"EMPLOYEE JOB ATTITUDE" (A Comparative Attitudinal Study on Outsourced & Permanent Employees)

UNDER THE GUIDANCE OF

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Submitted by

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CHAPTER:~I~

COMPANY PROFILE/DETAIL

INTRODUCTION:1.1

India's Largest Integrated Services Company:

BVG India Limited is a flagship company of the Bharat Vikas Group. It was established in 1997 by Mr. H R Gaikwad & Mr. Umesh Mane. It is solely with their perseverance & sincerity towards work that BVG has flourished from an 8 odd member cleaning crew to a humongous establishment in Facility Management.

Taking inspiration from Swami Vivekananda, BVG started its operations in 1997 to cater the cleaning service requirements of a local industrial establishment. Since then, with commitment to quality work, BVG has grown in leaps and bounds.

Today known to be amongst the best Facility Management brands, having over 78,000+ employees, BVG family is spread over 145+ locations all over India. With a strong, dedicated team of thorough professionals, BVG provides varied services & solutions like Mechanized Housekeeping, Landscaping & Gardening, Logistic & Transportation, and Civil & Electrical etc. to its 582+ clients in Government sector like Parliament House, Prime Minister House & office as well as Private sectors like Tata Motors Ltd., Bajaj, Mahindra, Accenture, ITC, ONGC etc.

Providing employment to people from rural regions through its various projects & work has always been the underlying principle of BVG. Thus with creating an equal opportunity for the rural areas BVG has also been contributing to their overall development.

Today, BVG is the undisputed leader in Facility Management sector and it is because of its attitude of accepting challenges & successfully delivering the results. For example: Mud Removal Case, Fiat Plant Shifting & Electrical Distribution Projects. Also, by the virtue of its size of operations, manpower and self-made success, BVG has attained number one position in the country.

With the motto 'Your Non-Core Business Is Our Core Business', BVG offers a spectrum of services for upkeep of Residential / Commercial, Hospitals & High Security Buildings.

ACCREDIATIONS

- ISO 9001:2008 : QMS Certified Company

- OHSAS 18001:2007 : Occupational Health & Safety Management Systems

- SA 8000:2008 : Social Accountability Standards

- ENISO 14001:2004 : Environment Management Systems

AFFILIATIONS

- Cleaning Management Institute (CMI), USA

- British Institute of Cleaning Sciences (BICS), UK

- British Institute of Facility Management (BIFM), UK

- International Facility Management Association (IFMA)

VISION

- To emerge as a World Class brand in provision of 'India's Largest Integrated Services Company' in India by delivering wide range of services that exceed client expectations and play a significant role in the development of our staff, communities and rural India.

MISSION:

- Enabling customers to concentrate on their core business by being a preferred partner for all non-core activities through highest quality services, providing value addition with latest systems and technology.

- Maintaining high standards of ethics and social responsibility.

VALUES:

- Quality at Core of service Delivery.

- Empowerment at all levels to encourage 'can do' attitude.

- Team spirit.

- Continuous Learning and Development.

- Cultural Diversity.

- Corporate Citizenship.

- Bringing common people together to do extraordinary things.

- **MILESTONES:**

- 1997: First client TATA Motors.

- 1999: Started Mechanized Housekeeping along with deep cleaning & paint shop maintenance.

- 2001: Bangalore Operations started with GE Power & BEL.

- 2002: Expansion of operation to Hyderabad & Chennai.

- 2003: First Govt. contract of Parliament House Library.

- 2004: Awarded Parliament House contract.

- 2005: Started working for Hon. P M House / Office & Tata Jamshedpur.

- 2006: Awarded contract of Rashtrapati Bhawan & integrated Facility management contract of ONGC.

- 2007: Started engineering division to execute large projects, successfully relocated Fiat's plant from Mumbai to Pune in record time.

- 2010: Developed unique paint shop cleaning fluid- first time in the world & diversified into electrical distribution services.

- 2011: Diversification into sugar industries and Clean Technologies. Started Facility Management services to Bangalore and Delhi Metro.

QUALITY, HEALTH, SAFETY AND ENVIRONMENT:

QUALITY:

The Management of BVG India Limited and its workforce are committed to achieving and maintaining excellent standards of quality for company's Business activities. In order to meet these commitments, the Management has made "Quality Management" as integral part of its business and in doing so, has established the following company objectives:

- To be the "Best in Class" integrator of electrical, instrumentation and control technologies to workers   supported by service that is technically sound and of the highest quality and integrity.

- To maintain a Quality Management System based on ISO 9001:2008, Quality Management Systems - Requirements.

- To achieve company Quality Objectives and Targets.

- To consistently meet clients and regulatory requirements.

- To ensure continual improvement in the company systems and in the area of customer / client satisfaction   through:

    1. Regular reviews of the company's Quality objectives.
    2. Assessments of the effectiveness of the Quality Management System.
    3. Client feedback / satisfaction surveys.

HEALTH AND SAFETY:

BVG India, Ltd. has adopted and is committed to a policy on Occupational Health and Safety in the execution of our business activities and will therefore strive to:

- To maintain Occupational health &safety management system-OHSAS 18001:2007and Environment   Management system ENISO 14001:2004.

- Prevent injuries to people and property; Identify, assess and mitigate as far as is practical the risk to Occupational Health and Safety associated with   our activities;

- Provide information, protection and training to our employees who are associated with or affected by our business activities.

ENVIRONMENT:

As a reflection of its concern for sustainability and social responsibility, BVG conducts its business to meet the needs of clients and stakeholders today, while at the same time protecting and enhancing the human and natural resources that will be needed tomorrow. Environmental issues have a significant impact on the global business landscape, through the challenges they present to governments, the private sector, and the public. BVG strives to meet these challenges, by understanding energy's role in the global economy and economic growth.

Most prominent internationally recognized benchmark for socially responsible management of human resources.SA8000:2008.

CORPORATE SOCIAL RESPONSIBILITY (CSR):

Company undertakes various initiatives as its Corporate Social Responsibility (CSR).This includes:

SRUSHTI -PLANT ING & NURTURING TREES FOR ENVIRONMENTAL CAUSE:

Srushti is a CSR initiative by company for the protection and safety of the environment & to increase awareness towards it. BVGs motto is to plant trees not for applause, but for its survival cause, therefore not only planting trees but also nurturing it is included in the activity. Tree plantation drives are organized at the premises clients who are ready for this collaborative initiative with company.

WARI - FOOD DISTRIBUTION & CLEANING CAMPAIGN:

Thousands of pilgrims travel from Dehu to Pandharpur in the Pandharpur Yatra (pilgrimage) that takes place in Maharashtra twice in a year. As a social commitment company has taken up cleaning of roads, garbage collection & food distribution to the pilgrims during the pilgrimage.

BVG - MEMS PROJECT:
MAHARASTRA EMERGENCY MEDICAL SERVICES (MEMS)

Maharashtra Emergency Medical Services (MEMS) is project of Government of Maharashtra under National Rural Health Mission (NRHM) and will be operatonal in Public Private Partnership (PPP) with Bharat Vikas Group (BVG) India Limited. It will be a toll free '108' number based Emergency Medical Services offered similar to 911 EMS of USA. MEMS will provide free emergency Medical Service to entire population in the state of Maharashtra.

Emergency is the situation between Life and Death. Emergency Medical Services (EMS) is specialized field where emergency healthcare needs are addressed through well-defined care processes by trained EMS professionals. Important aspect of EMS includes early detection of any emergency, immediate response, reporting, on-scene care, en route care and transfer to appropriate hospital.

State of art Emergency Response Centre (ERC) is developed at Aundh Chest Hospital Pune. ERC operates 24 x 7 hours through a centrally operated toll free telephone number- 108 which can be dialed through mobile and landline from any part of the state. This emergency toll free 108 number will also serve as the point of first contact for police and fire related emergencies. Emergency Response Centre Physician (ERCP) provides On-line Medical direction for the doctors on ambulance during emergency calls. ERCPs also provide on-line pre-arrival instructions to the callers or patients if needed.

There will be a state of the art 937 ambulances operational across Maharashtra capable to provide competent care for the sick or injured in emergency medical settings. All Ambulances will be manned by BAMS Doctors trained in Emergency care. These EMS professionals will respond to emergency calls, performing medical services and transporting patients to appropriate hospitals as required.

Emergency Medical Services professionals are immersed in saving lives in response to a wide variety of emergency medical situations. Duties include quickly assessing and prioritizing patient needs with the goal of providing life support in situations where trauma, respiratory, diabetic, behavioral, cardiac, allergic, poisoning, and childbirth emergency situations might exist.

Training will be imparted to all the professionals including Doctors, Pilots (Drivers) and all other ERC personnel. The training centers are equipped with advanced training material, including state of the art infrastructure, simulated manikins and world class equipment's. These trained professionals will provide calming reassurance to distressed patients, relatives and bystanders prior to and during transportation to hospital casualty room.

Do you thrive in fast-paced, stressful situations? Will you be able to handle emotionally demanding, life-and-death situations with skill and endurance? If so, this might be the right project for you! Here are some qualities and skills you will practice as an Emergency Medical Services professional: excellent interpersonal skills, making quick critical decisions, strong sense of responsibility, clear communication, precise documentation and teamwork.

OFFICE:

Maharashtra Emergency Medical Services (MEMS),

BVG India Limited, Sagar Complex, Near Nashik Phata, Opposite Kasarwadi Railway Station,

Pune Mumbai Road, Kasarwadi, Pune

Email: mems@bvgindia.com

Tel.No: +91-20-27464220/1/6

Fax: +91-20-27462273

CLIENTILES:

BVG has been offering its multiple services to more than 400 organizations in Private, Public and Government sectors. It is now planning to venture into International market with its turnkey services.

GOVERNMENT SECTOR:
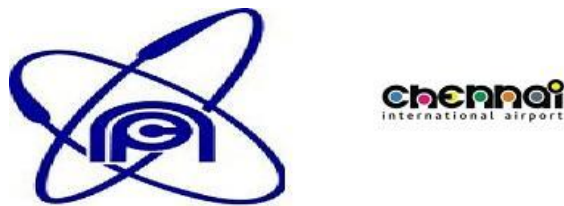
PUBLIC SECTOR & SEMI GOVERNMENT:

AUTOMOTIVE & ENGINEERING:

HEALTH CARE & PHARMACEUTICALS:

EDUCATION & OTHER INDUSTRIES:

STEEL:

IT COMPANIES:

FMCG:

POWER:

SERVICES:

CIVIL ENGINEERING SERVICES

The company operates in 12 States across the country through a network of 20 branches with trained workforce of over 30,000 people. At present we provide Civil Engineering Services in Maharashtra, Uttarakhand, Tamilnadu & Karnataka. It includes Landscape and Gardening development with Design and Drawing.

BVG has experience in Projects of several different Contractual concepts including Engineering, Procurement & Contracts i.e.EPC

- Land Development

- Industrial Construction and Maintenance

- Industrial Piping

- Painting, Carpentry and Plumbing

- Property Maintenance

- Comprehensive Road Maintenance

ELECTRICAL AND MECHANICAL SERVICES

BVG India Limited provides a range of Electrical & Mechanical Services. These are offered by our Experienced and highly qualified Professionals. The Electrical & Mechanical Services are known for Quality, Efficiency and Cost Effectiveness.

The Department of Electrical Services has been taken steps in to Substation, Distribution and Electrical divisions. In consideration with these divisions, we mostly cover Maintenance and Development skills through our services. BVG has bagged three Electrical Projects in Satara and Baramati region. First two projects are Infra IIA scheme which have been awarded by MSEDCL (Maharashtra State Electricity Distribution Company Limited).

- D.G. Sets and UPS maintenance

- HVAC / Refrigeration Services

- Substation Maintenance

- H.T. Line and L.T. Line maintenance

- Consultancy services on Energy Conservation

AHU, Chiller, Compressor - Operation & Maintenance

- Computerized Integrated Building Management System (CIBMS)

- Infrastructure development including rural & urban electrification

SENGINEERING SERVICES

- Relocation of Industrial Units

- Design, Erection & Commissioning of Manufacturing Lines

- Maintenance & Reconditioning of Machines

- Heavy Fabrication & Piping

- Structural Fabrication

- Design of Tools & Fixtures

- Design and Manufacturing of Storage Racks & Pallects

ENVIRONMENTAL SERVICES

This service gives better understanding of use of Renewable and non-renewable resources, which will help us for sustainable development.

