 5 years.

The maximum guaranteed benefit per month stands at 21 percent of basic pay as on Dec 31, 2006, and 78.2 percent D.A. In short employees drawing a salary of Rs. 8675 per month, will get Rs. 13635 per month.

The minimum basic pay for the lowest workman grade has been increased from Rs. 4000 to Rs. 8675 per month.

The maximum basic pay for the highest supervisory grade has gone up from Rs. 13650 to Rs. 26710 per month. Minimum house rent allowance has been increased from Rs. 210 per month to Rs. 867.5 per month with effect from December 01, 2009. Employees will get Rs. 300 per month as utility allowance.

Night Shift allowance has been revised with effect from Dec. 01, 2009 from Rs. 45 to Rs. 95 per day.

On the basis of the above information, interview with the executives & employees satisfaction of Tata steel is measured.

The method of collecting data & information are:

i) Interview

ii) Questionnaire
Sample size: 100

Sampling: At random

Sources of information:

i) Primary: Interview & Questionnaire


Parameters on the basis of which employee satisfaction is measured through serving questionnaire are:

1) Financial & non-financial incentives.

2) Working ambience.

3) Quality of work life.

4) Industrial Relation

5) Scope of career development & future prospect.

6) Motivation, co-operation & control.

7) Recruitment & Training

On the basis of the responses received on the served questionnaire the following results of Mean, Median, Mode & standard deviations are received under different parameters as
The mean of the employees satisfaction of Tata Steel under different dimensions can be shown through the following Pie-Chart.

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Dimension</th>
<th>Mean</th>
<th>Median</th>
<th>Mode</th>
<th>S.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Financial &amp; Non-financial benefit</td>
<td>3.35</td>
<td>4.00</td>
<td>5.00</td>
<td>2.0018</td>
</tr>
<tr>
<td>2.</td>
<td>Working Ambience</td>
<td>2.57</td>
<td>3.00</td>
<td>5.00</td>
<td>2.0457</td>
</tr>
<tr>
<td>3.</td>
<td>Quality of work life</td>
<td>2.54</td>
<td>3.00</td>
<td>5.00</td>
<td>1.9870</td>
</tr>
<tr>
<td>4.</td>
<td>Industrial Relation</td>
<td>3.38</td>
<td>4.00</td>
<td>5.00</td>
<td>1.6110</td>
</tr>
<tr>
<td>5.</td>
<td>Scope of career devt. &amp; future prospect</td>
<td>1.93</td>
<td>2.00</td>
<td>2.00</td>
<td>1.7706</td>
</tr>
<tr>
<td>6.</td>
<td>Motivation, Co-operation &amp; Co-ordination</td>
<td>2.57</td>
<td>2.00</td>
<td>2.00</td>
<td>1.6015</td>
</tr>
<tr>
<td>7.</td>
<td>Recruitment &amp; training</td>
<td>3.38</td>
<td>4.00</td>
<td>5.00</td>
<td>1.5282</td>
</tr>
<tr>
<td></td>
<td><strong>Total average</strong></td>
<td><strong>19.72</strong></td>
<td><strong>2.817</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
It is clear to note here that both the parameters i.e. Industrial Relation along with the Recruitment & training bear the equal average in employee satisfaction. A note on Human Resource Management is provided in the Directors’ report that financial year 2014-15 has been remarkable in the area of industrial relations. The harmony & strength of industrial relations of over five decades has gone a step further with the successful culmination of wage settlement. The second best average is in regards to financial & non-financial incentives.

Scope of career development & future prospect shows the lowest satisfaction average. It indicates the tough exercise of the employees’ view to shine in future through Tata Steel.

However average of the total Means under different parameters shows 2.817, which is also above the normal average of 2.5 & good for business health. The standard deviation of all the parameter are high which indicates employees have varied views regarding their statement also. But it does not give satisfaction & Peace to the HRM & a matter through also Tata Steel management need to sort out the problems to maintain zero harm situations.

However on the basis of information received, measurement done & shows the employees of Tata Steel are satisfied moderately. Tata steel need to improve its benefits packages in accordance with industry standards.

CENTRAL COALFIELD LIMITED

Coal is the primary source of energy. Coal accounts for over 50% of India's commercial energy consumption and about 75% of domestic coal production is dedicated to power generation. The inventory of Coal in India is estimated to be around 285.86 billion tonnes (as on 1st April, 2011), which constitute about 0.8% of the Global Coal reserves, whereas it's production contribution is around 7%. Coal mining can and does provide a significant direct contribution to economic development at a local level, particularly in the poorer parts of the
world. Large-scale mines are often the biggest source of income for rural communities. Coal India Limited (CIL) - a Schedule MAHARATNA Public Sector Undertaking under Ministry of Coal, Government of India, is the largest coal producing company in the world and the largest corporate employer with approximately 3.8 lakh employees, contributing around 81% of the total coal production in India. CIL produces non-coking coal and coking coal of various grades for diverse applications. It operates 471 mines in 21 major coalfields across eight states in India (West Bengal, Jharkhand, Orissa, Madhya Pradesh, Maharashtra, Chhattisgarh, Uttar Pradesh and Assam). The Company is also undertaking mining operations abroad and joint ventures. The turnover for April to December 2012 was 48,398 crores. Coal India Ltd. (CIL) has now 8 subsidiaries viz. Bharat Coking Coal Limited (BCCL), Central Coalfields Limited (CCL), Eastern Coalfields Limited (ECL), Western Coalfields Limited (WCL), South Eastern Coalfields Limited (SECL), Northern Coalfields Limited (NCL), Mahanadi Coalfields Limited (MCL) and Central Mine Planning and Design Institute Limited (CMPDIL). One of the major problem confronted by the coal companies is strike which can be removed through healthy IR practices.

**THE INDUSTRIAL RELATIONS IN CCL:** Industrial relations constitute one of the most delicate and complex problems of the present day industrial enterprises. Central coalfield limited is not an exception to that. It has been a challenging task for the management of CCL to maintain harmonious industrial relations in its collieries and other establishment. The external forces backed with political overtones not only create law and order problems but also cause work stoppage, obstruction and many other problem in the various collieries and establishment of CCL. Such situation pose immense industrial relation problem before the company.
### Position of Industrial Disputes in CCL as on 31.3.2014

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Details</th>
<th>Number of cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Labor and industrial disputes pending before different courts, authorities and industrial tribunals</td>
<td>852</td>
</tr>
<tr>
<td>2</td>
<td>Disputes added during the year 2014-15</td>
<td>147</td>
</tr>
<tr>
<td>3</td>
<td>No of disputes disposed off</td>
<td>81</td>
</tr>
<tr>
<td>4</td>
<td>Total cases remain pending</td>
<td>918</td>
</tr>
<tr>
<td>5</td>
<td>Cases of compassionate appointments under Para 9.3.0 to dependents</td>
<td>602</td>
</tr>
</tbody>
</table>

Table: 4.1

[Source: Self compiled from the Annual report of 2013-14, Page 28]

At the beginning of the year 2013-2014, 852 cases relating to labour and industrial disputes were pending before different courts, authorities and industrial tribunals. While 147 cases of labour and industrial disputes were added, 81 cases were disposed off during the year. Thus 918 cases in total remained pending on 31.03.2014. The Industrial Relations scenario was peaceful and harmonious throughout the year (2013-2014) due to sincere effort and approach by the IR Department in handling and resolving the workmen’s disputes and grievances. There were regular bipartite meetings held with the representatives of different trade unions at unit, area and corporate level. Industrial Relation Machinery (IRM) consisting of JCSC at Company level, ACC at Area level and UCC at Unit level have sorted out major collective bargaining issues through discussions and this has created a lot of goodwill amongst the workers. With a view to maintaining harmonious industrial relation as well as to serve the society as a
responsible corporate citizen, the Company has issued a total of 524/494 cases of compassionate appointments under Para 9.3.0/9.4.0 and 546/220 cases of appointment under Land Loser’s Scheme to dependents during 2013-2014/2014-2015. During this period; 3942/4883 no. of employees were benefited by way of promotion/selection to the higher posts and 1482/47 nos. of surplus Piece Rated employees were converted in Time Rated category. Apart from this, 27/13 nos. of employees were selected to the post of Mining Sirdar.

**Comparative Study on Tata Steel & Central Coalfields Limited**

Comparative Study on Tata Steel & CCL indicates here a special area of study to examine the level and degree of employee satisfaction of these two companies. It is an attempt to draw an insight in measuring the employee satisfaction of two different companies. Where Tata Steel is a reputed private sector company and Central Coalfields Limited (CCL) is a Coal India Limited’s subsidiary, a miniratna public sector company. The increasing interdependence of modern societies, the climate of accelerated change in economy and social organizations (ILO, Trade Union, Political party etc) gives more importance to coal industries. The concept of global village and digital world, psychological & sociological changes of man, the environment and the man’s ambitious aspirations for better living have made the comparative study a subject of greater importance. Let us proceed to unveil the context of Employee satisfaction, the paramount and the most powerful baton for productivity and a journey to zero-harm problem. True to say employee satisfaction is an important subject for organizations no doubt. But it is also a most difficult exercise to achieve cent percent success by any organization. So far the employees’ welfare schemes and incentives are the chief motivational factors in achieving employee satisfaction rather than pay packages. However
pay, benefits welfare packages etc- are all the ‘Carrots’ to allure employees in achieving their satisfaction, productivity and a lot of others.