- Nurseries

- Wind Solar Hybrid Systems

- Hospital Bio Waste & Recycling of Bio Waste

- Rainwater Harvesting

- Plastic to fuel conversion Technology

FIRE FIGHTING SERVICES

- Portable Fire Fighting Pumps

- Fire Extinguishers

- Sprinklers

- Fire Hydrant Systems

LANDSCAPE AND GARDENING

In the year 1999, BVG started its own Horticulture and Agriculture division on contracts, and eventually gained its reputation in this discipline of Landscaping and Gardening. Now we have completed Rs.125+ Cr of various Garden Development works. Today, this division is one of the Major divisions of BVG group.

It includes-

- Landscape Designing

- Garden Development & Maintenance

- Horticulture and Floriculture

- A forestation and Green Belt Development

- Fountain and Waterfall Systems

- Irrigation Development and Maintenance

MECHANISED HOUSE KEEPING

Mechanized Housekeeping and Conservancy Services Programme for Clean and Hygienic Environment. This service is applicable for Industrial Premises, Airports, Shopping Malls, Hospitals, IT Parks, Railways, Commercial Buildings and Educational Institutions.

- Paint Shop cleaning confirming to ISO Class 5 - Cleanliness Standard

- Carpet upholstery maintenance programme

- Restoration of Marble / Stone flooring

- Glass and Facade cleaning

- Machine Cleaning & Preventive Maintenance

- Pest Control & Fumigation

- Railway Coach Cleaning (CTS,OBHS & PIT Cleaning)

- Vehicle Depot Maintenance Services

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DOMESTIC SERVICES:

- **Pest Control:**

We provide Pest Control Services to Banks, Corporate Offices, Hotels, and Government Establishments etc. We   also provide services to Co-op Housing Societies, Bungalows as well as Individual Flats.

- **Residential and commercial Interior/exterior painting:**

BVG offers comprehensive Painting Services from Start to Finish. We make your Painting experience   hassle-free. Our experienced In-house Painters will be respectful of your Home, while providing the Best   service you will find in the area. Our teams are knowledgeable, Friendly, and will be there to answer every   question you have along the way to make sure you are 100% Satisfied.

- **Driver Services-**

As you are very well aware about the fact that, in this hectic and busy schedule, finding and managing Drivers   is really a tough task, we at BVG undertake to shed all your responsibilities of finding drivers on our head and   make you burden free. Especially we provide customized driver services to suit your every requirement.

- **Garden Maintenance-**

   Maintenance and Management of large-scale Community Gardens, Schools, Retirement Villages, Universities   and up market Commercial and Residential sites.

HOSPITALITY SERVICES, EVENT MANAGEMENT AND CATERING:

Basically we provide catering and Event management services for our clients. Event Management Service includes Family Functions, Weddings, Corporate Functions, Parties, Exhibitions, Concerts, Plays, Children Events and More.

- Contract Catering

- Vending Services

- Event Catering

- Confectionary Services

- Offshore Catering

- Comprehensive Kitchen Management

- Canteen Services

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URBAN AND INDUSTRIAL SERVICES:

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1. Mechanized Street Sweeping:

- Truck mounted Street Sweepers for Highway

- LCV mounted Street Sweepers for Smaller Road

- Tractor mounted Sweeping Machine

- Parking Management

- Tracking System

2. Municipal Solid Waste Management:

We provide this Service to the Pimpri Chinchwad Municipal Corporation (PCMC), New Mumbai Municipal Corporation (NMMC) and Brahat Bangalore Mahanagara Palika (BBMP) in terms of lifting and dumpling capacity of 1800 tons waste per day.

It includes:

- Garbage Collection & Disposal

- Door to Door Waste Collection

- Waste Transportation

- Mechanical Composing

- Scientific Land Fill

3. Sewage & Waterline Rehabilitation

4. Industrial Hazardous Waste Management

5. Water Treatment Plant and Maintenance of ETP, STP, WTP

6 .Operation & Maintenance of Township Facilities

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ADVERTISEMENT SERVICES:

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Hoardings offer an exclusive, interactive service that provides top-of-the line advertisement solutions catering to your functional requirements. It enables you to choose the desired hoardings/billboards that provide the most cost-effective solutions meeting your demands on location, eyeballs, impact and prices.

Hoarding Advertisement:

With the years of experience in the industry, we are able to serve our clients with some of the most trustworthy services viz. Hoarding Advertisement. These hoardings are designed with perfection to meet the satisfaction of the clients in all the aspects. Our clients can avail these services to promote their products, ideas and services in a creative manner. These services can be customized as per the client's specifications.

LOGISTIC & TRANSPORTATION:

BVG has 16 years of experience in Logistics and transportation service. It is flexible in which it delivers benefits to its customer. We are mainly Focused on Management Services each having its own benefits and suitable for a distinct class of customer needs.

- Value added Logistics

- Supply Chain Management

- Just in Time Services

- Material Transportation

- Logistic Management

- Manpower Transportation.

A study on Employees Job Attitude towards the organization with special reference to BVG INDIA LTD.

EMPLOYEE ATTITUTE

Attitude:

The importance of attitude in understanding psychological phenomenon was given formal recognition early in the history of social psychology. From the time of the concept's entry in to the language of psychology until now, interest in attitude has been strong and growing. However, over the years attitudes have been studied with differing emphasis and methods.

Concept of Attitude: It is necessary to be precise in defining attitudes, because the variety of published definitions and descriptions is almost endless. Like any other concept, attitude may also be defined in two ways, Conceptual and Operational. There is quite a difference in the conceptual definition of the term attitude, and divergent points of view regarding the concept of attitude have developed. Major aspects: When the term first entered the field of social phenomenon, it was natural to conceive of attitude as a tendency, set or readiness to respond to some social object. For the first time, ALLPORT noted the definition of attitude, which he had observed contained the words 'readiness', 'set' or 'disposition to act'. Even ALLPORT has used these terms in defining attitude. He defines attitude as follows: "Attitude is a mental and neural state of readiness organized through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related"

Features of Attitude:

 • Attitudes affect behavior of an individual by putting him ready to respond favorably to things in his environment.

• Attitudes are acquired through learning over a period of time. The process of learning attitudes starts right from the childhood and continues throughout the life of a person.

•Attitudes are invisible as they constitute a psychologied phenomenon which cannot be observed directly. They can be observed by observing the behavior of an individual.

• Attitudes are pervasive and every individual has some kind of attitude towards the objects in his environment. In fact, attitudes are forced in the socialization process and may relate to anything in the environment. Attitude, Opinion and Belief: An opinion is generally the expression ofone's judgment of a particular set of facts, an evaluation of the circumstances presented to him. "Thurstone" defines opinion as a response to a specifically limited stimulus, but the response is certainly influenced by the predisposition with, with the individual is operating, that is, the attitude structure.

A difference can also be made between attitude and belief. A belief is an enduring organization of perceptions and cognitions about some aspects of individual world. Thus, belief is a hypothesis concerning the nature of objects, more particularly, concerning one's judgments of the probability regarding the nature. In this sense, belief is the cognitive component of attitude which reflects the manner in which an object is perceived. The difference between attitude, opinion, and belief exists on conceptual basis. Most researchers believe that these three terms are so closely tied that it is difficult to separate them except on a limited conceptual basis. In the literature, often, there is a considerable amount of overlapping in these three terms. Most psychologists, however, believe that attitudes are more fundamental to human behavior than are the related aspects. For this reason, more attempts have been made to analyze attitudes as compared to others. Obviously attitudes are an important consideration because of their central position in the process of transforming work requirements in to efforts.

Attitude alone do not influence behavior but these acts with other factors in the individual influencing behavior, such as personality, perception, motivation, etc. Further, attitudes are also affected by the individual dimension as well as the objects, persons, and ideas. Attitudes have been through as serving four functions and there by influencing the behavior. These are instrumental, ego defensive, value orientation and knowledge.

1. Instrumental: Attitudes serve as a means to reach a desired goal or to avoid an undesired one. Instrumental attitude are aroused by the activation of a need or cues that are associated with the attitude object and arouse favorable or unfavorable feelings.

2. Ego-Defensive: The ego-defensive functions of attitude acknowledge the importance of psychological thought. Attitude may be acquired by facing threats in the external world or becoming aware of his own unacceptable impulses.

3. Value Orientation: The value-orientation function takes in to account attitudes that are held because they express a person's self-image, or by cues that engage the person's values and make them salient to him.

4. Knowledge: The knowledge function of attitude is based on a person's need to maintain a stable, organized and meaningful structure of the world.

5. Attitude that provides a standard against which a person evaluates the aspects of his world and serve as the knowledge function too. These functions of attitudes affect the individual's way of interpreting the information coming to him. Since attitudes intervene between work requirements and work responses, information about how people feel about their jobs can be quite useful in the predication about work response. Thus, these types of attitudes can portray areas of investigation for making the individual and the organization more compatible.

Factors in Attitude Formation:

The attitudes are learned. Though there are different approaches as how learning works and is acquired by an individual, generally it is held that individuals learn things from the environment in which they interact. Thus, for attitude formation, all these factors must be taken in to account from which people learn. Such factors may be analyzed in terms of groups starting from the family as a group, an individual moves in a close group, then to longer groups, and finally to the society as a whole. A part from these groups, the individual's psychology which makes up particularly his personality, is also responsible for behavior and attitudes.

Methods of Attitude Change: There are various methods through which a positive change in attitudes may be brought. In the social context, Cohen has suggested four methods for attitude change. They are • Communication of additional information.

• Approval and disapproval of a particular attitude.

• Group influence, and

•Inducing engagement in discrepant behavior.

In some or the other, all these methods involve introducing discrepancies among the elements making up the individual's attitudes in the hope that the elements will be rebalanced through the effective component of the attitudes. From the organization point of view, a Manager can take following actions in brining change in attitudes of its organizational members

• Group action

• Persuasion through leadership

• Persuasion through communication and

• Influence of total situation.

These actions involve the analysis of different variables affecting a particular action.

Values and Attitudes:

Some researchers see values as consisting of large sets of related attitudes. For example, "Fishbein" and "Ajzen" have included two components in attitudes-informational, emotional. Thus, they have taken values as a part of attitudes. However, some differences exist between values and attitudes. Attitudes are specific and related to distinct objects; people, or ideas. Values are more general than attitudes, values often contain statement of goodness or badness associated with the attitudes which people hold. Values are, then, beliefs about which attitudes we should have or how we should behave. Values and Behaviour: Behaviour of people is influenced by the values which they hold, particularly in terms of those stimuli which have some value orientation in the organizational context, understanding the influence of individual value system on the behaviour of individuals in the following manner:

•Values influence an individual perception about the problems he faces and consequently the decision he makes to overcome those problems.

• Values influences the way in which an individual looks at the other individual and groups of individuals, that is, interpersonal relationship. Values become the basis of such interpersonal relationship interactions.

• Individuals judge organizational success as well as its achievement of the basis of their value system. Thus, for some individuals, organizational success may be in the form of high profit earning irrespective of the means adopted whereas, this may be a mean thing for other individuals.

•Individuals set limit for the determination of what is ethical or unethical behavior for themselves as well as for the others.

• Values determine the extent to which individuals accept organizational pressures and goals. If these do not match with the value held by them, they thwart the organizational pressures and goals, and even leave the organization.

Employees' Attitudes towards the Organization: Attitudes are not the same as values, but the two are interrelated. You can see this by looking at the three components of an attitude: cognition, affect and "discrimination is wrong" is a value statement.

Cognitive Component of an Attitude: It sets the stage for the more critical part of an attitude and is reflected in the evaluative statements concerning objects, people or events. The behavioral component of an attitude refers to an intention to behave in a certain way towards someone or something. In organizations, attitudes are important because they affect job behavior. If workers believe, for example, that superiors, auditors, bosses, and time-and motion engineers are all in conspiracy to make employees work harder for the same or less money, and then it makes sense to try to understand how this behavior. The belief that attitudes were formed, their relationship to actual job behaviour, and how they might be changed.

Types of Attitudes:

A person can have thousands of attitudes, but Organizational Behavior focuses our attention on a very limited number of work-related attitudes. These work-related attitudes tap positive or negative evaluations that employees hold about aspects of their work environment. Most of the research in OB has been concerned with three attitudes:

job satisfaction, job involvement, and organizational commitment.

Job Satisfaction: The term job satisfaction to an individual's general attitude towards his or her job. A person with a high level of job satisfaction holds positive attitudes about their job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. When people speak of employee attitudes, more often mean job satisfaction.