The area of obtaining employee satisfaction is vast. These days, employees are offering better and more novel benefits which include various financial and non-financial benefits to make life worth living for workforce. According to Todd “Employee welfare means anything done for the comfort and improvement, intellectual or social, of the employees over and above the wages paid which is not a necessity of the industry”. Actually employee welfare schemes both statutory and non-statutory are the key factors of achieving employee satisfaction, rather than financial incentives. It is completely a psychological and sociological aspect. Practically non-financial benefits or welfare packages are the psychological treaties to attract & allure the workforce and to motivate them to think positively for the greater cause of organization. Non-financial incentives have a long-run effect and mostly linked with the performance record, experience and activity of the workforce. For which a motive exists by the workforce for achievement or accomplishment in scoring the target. Thus welfare packages act like carrot to inspire, attract & motivate human resource to accelerate their best to fulfil the target destination. As such the human resource resolves a competitive attitude among them for personification and to make a difference.

In respect of financial benefits & pay packages workmen are interested also. But there exists a psychological balancing, simply keeping in mind a common concept as ‘salary for my every day’s works & services, for which I am appointed. Again the lump sum enhancement after a long interval is a cause of attraction with immediate pleasure & effect. After a habitual practice of drawing the enhanced salary continuously people used to think or feel that it is
normal & used to established their claim as ‘due and justified ‘in response to their works and services to the organization. So, a continuous withdrawal and enjoyment of the enhanced pay packages of the employees’ weigh psychologically to settle and adjust in their mind as they are getting the pay packages equally valued with their quality of works & services to the concerned organization. They used to feel also that, they are qualified and deserving. So, they are capable of receiving. It is quite O.K. On the contrary, a feeling grows in their mind after a certain period, whether they are exploited or not. Even comparison of salary & pay packages with other organization, question of fulfilling higher needs etc. compel them to demand for more. So, it is very much difficult to retain employee satisfaction permanently in any organization providing more pay packages. The demand is ever ending.

As such non-financial benefits as well as welfare packages play the vital role to gain, regain or to retain employee satisfaction. Thus to satisfy workmen, Human resource management of different organizations are seriously concerned with the non-financial benefit practices.

It is purely flexible in character. Some old packages are now obsolete and some new and novel and innovative patterns are welcomed, perfectly matched with the changing environment & socio-economic changes.

However employee satisfaction is a comprehensive concept. It is the result of providing various financial & non-financial benefits and amenities to the employees. Such as:-

1) Financial benefits:

* Basic pay

* Dearness allowance
2) Non-financial benefits: Among the welfare packages non-financial items are of two categories, which generally organizations provide.

A) The statutory welfare schemes:

The statutory welfare schemes are to accord compulsorily by an organization so provided by law i.e. the factory Act 1948, the Mines Act for health & safety 1952, Dock workers Act 1986. The Statutory welfare schemes are:

1) Canteen facilities: Cafeteria or canteens are to be provided by the employer so as to provide hygienic and nutrition’s food to the employees.

2) Drinking water: At all the working places safe hygienic water should be provided.
3) Latrines and Urinals: A sufficient number of latrines and Urinals are to be provided in the office and factory premises and are also to be maintained in a neat and clean condition.

4) Facilities for sitting: In every organization, especially in factories, suitable seating arrangements are to be provided.

5) First aid appliances: First aid appliances are to be provided to the needed employee.

6) Lighting: Proper and sufficient lights are to be provided for employees so that they can work safely during the night shifts.

7) Spittoons: In every workplace, such as ware houses, store places, in the dock area and office premises spittoons are to be provided in convenient places and same are to be maintained in a hygienic condition.

8) Washing Places: Adequate washing places such as bathrooms, wash basins with tap and tap on the stand pipe are to be provided in the port area in the vicinity of the workplaces.

9) Changing rooms: Sufficient changing rooms are to be provided for workers to change their cloth the factory area and office premises. Adequate lockers are also to be provided to the workers to keep their cloths and belongings.

10) Rest rooms: Adequate numbers of restrooms are provided to the workers with provisions of water supply, wash basins, toilets, bathrooms etc.

11) Others: Creches, Uniform etc.

**B) Non-statutory welfare Schemes:**
1) Personal Health care (Regular Health Check-up):

Many company or organization provides the personal health care facility even sometime regular health check-up arrangement for the workers.

2) Mediclaim Insurance Scheme:

This insurance Scheme provides adequate insurance coverage of employees for expenses related to hospitalization due to illness, disease or injury or pregnancy.

3) Maternity and adoption leave:

Employees can avail maternity or adoption leaves. Paternity leave policies have also been introduced by various companies.

4) Harassment Policy:

Arrangements to protect an employee especially for female employees from harassment of any kind, are provided for.

5) Employee assistance programs:

Various assistant programs are arranged like external counselling service so that employees or members of their immediate family can get counselling on various matters.

6) Employee referral Scheme: In several companies employee referral scheme is implemented to encourage employees to refer friends and relatives for employment in the organization. Non statutory welfare schemes have no limit. It varies from organization to organization.

It is completely voluntary or non-statutory.
Such as :-

1) Rest room.

2) Personal health care and check-up.

3) Employee guidance and counselling program.

4) Opportunity for counselling to the family members or near relatives of the employees.

5) Refreshment course and training.

6) Recreational facility.

7) Social Security provision.

8) Sickness benefit.

9) Housing.

10) Interest free loan.

11) Education.

12) Employees’ co-operative stores.

13) Child welfare.

14) Creaches.

15) Leave, travel facilities.

16) Accidental benefit.
17) Banking facilities.

18) Opportunity to work with flexible work schedule etc.

There are many agencies to provide non-statutory welfare packages to the employees are

i) Central Government

ii) State Government

iii) Trade Union

iv) Other Agencies

   a) Indian Resource Society

   b) Bharat Seva Shram sangha.

   c) Ramkrishna Mission YMCA etc. any philanthropic or charitable organization.

True to say voluntary welfare schemes are almost countered. Maximum numbers of which are generally provided by the employer within the organization and some are provided outside the organization. It is necessary to quote that, in India Trade unions have done little for the welfare of workers. Surprisingly, few sound and strong unions have done a lot and they are at the front line of pioneering.

Again in respect of the social security of the employees Indian constitution says that “the state shall within the limits of its economic capacity and development makes effective provision.
For security, the right to work to education and public assistance in cases of unemployment, oldage, sickness, disablement and in other cases of underserved want”.

The Philosophy behind the success in industrial relation i.e. peace, low turnover, high productivity, industrial development, harmonious relation and co-operation between employer and employee.

The role of the HR Management or HRD is vital in providing facilities for employee satisfaction. Employee satisfaction keeps the employees’ mode and motivation high, reduces labor turnover and absenteeism. It fulfils the instant interest of the employees, improves the loyalty of the employees to their superiors and the organization. Employee satisfaction helps to improve the goodwill and public image of the enterprise. On the other hand satisfaction measures adopted by employer provide:

i) a better life and health to the workers,

ii) a happy and satisfied workforce,

iii) relinquishment from industrial fatigue, improves intellectual, cultural and material conditions of living standard of the employees.

So, that, employee satisfaction yields benefits bilateral. Both employer & employee are benefited at the ‘welfare packages & incentives are motivational carrots, employees’ inspiration to devote at their assignment is bound to occur. Days are changing with the change of global phenomena. Employers are offering better and more polished form of novel benefits. Health care, maternity leave, mediclaim, group insurance, vacation packages etc. are added. Even leave encashment, paternity leave, leave for child health and Care child health insurance,
spouse care (for female employees up to their children of 18 years old) are either adopted or on the way for consideration.

More over through the Prima Facie considerations of employee satisfaction directly related to the pay packages, incentives benefits, welfare schemes, promotional opportunities, quality of workplace etc. But, there are some other indirect ingredients also prominent to beget employees' satisfaction. Such as:

- Goodwill of the enterprise
- Capital structure
- Area of operation
- Potentialities of the concern
- Volume of production, production capability
- Profitability
- Nature, value and kinds production
- National importance
- Public image of the enterprise
- Recognition by the govt.
- Efficacy of the management
- Unity of command
- Volume of workforce employed
- Pace for personification & personal recognition
- Training, motivation, co-ordination & control
- Political stability
Actually employees’ standard of living, quality of life-style, overall wellness is the indications of job satisfaction. A happy and contented employee ensures the peace and wellbeing of his family. For which concerned employee contributes his best willingly to the profits of the concern. It shows commitment towards work with full vigor and energy. Quality, sincerity, loyalty and honesty come, reducing carelessness and absenteeism maximum. There is a need for continuous evaluation of the welfare packages & benefits, to put forth some innovative ideas on the way of changing circumstances regularly.