Job Involvement: The term job involvement is a more recent addition to the OB literature while there isn't complete agreement over what the tem means. A workable definition states that job involvement measures the degree to which a person identifies him with his or her job and considers his or her perceived performance level important to self worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do.

Organizational Commitment: The third job attitude is organizational commitment, which is defined as a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization. So, high job involvement means identifying with one's specific job, while high organizational commitment means identifying with one's employing organization.

Attitudes and Consistency:

Research has generally concluded that people seek consistency among their attitudes and between their attitudes and their behaviour. This means that individuals seek to reconcile divergent attitudes and align their attitudes and behaviour so that they appear rational and consistent. When there is an in consistency, forces are initiated to return the individual to an equilibrium state.

Cognitive Dissonance Theory: This theory sought to explain the linkage between attitudes and behaviour. Dissonance means an inconsistency. Cognitive dissonance refers to any incompatibility that an individual might perceive between two or more of his or her attitudes, or between his or her behaviour and attitudes.

Moderating Variables: The most powerful moderates have been found to be the importance of the attitude; specially, its accessibility, whether there exist social pressures, and whether a person has direct experience with the attitude. Important attitudes are one's that reflect fundamental values, self-interest, or identification with individuals or groups that a person values. Attitude that individuals consider important tend to show a strong relationship to behaviour.

Attitude Survey: The preceding review indicates that knowledge of employee attitudes can be helpful to managers in attempting to predict employee behaviour. But, how does management get information about employee attitudes. The most popular methods are through the use of attitude surveys.

Attitude and Workforce Diversity: Managers are increasingly concerned with changing employee attitude to reflect shifting perspectives on racial, gender, and other diversity issues. A comment to a co-worker of the opposite sex, which 20 years ago might have been taken as a complaint, can today become a career-limiting episode. The majority of large U.S. employees and a substantial proportion of medium sized and smaller ones sponsor some sort of diversity training. Some examples are, Police Officers in Escondido, California, receive 36 hours of diversity training for their 12,000 employees. The Federal Aviations Administration sponsors a mandatory 8 hours diversity seminar for employees of its western pacific region.

Job Satisfaction:

Job satisfaction is one of the important factors which have drawn attention of managers in the organization as well as academicians Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. Though, there is no conclusive evidence that job satisfaction affects productivity directly because productivity depends on so many variables, it is still a prime concern for managers. Job satisfaction is the mental feeling of favorableness which an individual has about his job. "Dubrins" has defined job satisfaction in terms of pleasure and contentment when he says that.

Determinants of Job Satisfaction: While analyzing various determinants of job satisfaction, we have to keep in mind that all individuals do not receive the same degree of satisfaction though they perform the same job in the same job environment and at the same time. Therefore, it appears that besides the nature of job and job environment, there are individual variables which affect job satisfaction. Thus all those factors which provide a fit among individual variables, nature of job and situational variables determine the degree of job satisfaction. Let us see what these factors are,

Individual Factors: Individuals have certain expectation from their jobs. If there expectations are met from the jobs, they feel satisfied. These expectations are based on an individual's level of education, age, and other factors.

1. Level of Education: Level of education of an individual is a factor which determines the degree of job satisfaction. For example, several studies have found the negative correlation between the level of education, particularly higher level of education and job satisfaction.

2. Age: Individuals experience different degrees of job satisfaction at different stages of their life. Job satisfaction is high at the initial stage, get gradually reduced, starts rising up to certain stage and finally dips to a low degree.

3. Other factors: Besides the above two factors, there are other individual factors which affect job satisfaction. If an individual does not have favorable social and family life, he may not feel happy at the work place. Similarly, other personal problems associated with him may affect his level of job satisfaction.

Effect of his Job Satisfaction: Job satisfaction has a variety of effects. The effects may be seen in the context of an individual's physical and mental health, productivity, absenteeism, and turnover. Physical and Mental Health: The degree of job satisfaction affects an individual's physical and mental health. Since, job satisfaction is a typed of mental feeling, its favorableness or unfavourableness affects the individual psychologically which for example, "Lawler" has pointed out that drug abuse, alcoholism, and mental and physical health results from psychologically harmful jobs.

Improving Job Satisfaction: Job satisfaction plays a significant role in the organization. Therefore, Managers should take concrete steps to improve the level of job satisfaction. These steps may be in the form of job re-designing to make the job more interesting and challenging, improving quality of work life, linking rewards with performance, and improving overall organizational climate.

Attitude Measurement: Attitudes are subjective attributes of people. They can be regarded as construct in the sense that they are conceptualizations of human qualities that are formed on the basis of either rational consideration or statistical evidence. Thus, people may vary along a number of attitudinal dimensions. Keeping this measurement aspect in to consideration, the attitudes might be defined operationally by describing the measurement systems that psychologists use to measure attitudes. Attitude measurement, developed largely by social psychologists is concerned with the efforts to tap these attitudes as they are characteristics of individuals.

There are many methods of attitude measurement. The Thurston type of scaling goes back to the early work of Thurston and Chive, which collected a large number of statements relating to the area in which attitudes were to be measured. This statement may be relating to any object about which attitudes were to be measured. The statements are both favorable and unfavorable and are placed in 11 piles, with most favorable one being placed in pile 11. Other statements are placed in between their position depending on the degree of favorability or unfavorability. The scale is then presented to the respondents. Each respondent checks the statement in pulling together numerous methods dealings with attitude measurement. They are:

• Self Report

• Indirect Tests

• Direct Observation Techniques

• Psychology Reaction Techniques

However attitude measurement of employees in an organization is most commonly carried out with self-respect questionnaires uses several scaling methods. There are three types of attitude scaling which are commonly used in attitude measurement. They are Thurston type of scale, Likert scale, and semantic differential. With which he agrees his attitude score is then based on the average or the median scale of the statements that he has checked. Soon after Thurston scale, Likert experimented with certain other varieties of attitude scales. Likert's attitude scale uses five points. The statements relating to the measurement of attitude is given to the person concerned and he is asked to check one of the five points given for every statement. These points show the degree of agreement or disagreement with the statement.

The Likert scale is considered better as compared to Thurston because of several positive facts. For example, in this scaling, there is no much problem in making numerous statements which will show both positive and negative degree. The semantic differential, an attitude scaling technique that lends itself to various applications, was developed by Orgood, Suci and Tannenbaum. Therefore, an employee who has a high level of job satisfaction tends to bear attitudes, which are favorable to the organization. Balancing the positives with the negatives is important so that the employees will not be disappointed and become a problem that would have been avoided from the beginning. Attitudes cannot be changed drastically or quickly. There is a reason why people have attitudes; it is a part of them. To change a person takes patience and lots and lots of stalls, especially in a boss-employee relationship where it is more formal. Sometimes, all it takes is a warning in simple words which is to change an unfavorable attitude. When an employee discloses a mental health problem, try to work out a reasonable accommodation. Give him/her time off from work or a modified work schedule, make physical changes to the work place, or adjust supervisory instructions or training. Many mental health problems are highly treatable and cause only temporary disruptions at work. If an employee with a chronically negative attitude suddenly claims a mental disability, employers have the right to ask for medical certification and/or, in some situations, a second opinion. However, credible testimony from a family member may be enough, and asking for more may be an invasion of privacy. Check with an attorney before requesting these. Strike before the iron gets hot by including conduct problems in your employee hand book. Develop a policy that clearly delineates the types of behaviour which are not acceptable in your workplace. The above mentioned examples are some which can change unfavorable attitude to a favorable one.

CHAPTER ~II~

REVIEW OF LITERATURE

LITERATURE SURVEY From the Wall Street Journal Online: A majority of U.S. employees say they are satisfied with their job and nearly half feel pride in their career, according to a recent, "Harris Interactive Poll". Still, many U.S. employees dislike their jobs, suffer from burnout and don't have good feelings about their employers and Senior Managers, the poll shows. Employees in small organizations are more likely to have positive attitude towards their jobs, their employers and their top managers. Of people working for small employers, 54% of those polled say they are satisfied with their job, and company. 38% of those working for large employers feel they are at dead-end jobs, compared with 24% of those working for companies feel "this is the best organizational to work for" only 25% of the people working for large organizations, compared with for small employers, believe that the top manages display integrity and morality.

This survey also shows that younger workers have much more negative view of their job than older workers. Among the older workers, 59% say a good deal of their pride comes from their work and careers, compared with just 37% of the younger workers. Likewise, among 64% of the older workers, only 47% of the younger workers really care about the fate of the organization for which they work. Overall, while 595 of the employees are satisfied with their jobs, that two out of every five 41% of the workers aren't satisfied. In addition, one-third of the workers feel they are in dead-end jobs, and "trying to cope with feeling of burn out". Burn out is much more prevalent among the workers' ages between 18-24 years, 47% report feeling burned out, compared with 28% of the older workers. Ms. B. Nagalakshmi, 2006, had done a project on "Employee Attitude towards the Organisation in "Lakshmi Machine Works Limited" and she suggested that Management/HR department may be changing the procedures or approaches to improve the employees' positive attitude towards them by participation from them. Attitudes change from person to person. In an organization, the functions and procedures followed by the management/ HR departent should accepted and negative attitudes if any may be identified at an earlier stage. Relationship of the employees with the HR Department may be enhanced to reduce negative attitude among the employees in general which will lead to prosperity of the company through profits and that of the employees through enhanced quality of work life. Ganguli (1964) has argued that the factors that determine performance of the workers in an industrial job can be classified under three heads.

1. Personal factors

2. Work factors

3. Environmental (physical and social) factors

Personal Factors refer to skills of workers and the degree of motivation that determine the extent to which he will apply his skill to the job. Work factor refers to tools and equipment, method of work and materials used. Examples of environmental factors are

(a) Physical lighting, ventilation, etc.

(b) Social and psychological nature of leadership (supervisory and managerial), social climate in the shop, nature of the group formation amongst members, etc and

(c) Nature of organizational controls, communication patterns, etc.

Mr. Vijayanand, 1999, had done a project on "job satisfaction", among the employees in "Sakthi Sugars" and he suggested that the organization has to concentrate more on labour measures and also with regard to the maintenance of buildings.

Mr.Vasudevan.C, 1999, had done a project on "job satisfaction" among the workers in "ELGI Electric and Industries Limited" and he suggested that the organization may provide better working conditions, can reduce the hours of work and provide more career advancement opportunities.

According to Vroom(1964), productivity depends upon two major variables viz., employees' job performance and resources utilized. In most organizational performance of the employees is relatively more important than the equipments and raw materials. Even in automated operations, productivity in strategic and coordinate systems largely depends up on the human performance. Performance of a worker on a task or job is a direct function of his motivation.

According to Hark Mantel(1971), the nature of the relationship between job characteristics and employee reactions to their work(including satisfaction, performance, and absenteeism) will depend upon the need status of the employees. Maslow proposes that employees' emerge in a hierarchical fashion and it is important for the organization to satisfy their needs, failing which the employees may exhibit non productivity and effectiveness of the organization. Fleishman (1953) has studied the relationship of supervisory behaviour with the productivity and morale of the sub ordinates, superiors create certain climate in their department and high consideration results in high productivity and morale. Mr. R.K. Selvam has made 'A Study on Worker' Expectations on Labour Welfare Facilities in 1998. In TTK Prestige Limited, the sample size was 60. He used the interview schedule for primary data collection; the secondary data was collected through discussion with officials of the Personnel Department from the data it was found that almost every one were satisfied.

Mr. Rajaprabakaran has conducted a research on 'The Study on level of Motivating the Employees with special reference to TTK Prestige Limited in 2002. The sample size was 300 and he used the interview schedule for the primary data collection. He found that 28% of employees were motivated with the working conditions of the company. All of them were motivated with the first-aid facilities. Argyris (1957) identified a style of leadership ranging from immaturity. He holds that the effective leader or manager will help people to move from a style of immaturity or dependent, towards a style of maturity.

CHAPTER~III~

OBJECTIVES OF THE STUDY

• To know the employees (Permanent &Outsource) attitude towards the   organization

• To know the reasons for the employees (Permanent &Outsource) positive attitude

• To know the reasons for the employees (Permanent &Outsource) negative attitude

• To know the employees (Permanent &Outsource) expectations from the organization

• To make suggestions to improve the attitude of the employees (Permanent &Outsource) to the management.