**Testing of hypotheses**

**H₁ : The employees satisfaction plays a vital role in maintaining industrial peace in Tata Steel and CCL.**

Industrial peace is a function of many variables. Such as, participative management, grievance settlement machinery, degree of risk and fatalities of the workers while working, political interference, unionism, benefit & amenities, leave & wage policy etc. Interview with the executives & employees’ of Tata Steel & the result of the live study depicts the industrial relationship is satisfactory. As a result on formal notice from the unions of Tata Steel no strike has tendered within the last Fifty eight years. Though strike plan & action announced in several times like May 29, 2015, June 09, 2015 etc. But not yet held. Even in the crucial year 2014-’15, as Annual Report 2001-15 shows. Tata’s good industrial relationship facilitates high performance and it affects the goals of individual to a big extent.
Presently over 26 independent Trade Unions are in Tata Steel. Whereas some are affiliated to Central Trade Union Federations such as CITU, AITUC etc. But these Trade Unions have hardly any following among the workers and supervisors of Tata Steel. This is the primary reason for non political nature of the unions. At present only one strong Trade Union is existing since long called TATA WORKERS UNION (TWU). The structure of the Union is highly organized. Tata workers union has a general body in the hierarchy of Tata Workers Union are the executive committee members. These executive committee members represent the workers and supervisor of all the department of Tata Steel at Jamshedpur. They are democratically elected from their constituencies and governed by the Union owned constitution. The resolution of strike has to be passed by majority of the members of the executive committee and by that of the general body of members in a mass meeting. A close look at the growth of leadership brings out clearly two factors that have helped industrial harmony, peace and understanding at Tata Steel. The guidance received by the national leaders has helped in growth of responsible union and the outside guide and philosophers helped growth of internal leadership and bestowed them with the same philosophy as they preached and practiced.

The constitution of Tata Steel Workers Union provides that a strike shall not be restored to unless according to the executive committee, gross injustice has been done to a member or members of the union, and this will take place only after all other means have failed to bring about redresses or an improvement in the situation. The resolution for strike has to be passed by majority of the members of the executive committee and by that of the general body of members in a mass meeting. Which contributes a good employer employee
relationship with the clarion call of the company ‘people are our greatest asset’ & brings a good organizational culture as work is done in co-operation and through exchange of ideas.

**Position of Industrial Disputes in Tata Steel as on 31-03-2015**

1) Though a violent strike occurred in May 1958 by the Jamshedpur Mazdoor Union (JMU), the communist led rival of the Tata Workers Union(TWU), but no such type of strike occurred after words in Tata Steel till date.*6

2) 1700 Job cuts at Teeside in UK in 2009. For which Tata Steel confronted the gargantuan complications in the early 1990s in respect of reducing work force.

3) Several strike plan & action in 2015 were held on May 29, 2015 Tata Steel UK’s biggest trade union voted to go on strike. But no strike held.

4) On June 9, 2015 strike action announced but not actualised.

   On June 22, 2015 UK labour unions planned strike. The dispute was cantered around the closer of the British pension Scheme. More than 17,000 employees that are the members of the Trade Unions community unite the GMB and UCATT were due to walk out for 24 hours, but no strike held (Source :- Annual Report of Tata Steel).*7

CCL is a public sector company & subsidiary to CIL. The system of unionism the question of company owned union, union-owned unique constitution etc. is absent. On the contrary as government sector organization concept of extra freedom, job-safety, warranted salary, political interference, Laissez faire management (for government sector), degree of fatalities and risk factors etc. are the root causes of disturbances.
POSITION OF INDUSTRIAL DISPUTES IN CCL AS ON 31-03-2015

<table>
<thead>
<tr>
<th>YEAR</th>
<th>Death</th>
<th>Labour &amp; Industrial disputes pending</th>
<th>Disputes added during the year</th>
<th>Disputes disposed off</th>
<th>Cases remain pending</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-11</td>
<td>415</td>
<td>521</td>
<td>193</td>
<td>46</td>
<td>668</td>
</tr>
<tr>
<td>2011-12</td>
<td>501</td>
<td>668</td>
<td>249</td>
<td>86</td>
<td>831</td>
</tr>
<tr>
<td>2012-13</td>
<td>513</td>
<td>831</td>
<td>92</td>
<td>71</td>
<td>852</td>
</tr>
<tr>
<td>2013-14</td>
<td>434</td>
<td>852</td>
<td>147</td>
<td>81</td>
<td>918</td>
</tr>
<tr>
<td>2014-15</td>
<td>482</td>
<td>918</td>
<td>191</td>
<td>102</td>
<td>1007</td>
</tr>
</tbody>
</table>

Table: 4.2

(Source:- Self compiled from annual report of 2014-15, page – 36)

The above table (table: 18) apparently shows that the industrial relation of the company is not good. But as the concept of public sector organization, political interference from outside, expectation of more freedom & benefits, service security, working in fatalistic & risky situation, unionism are main causes of disputes. The major industrial disputes are the causes of political interference. As it is an intervening variable so cannot be control.

From the above table and primary data collected we can conclude that employee satisfaction plays an important role in maintaining industrial relation in both Tata Steel and CCL.

H2: The employee’s satisfaction leads to higher productivity and low labour turnover.
## Position of Labour productivity of Tata Steel & CCL

<table>
<thead>
<tr>
<th>YEAR</th>
<th>COMPANY</th>
<th>MANPOWER</th>
<th>Average MANPOWER</th>
<th>REVENUE in Cr. (Rs.)</th>
<th>PRODUCTIVITY in (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</td>
<td>TATA STEEL</td>
<td>81269</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CCL</td>
<td>54057</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010-11</td>
<td>TATA STEEL</td>
<td>81251</td>
<td>81260</td>
<td>122326.73</td>
<td>15053744.77</td>
</tr>
<tr>
<td></td>
<td>CCL</td>
<td>52285</td>
<td>53171</td>
<td>6437.63</td>
<td>1210740.82</td>
</tr>
<tr>
<td>2011-12</td>
<td>TATA STEEL</td>
<td>81622</td>
<td>81437</td>
<td>136650.49</td>
<td>16779902.26</td>
</tr>
<tr>
<td></td>
<td>CCL</td>
<td>50026</td>
<td>51156</td>
<td>7873.83</td>
<td>1539180.16</td>
</tr>
<tr>
<td>2012-13</td>
<td>TATA STEEL</td>
<td>80534</td>
<td>81078</td>
<td>138848.90</td>
<td>17125348.43</td>
</tr>
<tr>
<td></td>
<td>CCL</td>
<td>48126</td>
<td>49076</td>
<td>9237.88</td>
<td>18882362.05</td>
</tr>
<tr>
<td>2013-14</td>
<td>TATA STEEL</td>
<td>80391</td>
<td>80463</td>
<td>153247.39</td>
<td>19045696.78</td>
</tr>
<tr>
<td></td>
<td>CCL</td>
<td>46686</td>
<td>47406</td>
<td>9180.95</td>
<td>1936664.14</td>
</tr>
<tr>
<td>2014-15</td>
<td>TATA STEEL</td>
<td>79647</td>
<td>80019</td>
<td>153247.34</td>
<td>19151375.30</td>
</tr>
<tr>
<td></td>
<td>CCL</td>
<td>45011</td>
<td>45849</td>
<td>10072.53</td>
<td>2196891.97</td>
</tr>
</tbody>
</table>

Table: 4.3

[Source: Self compiled from the annual reports of CCL & Tata Steel]
Attrition Trend of Tata Steel as per Sustainability Report 2010-11, 2011-12 & 2012-13

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>3.03%</td>
<td>4.42%</td>
<td>3.44%</td>
<td>2.77%</td>
</tr>
<tr>
<td>Female</td>
<td>5.07%</td>
<td>5.14%</td>
<td>3.95%</td>
<td>4.55%</td>
</tr>
<tr>
<td>Total</td>
<td>3.19%</td>
<td>4.48%</td>
<td>3.49%</td>
<td>2.93%</td>
</tr>
</tbody>
</table>

Chart: 15

Sustainability Report of Tata Steel shows Labour Turnover rate is less than 10% & retention rate is 1%. Higher turnover relates to officers. Rate of Resignation is high in Tata Steel in 2009-10 it was 176. Only officers were 159 (Source :- Sustainability report of Tata Steel 2009-2010). The Labour Turnover rate of CCL is less than 7%

**EMPLOYEE TURNOVER IN CCL**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>SEPARATION OF MANPOWER – INTER COMPANY TRANSFER</th>
<th>AVERAGE MANPOWER</th>
<th>ANNUAL LABOUR TURNOVER RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010 – 11</td>
<td>3226</td>
<td>53171</td>
<td>6.06%</td>
</tr>
<tr>
<td>2011 – 12</td>
<td>3515</td>
<td>51126</td>
<td>6.87%</td>
</tr>
<tr>
<td>2012 – 13</td>
<td>3056</td>
<td>49076</td>
<td>6.23%</td>
</tr>
<tr>
<td>2013 – 14</td>
<td>2651</td>
<td>47406</td>
<td>5.59%</td>
</tr>
<tr>
<td>2014 – 15</td>
<td>2836</td>
<td>45849</td>
<td>6.19%</td>
</tr>
</tbody>
</table>

Chart: 16
REDUCTION OF MANPOWER IN CCL FOR DEATH & VRS

<table>
<thead>
<tr>
<th>YEAR</th>
<th>DEATH</th>
<th>VRS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010 – 11</td>
<td>415</td>
<td>73</td>
<td>488</td>
</tr>
<tr>
<td>2011 – 12</td>
<td>501</td>
<td>54</td>
<td>555</td>
</tr>
<tr>
<td>2012 – 13</td>
<td>513</td>
<td>61</td>
<td>574</td>
</tr>
<tr>
<td>2013 – 14</td>
<td>434</td>
<td>25</td>
<td>459</td>
</tr>
<tr>
<td>2014 – 15</td>
<td>482</td>
<td>13</td>
<td>495</td>
</tr>
</tbody>
</table>

The labour productivity of both the companies is satisfactory. Though the productivity of Tata Steel about 10 times than CCL. This is because of the steel production.