CHAPTER ~IV~

RESEARCH METHODOLOGY

INTRODUCTION: Research is an active, diligent and systematic process of inquiry in order to discover, interpret, and revise facts, events, behaviors or theories or to make practical applications with the help of such facts, laws or theories.

The term research is also used to describe the collection of information about a particular subject. Employees' attitude towards the organization should be known by the entire organization to reduce the grievance.

The main objective is to find out the number of employees who are having positive attitude and or negative attitude and what tends to the same.

Here, the general employee opinion survey method has been followed. The questionnaires were directly handed over to the employees of the organization for their responses.

SAMPLING METHOD:

The sample size taken is 100 which have been selected through Stratified Random Sampling. When the markedly heterogeneous group is first sub-divided into groups or 'stratas' in such a manner that all items in any particular group are similar with regard to the characteristic under consideration. From each such 'strata' items are chosen at random. The number of items taken from each group may be in proportion to its relative strength, the sample so formed is called as 'stratified'.

TOOLS FOR DATA COLLECTION:

Questionnaire is the main tool for data collection. Questionnaire has been distributed to the employees directly and a discussion also has been done.

TOOLS USED FOR ANALYSIS:

The following are the statistical tools used in this project to arrive specific results. **Percentage Analysis:**

Percentage analysis is a statistical tool, which is used to identify the percentage of responses the respondent have given. Pi charts used for description and showing the result in percentage.

CHAPTER~4.1~DATA ANALYSIS

1. Education Level									
PERMANENT EMPLOYEES					OUTSOURCED EMPLOYEES				
12th	Graduate	PG	ABOVE		12th	Graduate	PG	ABOVE	
5	10	30	5		25	20	5		
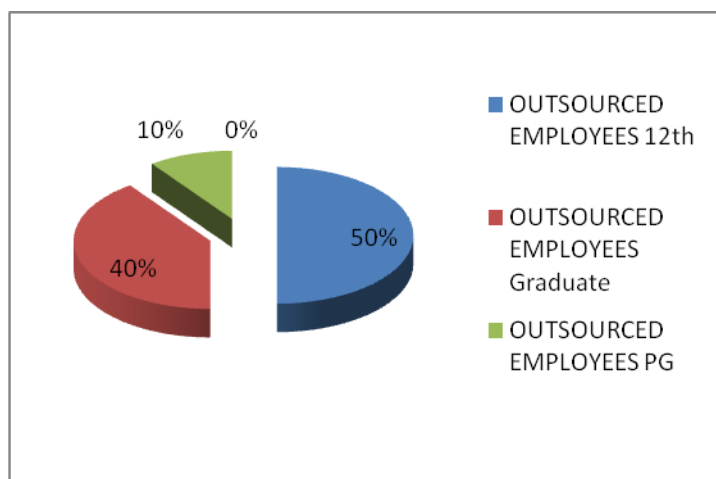
In this Chart we can see that 50% outsource employees are 12th passed 40% graduate & PG is very lower than permanent.

So we can see that education level is lower than permanent employees.

In this chart 10% Employees are 12th and 60% PG it is a big difference of education between Outsource & Permanent
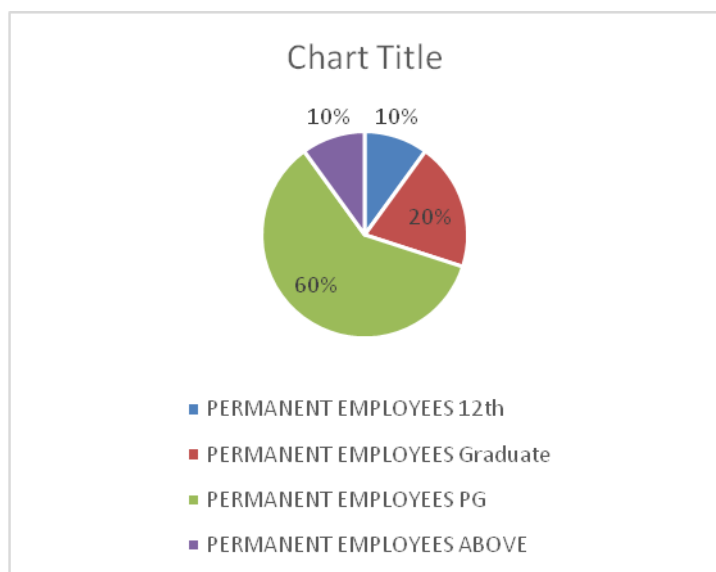
2. Working Level

PERMANENT EMPLOYEES					OUTSOURCED EMPLOYEES			
Lower Grade	Trainees	Executives	Managers		Lower Grade	Trainees	Executives	Supervisors
5	2	35	8		40		6	4
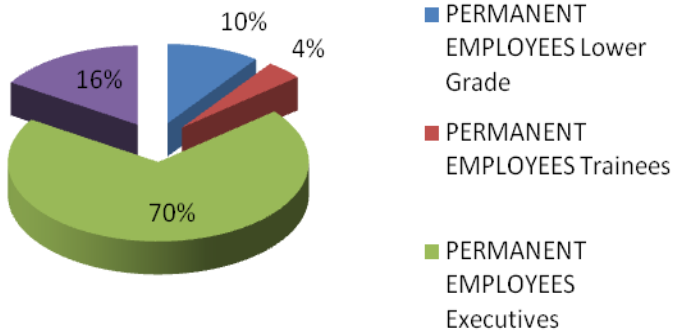
In this chart 70% are executives and 16% are managers 10% trainees also. But in Outsourced employees managers are not there, only lower grade employees are there
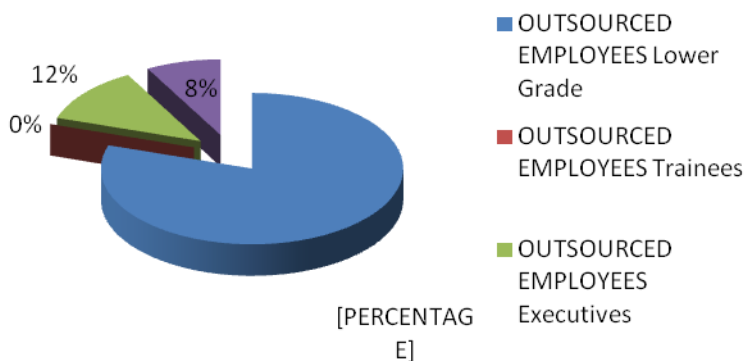
3. Working Experience

PERMANENT EMPLOYEES			
Below 5 years	**6 to 10 years**	**11 to 25 years**	**Above 25 years**
12	28	7	3

OUTSOURCED EMPLOYEES			
Below 5 years	**6 to 10 years**	**11 to 25 years**	**Above 25 years**
43	5	2	
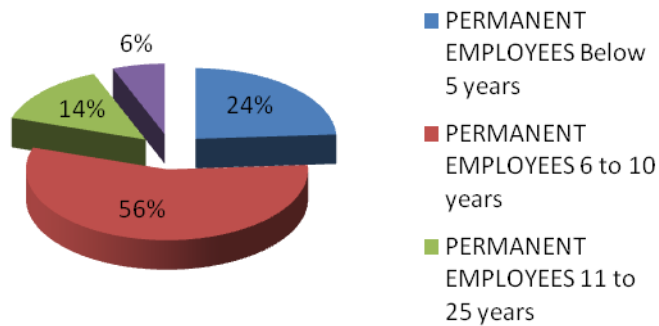
In these both chart it is clear that outsourced staff is not stable and less experience than permanent employees. Much difference in 6 to 10 years outsourced 10% and permanent employees are 56%.
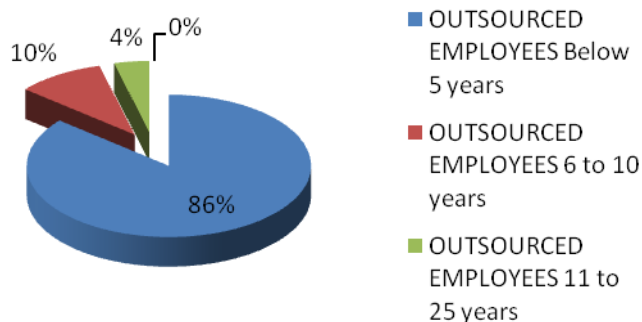
8) I have received the training I need to do my job efficiently and effectively.

PERMANENT EMPLOYEEES			OUTSOURCED EMPLOYEES		
a) Strongly Disagree			a) Strongly Disagree		
b) Disagree			b) Disagree		10
c) Undecided	3		c) Undecided		15
d) Agree	7		d) Agree		20
e) Strongly Agree	40		e) Strongly Agree		5
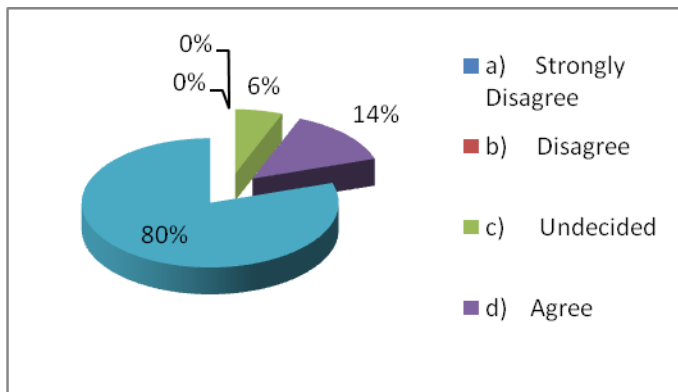
In the conclusion of these charts it is clear that permanent employees provided training from company but very low to outsource staff. 50% difference is there in chart we can see easily.
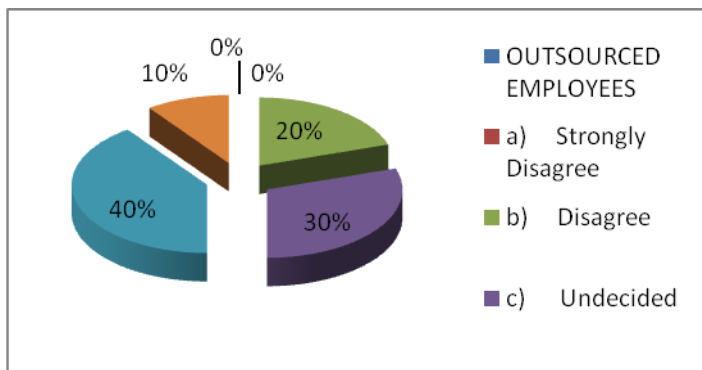
5) Training is provided to enable me to do my job well.

PERMANENT EMPLOYEES			OUTSOURCED EMPLOYEES	
a) Strongly Disagree			a) Strongly Disagree	
b) Disagree			b) Disagree	10
c) Undecided	3		c) Undecided	15
d) Agree	7		d) Agree	20
e) Strongly Agree	4 0		e) Strongly Agree	5
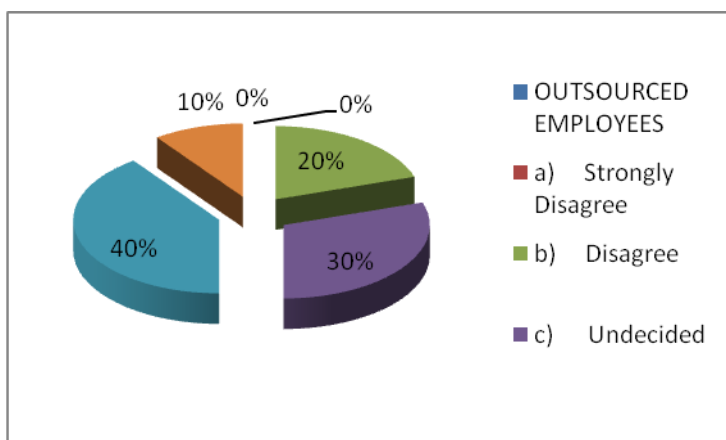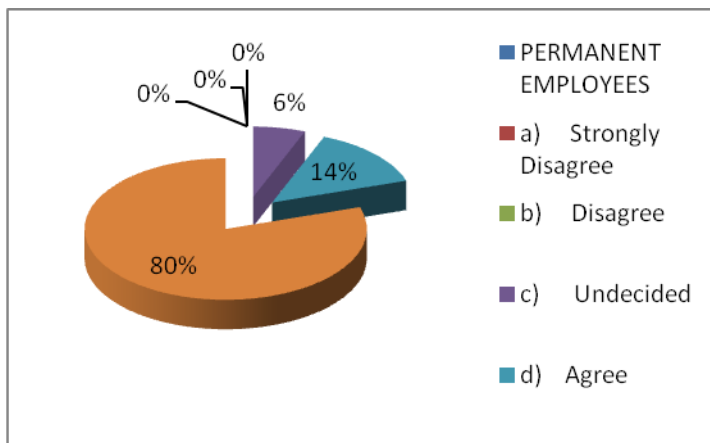
Difference of these charts very clearly shown in percentage. Outsource employees are undecided and permanent employees are strongly agree. There is very big difference

6) Management recognizes and makes use of my abilities and skills.