Being a public sector organization & working with high risk & facilities the productivity of CCL is satisfactory, over 11% of CIL’s production. As such, being a public sector organization it is crowned as Mini Ratna Company, subsidiary to CIL.*8

The labour Turnover rate of both the companies is less and CCL’s Turnover rate is lower than Tata Steel, as death & VRS include the major part of CCL’s separation.
So to conclude high productivity & low labour Turnover rate are the indicators of employee satisfaction. In other words we can say that if the employees are satisfied then there will be higher productive and low labour turnover.

**H3:** The employees of CCL are more satisfied than the employees of Tata Steel.

From the comparative study of the result of the served questionnaire between Tata Steel & CCL it is found that the total average of the mean of 7 dimensions shows the satisfactory rate of the employees of CCL is higher than Tata Steel. Being a government company the productivity of CCL is also satisfactory. Thus it regarded as Mini Ratna Company. Employee’s satisfaction is there in serving such a fine company.*9

The low labour turnover rate indicates employee satisfaction & preference to work with the company of proud. In well informed with the view of the company for maintaining harmonious industrial relation in providing appointments to the dependents of ex-employees and the employees feel 100% service security, social security with stress less and pressure less laissez-faire management & atmosphere.

From the primary data collected and study of various secondary data we can conclude that CCL employees are more satisfied than Tata Steel employees.
## Comparative Study at a glance

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Particulars</th>
<th>Tata Steel</th>
<th>CCL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Nature of the company</td>
<td>A group of public limited companies and private sector organization</td>
<td>One of the subsidiaries of Coal India Limited. A public sector organization.</td>
</tr>
<tr>
<td>2.</td>
<td>Product</td>
<td>Steel</td>
<td>Coal</td>
</tr>
<tr>
<td>3.</td>
<td>Founded</td>
<td>Year 1907</td>
<td>Year 1975</td>
</tr>
<tr>
<td>5.</td>
<td>Vision</td>
<td>“to be the global steel industry bench mark for value creation and corporate citizenship”</td>
<td>“Committed to create eco friendly mining”</td>
</tr>
<tr>
<td>6.</td>
<td>Net-worth</td>
<td>Rs. 66663.89 (Cr.) March 2015</td>
<td>Rs. 5812.38 (Cr.) March 2015</td>
</tr>
<tr>
<td>7.</td>
<td>Capital Employed</td>
<td>Rs. 118934.06 (Cr.) 2014-15</td>
<td>Rs. 5043.49 (Cr. 2014-15)</td>
</tr>
<tr>
<td>8.</td>
<td>Average Net Profit for last three years</td>
<td>Rs. 8412.82 (Cr.)</td>
<td>Rs. 2393.22 (Cr.)</td>
</tr>
<tr>
<td>9.</td>
<td>Operation</td>
<td>Global</td>
<td>National</td>
</tr>
<tr>
<td>10.</td>
<td>Manpower</td>
<td>79647 (2014-2015)</td>
<td>44642 (as on 01.08.2015)</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenses-Rs.(Cr) 21407.64</td>
<td>Total Expenses- Rs.(Cr) 3897.19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) Salary &amp; Wages including bonus-18200.99</td>
<td>i) Salary &amp; Wages including bonus- 2777.98</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii) Contribution to P.F. &amp; Other Funds- 2463.60</td>
<td>ii) Contribution to P.F. &amp; Other Funds- 366.87</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii) Staff Welfare expenses- 743.05</td>
<td>iii) Gratuity- 101.53</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>iv) Leave encashment- 168.36</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>v) Others- 482.45</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>12. Employee pay packages &amp; satisfaction highlight</th>
<th>12. Employee pay packages &amp; satisfaction highlight</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Average range of Salary Rs. 700k to 7.21m</td>
<td>a) The remuneration of the executives of the company is governed by the guidelines of central government. The pay scale of the officers are industrial pattern.</td>
</tr>
<tr>
<td>b) Minimum basic pay for the lowest workman grade Rs. 8675 per month.</td>
<td>b) The wages of the non-executives are fixed through negotiation with central Trade unions.</td>
</tr>
<tr>
<td>c) Pay can vary greatly by location &amp; title</td>
<td>c) Wagon loader (minimum wage earner draws Rs. 623.36 daily. Non-executives lowest basic pay Rs. 16110.68 (Gr. H)</td>
</tr>
<tr>
<td>d) According to signed memoran-dum dt. 7th Sept, 2013 minimum &amp; maximum bonus would be Rs. 20498 &amp; 15758</td>
<td></td>
</tr>
<tr>
<td>e) Man power backed as: Men 95% Women 05%</td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>Accident</td>
</tr>
<tr>
<td>-----</td>
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<tr>
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<td></td>
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<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>14</th>
<th>CSR Activities</th>
<th>Tata Steel’s direct contribution to community development is Rs. 171.46 on which is 2.66% of the company’s Amount spent under-</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>a) Health &amp; drinking water</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b) Education</td>
</tr>
<tr>
<td></td>
<td></td>
<td>c) Livelihood</td>
</tr>
<tr>
<td></td>
<td></td>
<td>d) Environment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>e) Ethnicity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>f) Promotion of sports</td>
</tr>
<tr>
<td></td>
<td></td>
<td>g) Infrastructure development to improve the quality of life of the community</td>
</tr>
<tr>
<td></td>
<td></td>
<td>h) Support to charities, NGOs and Government for Social Causes.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CCL’s direct contribution to community development is Rs. 26.9414 (Cr.) under the heads following.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>i. Education</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ii. Water Supply</td>
</tr>
<tr>
<td></td>
<td></td>
<td>iii. Health</td>
</tr>
<tr>
<td></td>
<td></td>
<td>iv. Environment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>v. Social empowerment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>vi. Solar light</td>
</tr>
<tr>
<td></td>
<td></td>
<td>vii. Sports</td>
</tr>
<tr>
<td></td>
<td></td>
<td>viii. Infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ix. Others.</td>
</tr>
</tbody>
</table>