PERMANENT EMPLOYEES			OUTSOURCED EMPLOYEES	
a) Strongly Disagree			a) Strongly Disagree	
b) Disagree	8		b) Disagree	27
c) Undecided	15		c) Undecided	8
d) Agree	20		d) Agree	10
e) Strongly Agree	7		e) Strongly Agree	5
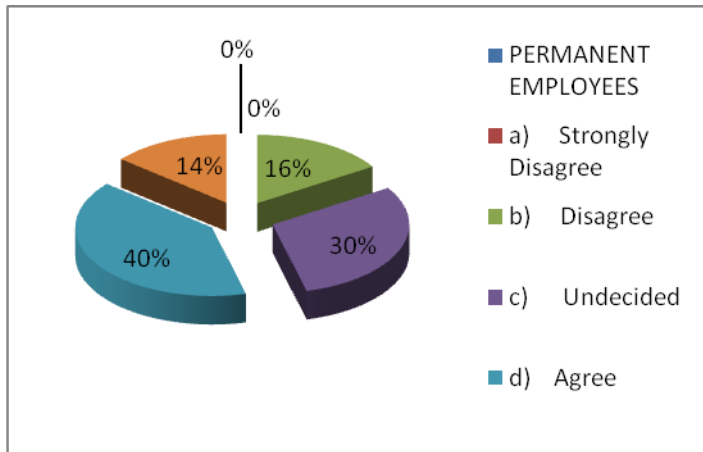
In these chart we can see that opposite feedback is given both employees. Permanent employees gave positive feedback towards management but outsource feel negative.30% Permanent Employees are undecided.
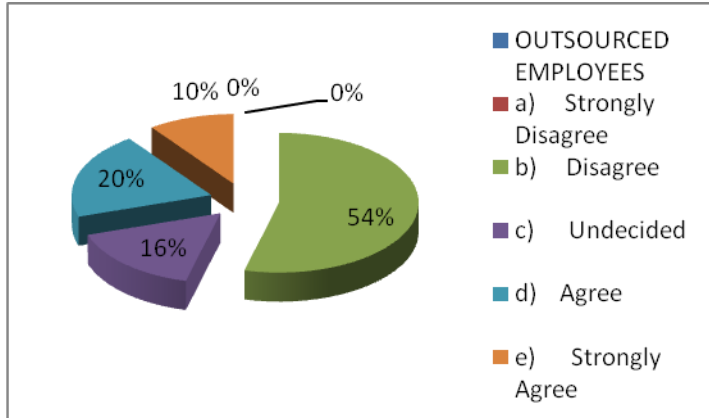
7) I am treated with respect by management and the people I work with.

PERMANENT EMPLOYEES			OUTSOURCED EMPLOYEES	
a) Strongly Disagree			a) Strongly Disagree	10
b) Disagree	8		b) Disagree	20
c) Undecided	6		c) Undecided	12
d) Agree	14		d) Agree	8
e) Strongly Agree	22		e) Strongly Agree	
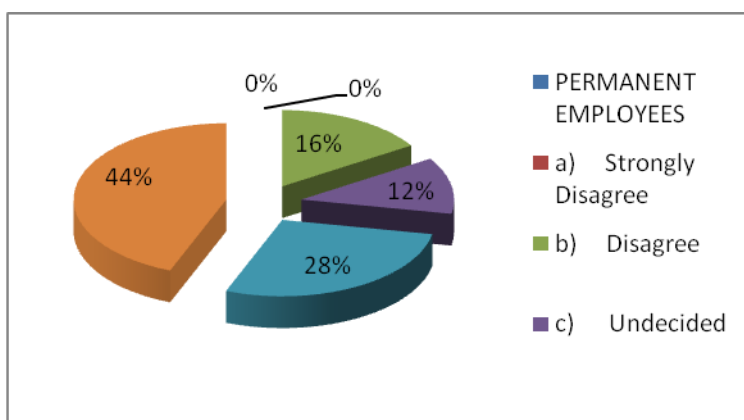
44% permanent employees are strongly agree and 28% agree. The feedback is positive.
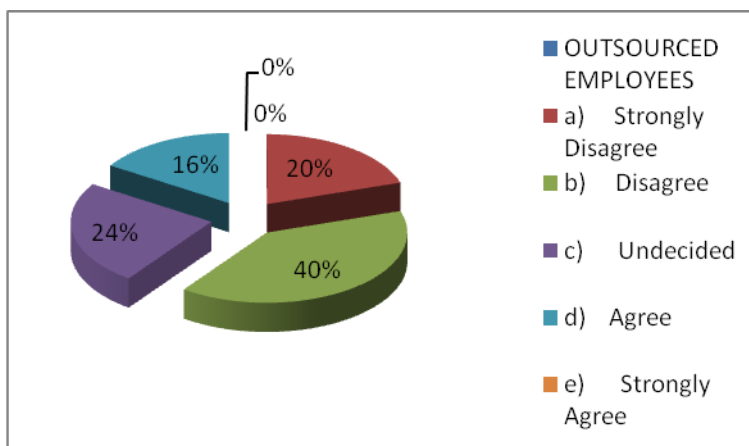
Only 16% outsourced employees are agree. The feedback is negative.

8) I am encouraged to develop new and more efficient ways to do my work.

PERMANENT EMPLOYEES			OUTSOURCED EMPLOYEES	
a) Strongly Disagree			a) Strongly Disagree	
b) Disagree			b) Disagree	
c) Undecided			c) Undecided	22
d) Agree	15		d) Agree	16
e) Strongly Agree	35		e) Strongly Agree	12
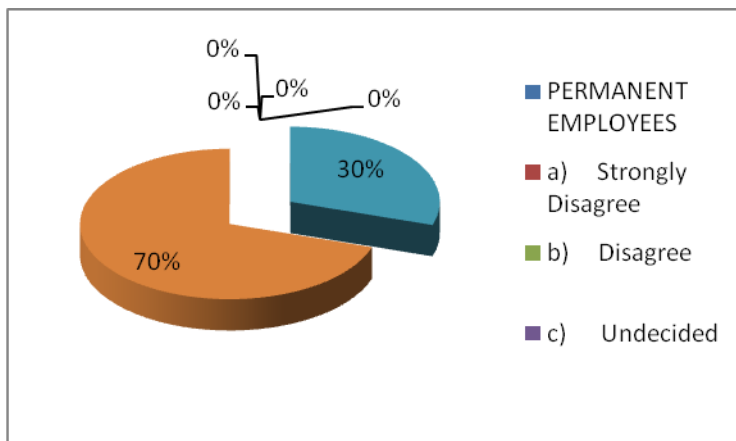
70% Permanent employees are strongly agree and 30% agree. 100% positive feedback.
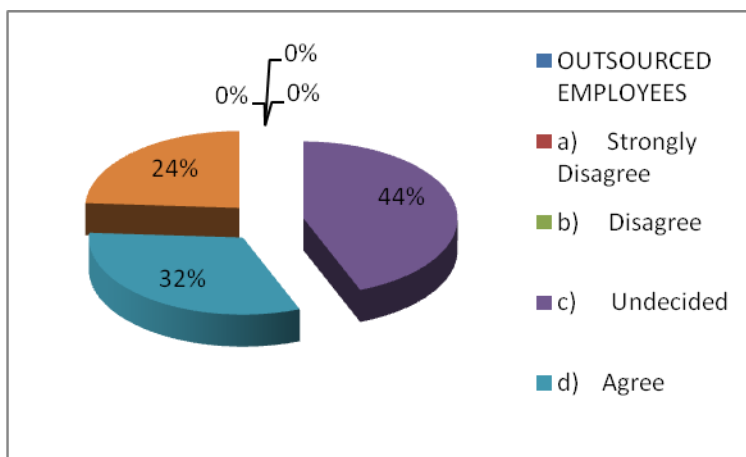
44% Undecided and 56% agree. The feedback is neutral.

9) Management is flexible and understands the importance of balancing my work and personal life.

PERMANENT EMPLOYEES			OUTSOURCED EMPLOYEES	
a) Strongly Disagree			a) Strongly Disagree	
b) Disagree	10		b) Disagree	36
c) Undecided	15		c) Undecided	10
d) Agree	20		d) Agree	4
e) Strongly Agree	5		e) Strongly Agree	
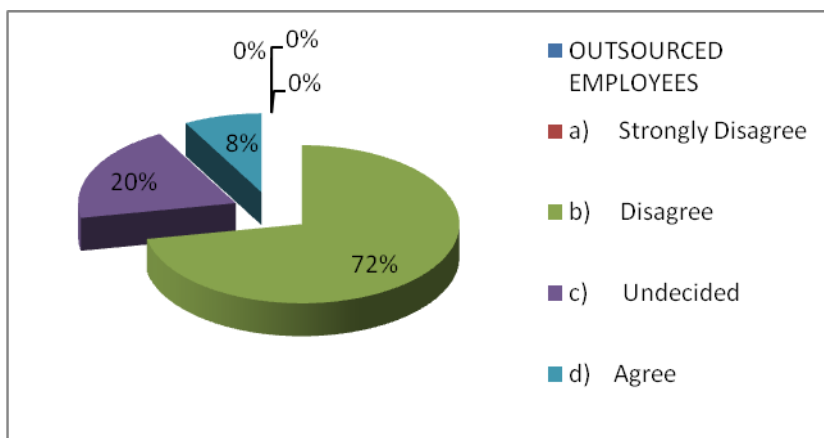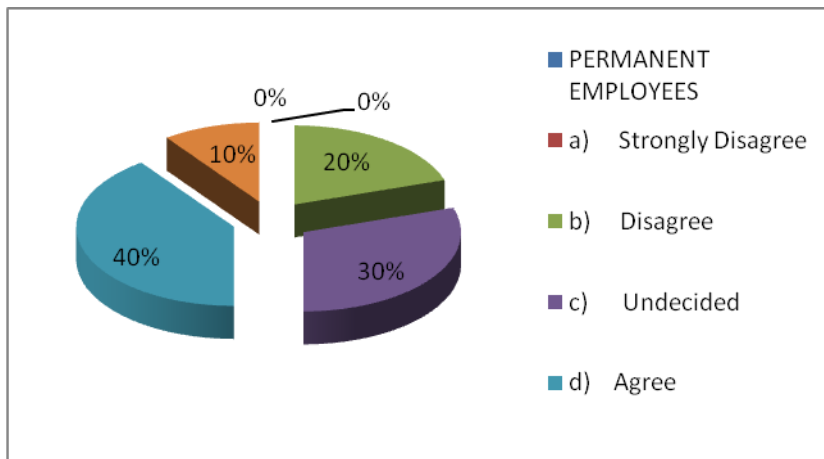
Feedback is neutral only 50% employees are agree.

Very less employee are agree. Only 8% employees are agree. Very big difference is there and negative

10) Your Opinion about working condition

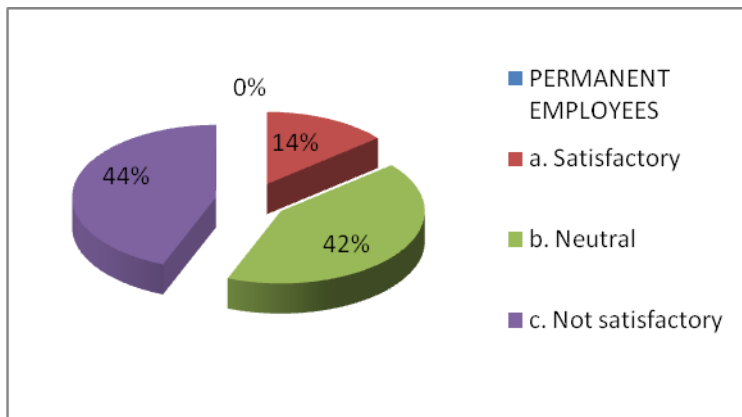| PERMANENT EMPLOYEES			OUTSOURCED EMPLOYEES	
a. Very good	6		a. Very good	2
b. Good	23		b. Good	16
c. Average	21		c. Average	10
d. Poor			d. Poor	22
e. Need Improvement			e. Need Improvement	
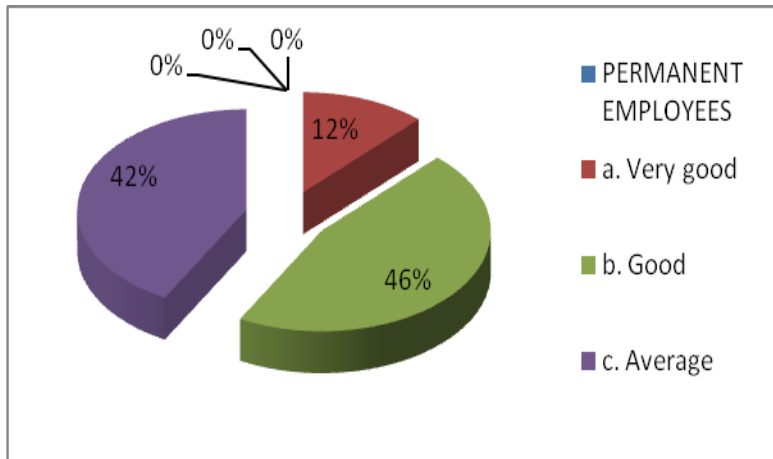
Permanent employees say that working conditions are good but outsource staff is not in favor their working environment and conditions are not good as permanent employees.
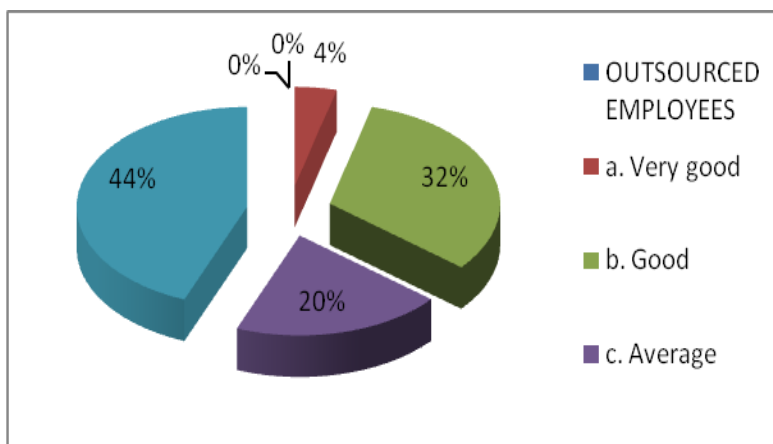
11.) Your level of satisfaction on target related incentives.

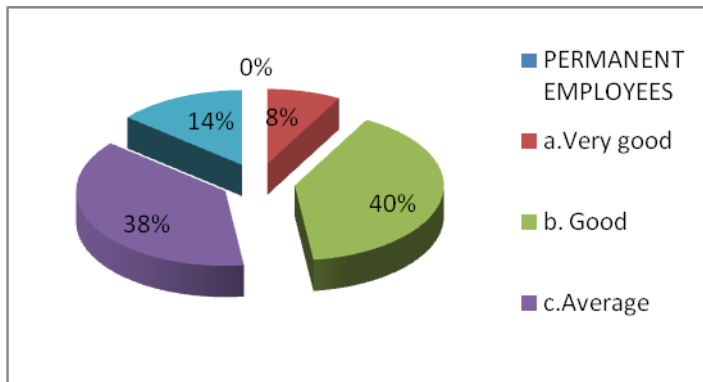| PERMANENT EMPLOYEES				OUTSOURCED EMPLOYEES		
a.	Satisfactory	7		a.	Satisfactory	
b.	Neutral	21		b.	Neutral	10
c.	Not satisfactory	22		c.	Not satisfactory	40

In this chart we can see that permanent employees provided neutral feedback but outsource staff provided negative feedback. Company does not provide incentives to outsource staff.
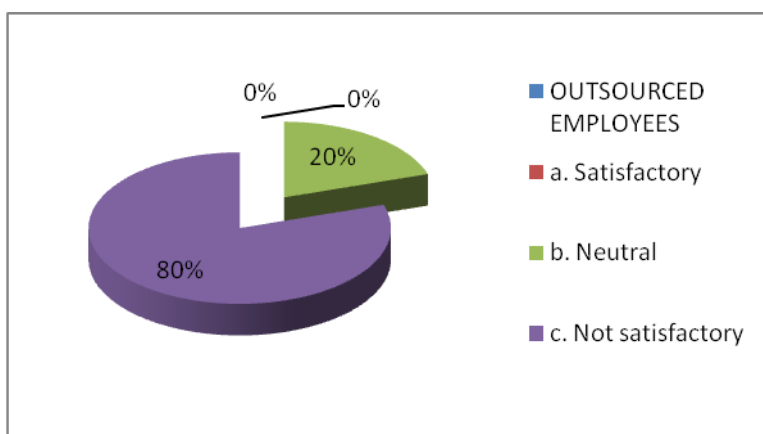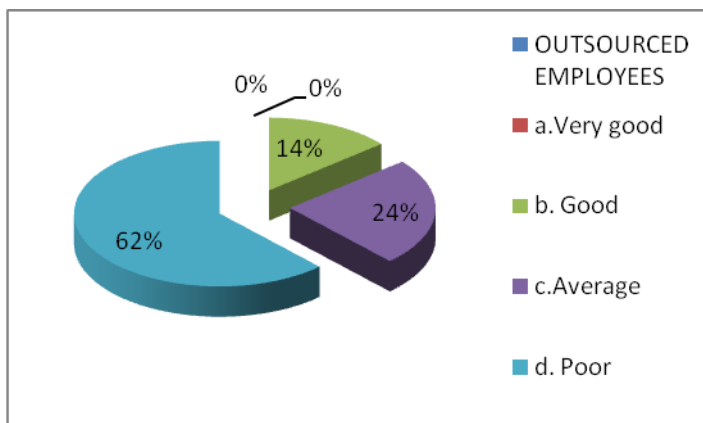
12.) Your Opinion about promotional opportunities

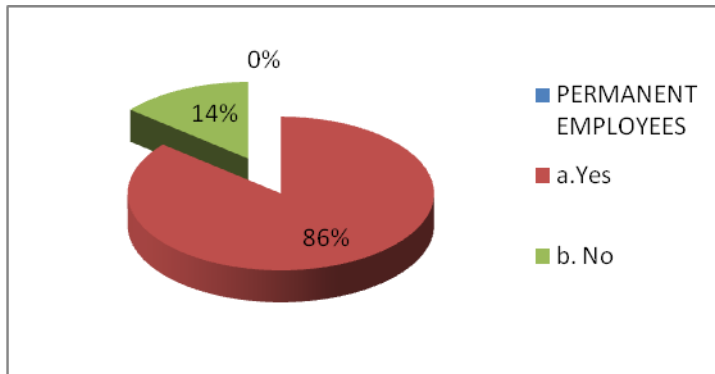| PERMANENT EMPLOYEES		OUTSOURCED EMPLOYEES	
a.Very good	4	a.Very good	
b. Good	20	b. Good	7
c.Average	19	c.Average	12
d. Poor	7	d. Poor	31

68% permanent employee are agree on the promotional opportunities the feedback is average.
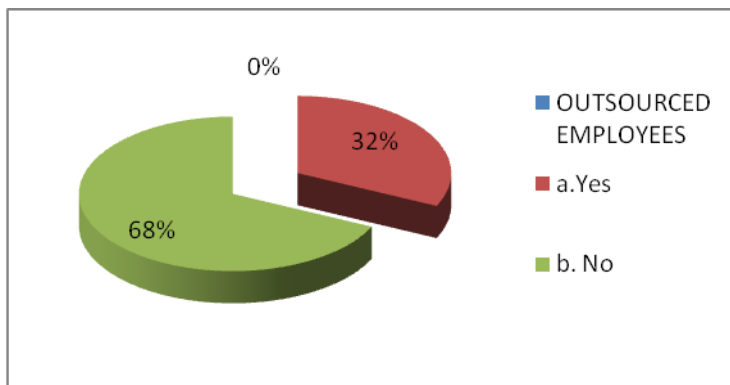
Outsource staff provided neutral feedback.

13.) Are there any grievance handling system?

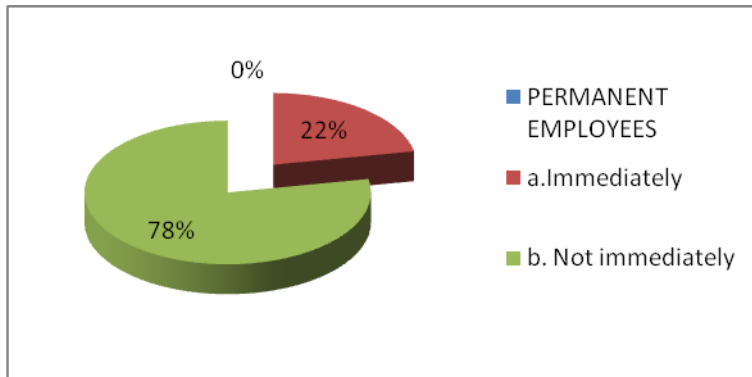| PERMANENT EMPLOYEES			OUTSOURCED EMPLOYEES	
a. **Yes**	43		a. **Yes**	16
b. No	7		**b. No**	34

86% permanent employees says that there is grievance handling system and good also.

Outsource employee says that there problems are not solved and asked.

14.) If yes grievance are solved.

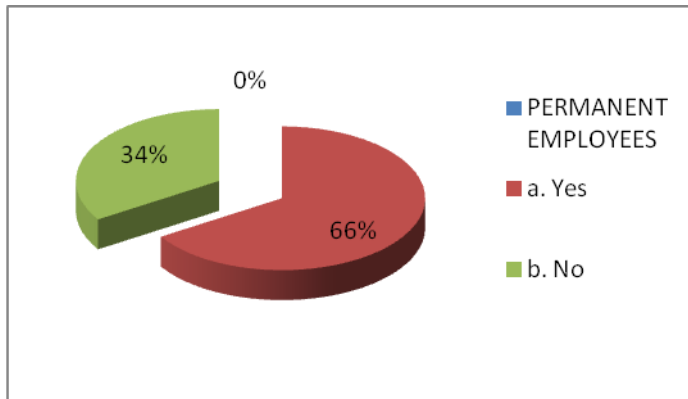| PERMANENT EMPLOYEES			OUTSOURCED EMPLOYEES	
a. **Immediately**	11		a. **Immediately**	9
b. Not immediately	39		**b. Not immediately**	4
				1

78% permanent employees says that their grievance are not solved immediately. But short problems are solved immediately.

82% Outsource employees says that their grievances are not solved immediately or never.
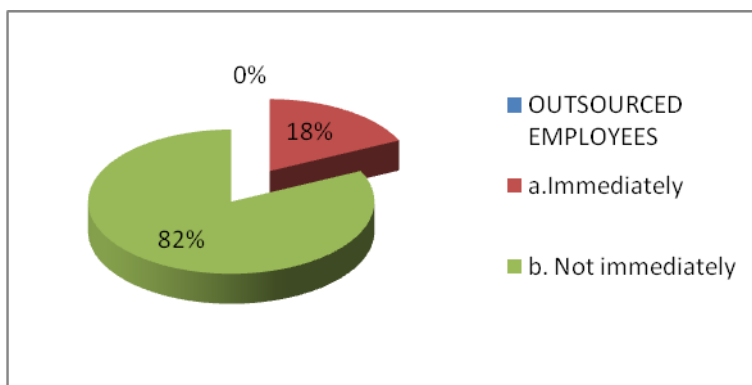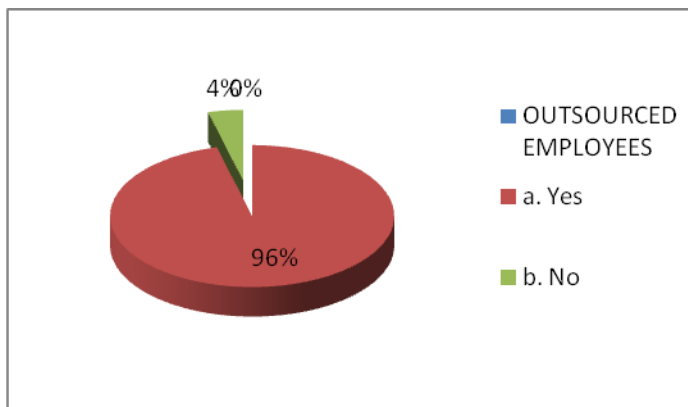
15.) Are you satisfied with working hours?

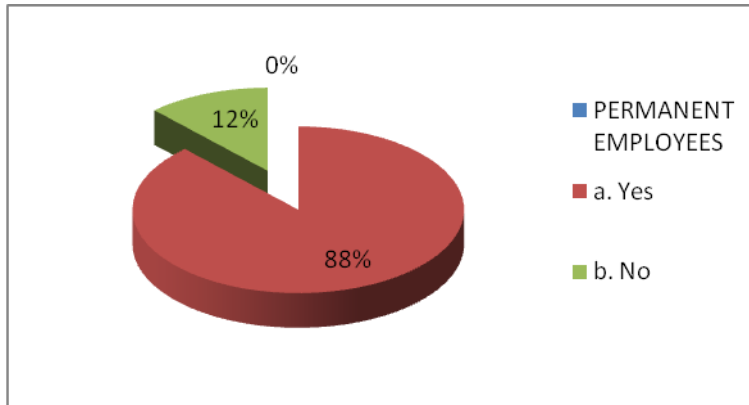| PERMANENT EMPLOYEES			OUTSOURCED EMPLOYEES	
a. Yes	33		a. Yes	48
b. No	17		b. No	2

In both charts we can see that the opinion of employees about working hours is same.

Work load is there and outsource staff has to work more than working hours.

16.) Are you satisfied with accident compensation paid?

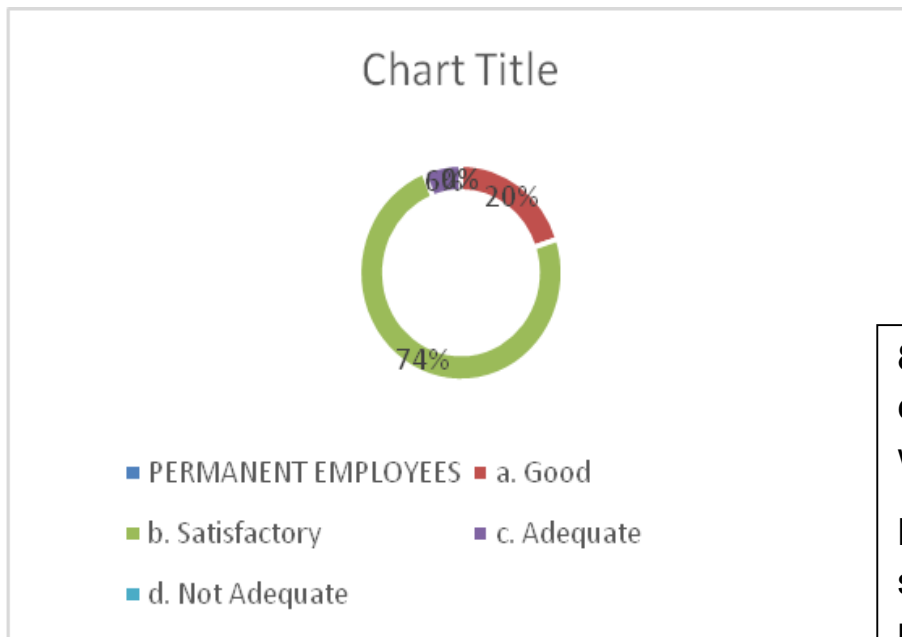| PERMANENT EMPLOYEES		OUTSOURCED EMPLOYEES	
a. Yes	44	a. Yes	28
b. No	6	b. No	22

88% permanent employees are agree and give positive feedback.

56% outsourced staff is also agree provide average feedback
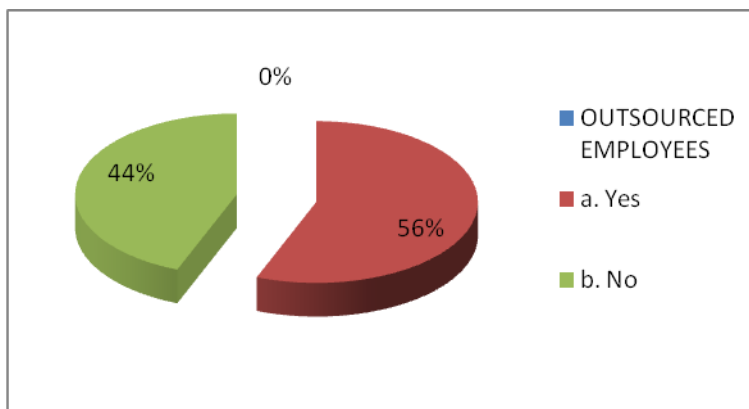
17.) What do you feel about pay package?

PERMANENT EMPLOYEES		OUTSOURCED EMPLOYEES	
a. Good	10	a. Good	3
b. Satisfactory	37	b. Satisfactory	16
c. Adequate	3	c. Adequate	31
d. Not Adequate		d. Not Adequate	

Chart Title

■ PERMANENT EMPLOYEES ■ a. Good
■ b. Satisfactory ■ c. Adequate
■ d. Not Adequate

85% permanent employees are satisfied with the pay package.

But outsourced staff is not satisfied and feedback is negative.

Chart Title

■ OUTSOURCED EMPLOYEES ■ a. Good
■ b. Satisfactory ■ c. Adequate
■ d. Not Adequate
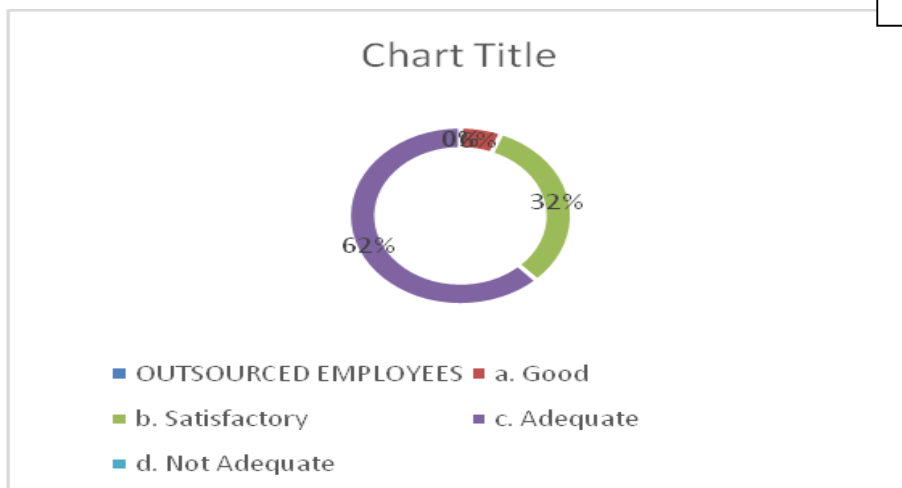
18.) Are there any employee's suggestion scheme available?

PERMANENT EMPLOYEES		OUTSOURCED EMPLOYEES	
a. Satisfied	6	a. Satisfied	5
b. Not Satisfied	44	b. Not Satisfied	45

Chart Title

0% 12%

88%

■ PERMANENT EMPLOYEES   ■ a. Satisfied   ■ b. Not Satisfied
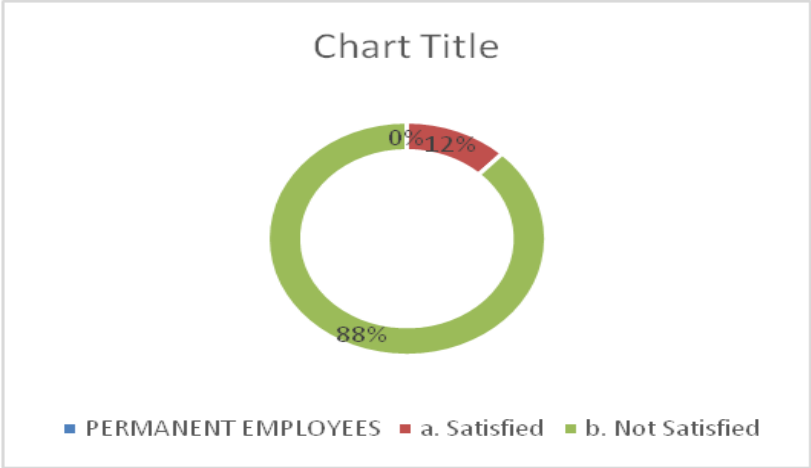
In these charts we can see that both provide same feedback. There is not employee suggestion scheme in company.

Chart Title

0% 10%

90%

■ OUTSOURCED EMPLOYEES   ■ a. Satisfied   ■ b. Not Satisfied
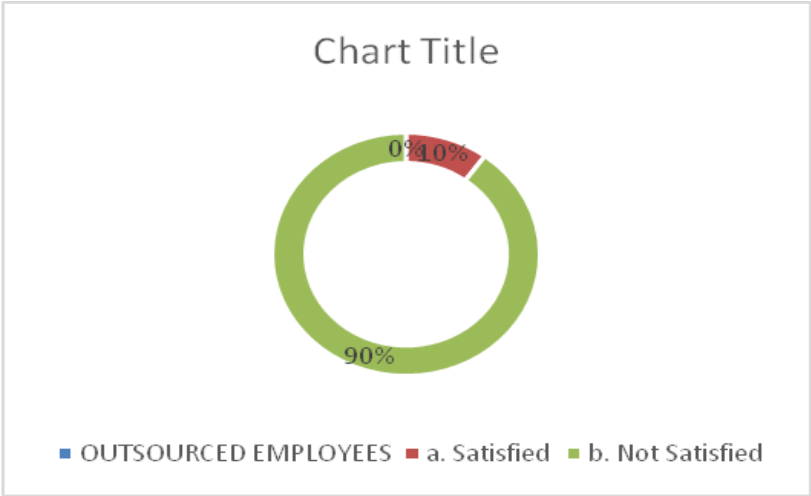
19.) Your level of satisfaction on promotional policy of you company

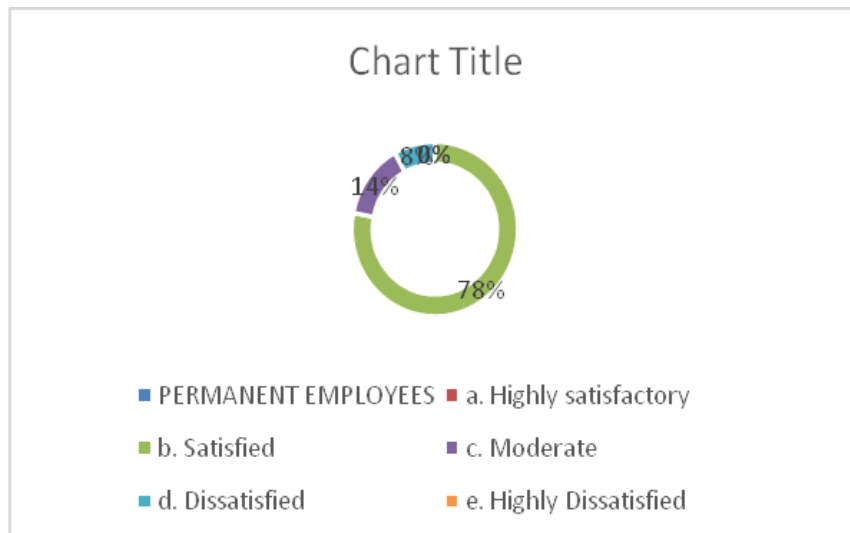| PERMANENT EMPLOYEES			OUTSOURCED EMPLOYEES	
a. Highly satisfactory			a. Highly satisfactory	
b. Satisfied	39		b. Satisfied	
c. Moderate	7		c. Moderate	9
d. Dissatisfied	4		d. Dissatisfied	4 1
e. Highly Dissatisfied			e. Highly Dissatisfied	

Chart Title

80% 14% 78%

■ PERMANENT EMPLOYEES ■ a. Highly satisfactory
■ b. Satisfied ■ c. Moderate
■ d. Dissatisfied ■ e. Highly Dissatisfied

78% of permanent employees satisfy with the promotional policy of the company.

82% Outsourced employees are dissatisfied.

Chart Title

0% 18% 82%

■ OUTSOURCED EMPLOYEES ■ a. Highly satisfactory
■ b. Satisfied ■ c. Moderate
■ d. Dissatisfied ■ e. Highly Dissatisfied
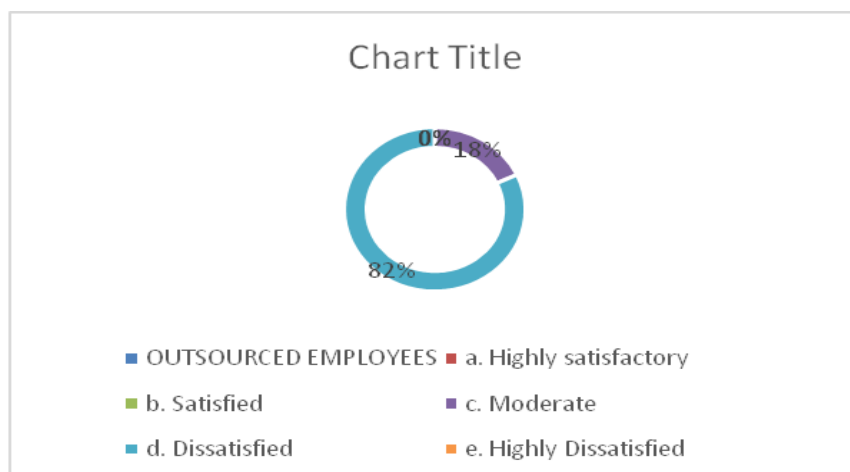
20.) Mention your level of satisfaction in job?

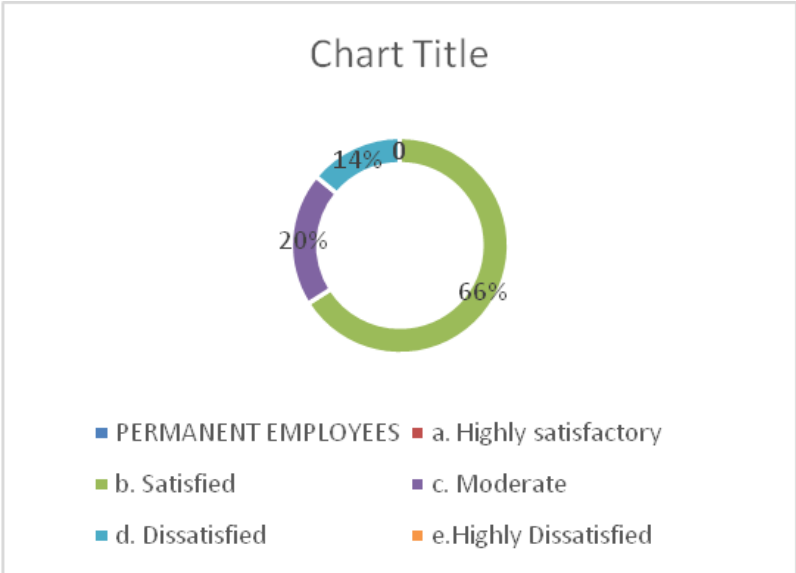| PERMANENT EMPLOYEES			OUTSOURCED EMPLOYEES	
a. Highly satisfactory			a. Highly satisfactory	
b. Satisfied	33		b. Satisfied	3
c. Moderate	10		c. Moderate	7
d. Dissatisfied	7		d. Dissatisfied	40
e.Highly Dissatisfied			e.Highly Dissatisfied	

Chart Title (Permanent Employees)

Chart Title (Outsourced Employees)

66% Employees are satisfied with their job but outsource employees are not satisfied and demotivated.

80% outsourced staff dissatisfied with the job due to working hours.
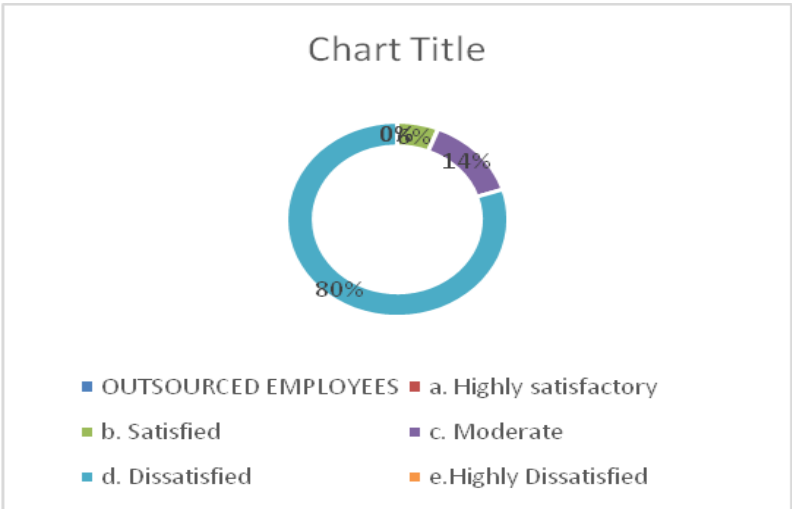
Chapter No.-4.2

FINDINGS:

The study was conducted to with a view to know the comparison between Outsource & Permanent employees and their attitude. It has been observed that there are many factors which effect these like age, gender, position in the organization. After analyzing the data following major causes came out.

1. Employee Satisfaction and Job Attitude are related.

2. .Analyzing one's own strengths and weaknesses is the best way of identifying the Potentials available, rather than the other person telling. Employee Attitude is a tool to analyze oneself. One of the most important findings was that almost all the employees wanted self-rating to be a part of job attitude program carried out by the organization. This could therefore be an important factor which leads to dissatisfaction among the appraises.

3. Another point to be noticed is that even in the other forms of Performance. Appraisal also the employees expect that they should be given a chance to rate their own performance. This can allow the employee to analyze one's own performance which gives new insights on how one is performing and what are the critical points where he has to put his best and improve upon performance which gives new insights on how one is performing and what are the critical points where he has to put his best and improve upon.

4. Employee Dissatisfaction also expect that their comments and suggestions should be taken.

5. Also a majority of employees were satisfied with the current job attitude system although they requested for some changes.

6Most of the employees were also not clear about the criteria on which ratings were given to each employee while conducting the openion Survey.

7. From the survey I can also derive that the appraisee's expect a post appraisal interview to be conducted wherein they are given a proper feedback on their satisfaction and they can also put forward their complaints if any.

8 Lastly, I find here all employees are satisfied through Job Attitude.

Chapter No.-4.3

CONCLUSION

Job Security is a potential tool for the motivation of the employees which in this study shows that, the employees have a negative attitude towards it. The management may make the employees understand that they are the partners of the business and the employees' organization life depends up on the constructive contributions made by them. Only half of the respondents are satisfied with the medical facilities and safety procedures provided in the organization which means that the remaining half of them are not satisfied. Therefore, the management with regard to the medical facilities along with ESI may offer a minimal amount exclusively for the medical expenditure as a special package for different levels of employees. This may motivate them and restrict them to avail leave. As per the respondents' opinion, safety procedures followed are not up to the mark which also is one of the reason for regular absenteeism. The respondents also feel that the leave facilities provided are also not adequate. Management in this regard may identify the ways by which leave facilities may be improved without disturbing the regular schedule of work, by giving restricted holidays,

by increasing the number of paid holidays etc. Workers' Participation in Management is one of the criteria which do not have a good satisfaction from most of the employees in any of the organization. This also happens to be true in this organization, which reduces the morale and motivation of the employees. Therefore, the management may formulate strategies based on the

Workers' Participation in Management bill or prepare a tailor-made guideline for the extent of participation by the workers in the management decisions because when decision marker execute, the execution proves worthy.

Chapter No.-4.4
RECOMMENDATIONS

There should be a reporting manager/officer in the office for maintaining the record of employees. Their performance should be noted by observation also.

1. The Reporting Officer should keep the satisfaction data of each

Subordinate.

2. The Reporting Officer should give monthly feedback to the subordinates regarding their satisfaction and thereby giving suggestions to improve.

3. Outsourced employees have to work more than permanent employees so the working hours should be limited.

4. At the end of the year of the appraisal period the satisfaction process should begin with job attitude by every employee. To appraise one's own self on key performing targets and qualities, the appraise would go through a process of reflection and review. It is an established fact that change is faster when it is self-initiated. If any employee has to improve or do better, he must first feel the need to do so. Reflection and review is a process that enables him to feel the need and improve more upon his strengths and weaknesses.

5. The existence of a proper complain channel was also of all most importance to   the satisfaction& dissatisfaction. They should be given a chance to convey their grievances to the top management.

6. Communication is very essential for any system to function efficiently. Therefore the appraisers should look into this matter and see to it that the goals and plans are communicated effectively to account while conducting the appraisals.

7. Along with this satisfactory working conditions and appropriate awards also play an important role.

8. The standards by which employees think they are being judged are sometimes different from those their managers/superiors actually use. Proper communication of these ratings can help the employers achieve the level of acceptability and commitment which is required from the employees.

Chapter No.~4.5~

LIMITATIONS OF THE STUDY

Although I have tried my best to make this project but there are some limitations which I face during my research.

1. It is possible that every employee do not provide accurate information.

2. It is difficult to judge which factor provides employee more motivation.

3. It is possible that employee do not read questions in questionnaire carefully.

4. Time constraint is also there.

5. It is possible that employee read the questionnaire in hurry in order to complete it.

6. Lack of resources.

7. Employees were unwilling to fill questionnaires as they were thinking it is wastage of time.

8. The study was only conducted in DELHI office other offices are also in other cities.

9. The sample size was 100 employees hence the study cannot be taken universal.

CHAPTER-5-

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CHAPTER VI- Annexures

QUESTIONNAIRE

A STUDY ON EMPLOYEES SATISFACTION

1.)   Name   :

2.)   Age   :

3.)   Marital Status   :

4.)   Monthly income   :

5.   Education Level   :

6.)   Working Level   :

7.)   Working Experience   :

    a.   Below 5 years (   )   b. 6 to 10 years   (   )

    c.   11 to 25 years (   )   d. above 25 years   (   )

8) I have received the training I need to do my job efficiently and effectively.

   a) Strongly Disagree
   b) Disagree
   c) Undecided
   d) Agree
   e) Strongly Agree

9) Training is provided to enable me to do my job well.

   a) Strongly Disagree
   b) Disagree
   c) Undecided
   d) Agree
   e) Strongly Agree

10) Management recognizes and makes use of my abilities and skills.

   a) Strongly Disagree
   b) Disagree
   c) Undecided
   d) Agree
   e) Strongly Agree

11) I am treated with respect by management and the people I work with.

    a) Strongly Disagree
    b) Disagree
    c) Undecided
    d) Agree
    e) Strongly Agree

12) I am encouraged to develop new and more efficient ways to do my work.

    a) Strongly Disagree
    b) Disagree
    c) Undecided
    d) Agree
    e) Strongly Agree

13) Management is flexible and understands the importance of balancing my work and personal life.

    a) Strongly Disagree
    b) Disagree
    c) Undecided
    d) Agree
    e) Strongly Agree

14) Your Opinion about working condition

    a.   Very good   ( )   b. Good   ( )

    c.   Average   ( )   d. Poor   ( )

    e.   Need Improvement ( )

15.) Your level of satisfaction on target related incentives

    a.   Satisfactory   ( )   b.   Neutral( )

    c.   Not satisfactory   ( )

16.) Your Opinion about promotional opportunities

    a.   Very good   ( )   b. Good   ( )

    c.   Average   ( )   d. Poor   ( )

17.) Are there any grievance handling system?

    a.   Yes   ( )   b. No   ( )

18.) if yes grievance are solved.

    a.   Immediately   (   )   b. Not immediately   (   )

19.) Are you satisfied with working hours?

    a. Yes   (   )   b. No   (   )

20.) Are you satisfied with accident compensation paid?

    a. Yes   (   )   b. No   (   )

21.) What do you feel about pay package?

    a. Good   (   )   b. Satisfactory   (   )

    c. Adequate   (   )   d. Not Adequate   ( )

22.) Are there any employees suggestion scheme available?

    a. Satisfied   (   )   b. Not Satisfied   (   )

23.) Your level of satisfaction on promotional policy of you company

    a. Highly satisfactory (   )   b. Satisfied   (   )

    c. Moderate   (   )d. Dissatisfied (   )

    e. Highly Dissatisfied   (   )

24.) Mention your level of satisfaction in job?

    a. Highly satisfactory (   )   b. Satisfied   (   )

    c.   Moderate   ( )   d. Dissatisfied   (   )

    e.   Highly Dissatisfied   ( )