(Source: [www.worldsteel.org/statistics](http://www.worldsteel.org/statistics))
Employees’ satisfaction level of CCL on the basis of Questionnaire received

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Dimension</th>
<th>Mean</th>
<th>Median</th>
<th>Mode</th>
<th>S.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Financial &amp; Non-financial benefit</td>
<td>3.85</td>
<td>4.00</td>
<td>5.00</td>
<td>1.2678</td>
</tr>
<tr>
<td>2.</td>
<td>Working Ambience</td>
<td>3.01</td>
<td>4.00</td>
<td>5.00</td>
<td>1.8138</td>
</tr>
<tr>
<td>3.</td>
<td>Quality of work life</td>
<td>2.91</td>
<td>4.00</td>
<td>5.00</td>
<td>2.1358</td>
</tr>
<tr>
<td>4.</td>
<td>Industrial Relation</td>
<td>2.75</td>
<td>3.00</td>
<td>5.00</td>
<td>2.1971</td>
</tr>
<tr>
<td>5.</td>
<td>Scope of career devt. &amp; future prospect</td>
<td>3.77</td>
<td>4.00</td>
<td>5.00</td>
<td>1.7020</td>
</tr>
<tr>
<td>6.</td>
<td>Motivation, Co-operation &amp; Co-ordination</td>
<td>3.41</td>
<td>4.00</td>
<td>5.00</td>
<td>1.834</td>
</tr>
<tr>
<td>7.</td>
<td>Recruitment &amp; training</td>
<td>2.88</td>
<td>4.00</td>
<td>4.00</td>
<td>2.1226</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Median</th>
<th>Mode</th>
<th>S.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total average</td>
<td>22.58</td>
<td>3.23</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table-4.4
Employees’ satisfaction level of Tata Steel on the basis of Questionnaire received

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Dimension</th>
<th>Mean</th>
<th>Median</th>
<th>Mode</th>
<th>S.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Financial &amp; Non-financial benefit</td>
<td>3.35</td>
<td>4.00</td>
<td>5.00</td>
<td>2.0018</td>
</tr>
<tr>
<td>2.</td>
<td>Working Ambience</td>
<td>2.57</td>
<td>3.00</td>
<td>5.00</td>
<td>2.0457</td>
</tr>
<tr>
<td>3.</td>
<td>Quality of work life</td>
<td>2.54</td>
<td>3.00</td>
<td>5.00</td>
<td>1.9870</td>
</tr>
<tr>
<td>Dimensions</td>
<td>MEAN</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>3.75</td>
<td></td>
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<tr>
<td>3</td>
<td>3.5</td>
<td></td>
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<tr>
<td>4</td>
<td>3</td>
<td></td>
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<td>5</td>
<td>2.5</td>
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</tr>
<tr>
<td>6</td>
<td>2</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>7</td>
<td>1.5</td>
<td></td>
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</tr>
</tbody>
</table>

**Table 4.5**

The level or degree of employees’ satisfaction of CCL & Tata Steel can also be adjudged comparatively through the following bar chart.

**Line Chart :- 01**
References:-

4. Munshi, S. - 'Industrial labour in developing economies; a critique of labour commitment theory', in: