

EMPLOYEE SATISFACTION AND MORALE AMONG THE SKILLED WORKFORCE OF STEEL MANUFACTURING PLANT

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Abstract *The Steel Industry in India is one of the core industries & over a century old & it is expected to become the second largest producer of crude steel in 2015-2016 as the GDP of India begins to become two fold. The Steel sector in India contributes nearly 2% of the country's GDP and employees over 600,000 people. India is currently the World's fourth largest producer of crude steel & is expected to become the second largest producer of steel by 2020.*

Moreover, Steel plays an important role in the development of an economy and henceforth the per capita consumption of steel is generally accepted as a yardstick to measure the level of socio-economic development and living standards of its countrymen. Keeping the production & efficiency of Steel production in mind, this project report deals with maximizing the satisfaction of the employees and boosting their morale so that the efficiency of the workforce in the Steel Plant can increase & the production can become maximized. As the efficiency of the workforce is maximized by increasing their satisfaction and morale, hence the production can be increased, resulting in optimization of resources & of yielding a great output. This project highlights the importance of workforce in the Steel Plant at Tata Steel Processing & Distribution Ltd, Faridabad. And deals with motivating the morale of the workforce, thereby resulting in higher efficiency and output.

Keywords: *Employee Satisfaction, Employee Morale, Efficiency, Productivity, Employee Satisfaction in Steel Industry*

INTRODUCTION

Overview of Employee satisfaction & Morale

Employee satisfaction can be defined as how content or satisfied an individual is with his current job. It curtails many important factors such as- Role of Job, work environment, roles and responsibilities and culture of the workplace.

Employee satisfaction also includes to what extent an employee likes the job or the ease of job in relation to the satisfaction. It also relates to whether the current job of the employee contributes to fulfilling their desires or wishes at work.

Employee satisfaction is a dominant aspect of employee morale and employee motivation.

Factors affecting Employee Satisfaction are:

- i. Respect for the job
- ii. Employee recognition
- iii. Empowering employees
- iv. Offering benefits
- v. Offering Fringe benefits

- vi. Offering compensation
- vii. Providing employee perks
- viii. Positive management
- ix. Effective leadership style
- x. Positive work environment
- xi. Positive culture

Employee satisfaction can be measured 2 ways:

- Indirectly, by watching trends in employee turnover;
- Directly, by asking employees about their level of satisfaction via surveys, interviews and focus groups.

Employee Morale -Guion describes morale from the point of view of an individual worker and defines it as the degree to which individual needs are satisfied and the degree to which the individual desires satisfaction from his total job situation. When morale is regarded as an individual phenomenon, many investigators organize these feelings what are assumed to be worker's needs. Morale should not be defined solely by how employees feel. An employee might be perfectly satisfied to skate along in his job without helping the company achieve its goals. Instead, morale should be defined by the level of engagement an employee feels. An engaged employee is not

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necessarily happy all of the time, but she is always focused on helping the company achieve its goals.

Morale is the behavior of the employee wanting to belong to the organization and who are being happy with their organization. It also described as a state of mind, a mood a mental condition, when these things are all positive and upbeat'.

TYPES OF MORALE

Morale is generally referred to as high morale or low morale. According to McFarland, high morale exists when employee attitudes are favorable to the total situation of a group and to the attainment of its objectives. Low morale exists when attitudes inhibit the willingness and ability of an organization to attain its objectives. High morale is represented by the use of such terms as team spirit, zest, enthusiasm, loyalty, dependability and resistance to frustration. Low morale, on the other hand, is described by such words and phrases as apathy, bickering, jealousy, pessimism, fighting, and disloyalty to the organization, disobedience of the leader, dislike of, or lack of interest in, one's job, and laziness.

Morale is low by:

- a too fine division of authority and responsibility;
- too many supervisors;
- an improper selection of personal for new or expanded duties
- too much reliance on organizational charts
- Too few real executives.

High or good morale is of tremendous importance for a management and its employees.

It generally indicates:

- Willing co-operation for the attainment of organizational objectives
- Loyalty to the organization and its leadership
- Good discipline or voluntary with rules, regulations and orders
- Strong organization emergency or difficulty
- A high degree of employees interest in the job and in the organization
- A reasonable display of employee initiative
- Pride in the organization.

OVERVIEW OF THE ORGANIZATION

Tata Steel Processing & Distribution Ltd. was earlier known as Tata Ryerson & is a wholly owned subsidiary of Tata Steel. It started its operations in 1997 at Bara in Jamshedpur, India. It was initially set up as a 50:50 joint venture between

Tata Steel, India's largest Steel Company in the private sector and Ryerson Tull which was a dominant player in the steel processing and distribution business in North America. It changed its name in the year 2010 and its Head Office is located in Kolkata, India.

The Tata Steel Processing & Distribution Limited is committed in improving the quality of life of the communities we serve. It strives for leadership and global competitiveness in the business sectors in which they operate. Tata Steel Processing & Distribution Ltd provides steel processing, inventory management and distribution services. Tata Steel Processing & Distribution Ltd is a wholly owned subsidiary of Tata Steel. It has 8 large processing units, 17 sales locations and a host of partners like external processing agencies, suppliers, retailers and other stakeholders. Today TSPDL is India's largest steel service organization.

OBJECTIVES OF THE STUDY

- To evaluate how Tata Steel Processing & Distribution Ltd is thriving internally.
- To find correlation between employee dissatisfaction, high attrition rate and low productivity.
- To analyze the factors that affect morale.
- To identify the HR initiatives that contribute to high morale among the employees.

REVIEW OF LITERATURE

Guion et.al Robert (2013) conducted a study on industrial morale and defines morale as the extent to which an individual's needs are satisfied and the extent to which the individual perceives that satisfaction is stemming from his total job situation. This definition stresses the complex nature of morale, its existence as an attribute of the individual, its job relatedness and the role of the motivational processes.

Abbott (2013), conducted a study to determine whether low employee morale affects customer satisfaction and profits in the business to business sector. This study was based on the exploratory research design which was carried out in the business to business sector in the UK to determine whether employee satisfaction does ultimately affects profits. The results indicated that morale can be very low yet employees work hard in order to keep their customers loyal and to maximize company profits.

Iverson et.al Zatruck (2011), conducted a research to study the effects of downsizing on labor productivity. This research examined whether organizations showing greater consideration for employee's morale and welfare in the downsizing process experience increased labor productivity. As downsizing diminishes human capital and interferes with an organization's social exchange relationships, it

was interpreted that organizations with more extensive HPWS can reduce productivity losses from downsizing by heightening their consideration for employee's morale and welfare.

Cain et.al Hulin (2011), conducted a study was to assess the sex differences in job satisfaction. The data was gathered from 295 male workers and 163 female workers drawn from 4 different plants. The analysis indicated that in 3 plants the female workers were significantly less satisfied than their male counterparts ($p < 0.05$) while in the 4th plant there was no significant difference.

Madlock (2011), conducted a study to examine the link between leadership style, communicator competence and employee satisfaction. The findings of the study indicated a strong relationship between supervisor's communicator competence and their task and relational leadership styles with supervisor communicator competence accounted for 68% of the variance in subordinate communication satisfaction and nearly 18% of the variance in subordinate job satisfaction.

Currivan (2010), conducted a study on the causal order of job satisfaction and organizational commitment in models of employee turnover. Structural equation models were used in this study with two wave panel data. But, it revealed no significant effects satisfaction and commitment. Hence the analysis of the alternative models suggests the relationship between satisfaction and commitment may be illegitimate due to common determinants.

Fryxell et.al Gordon (2009), conducted a study on workplace justice and job satisfaction as predictors of satisfaction with union and management. This research examined the extent to which workplace justice and job satisfaction predicted satisfaction with union and management. The amounts of procedural and distributive justice afforded by a grievance system were the strongest predictors of satisfaction with a union, whereas belief in a moral order at a workplace was the strongest predictor of satisfaction with management.

David et.al Stephen (2008), conducted a research on morale and workplace performance which considers the relationship between morale and workplace productivity in a representative sample of Australian workplaces. This study focusses on three aspects- shape of the relationship, effects of morale are contingent on other factors or not and the paths by which any effects take place. The results demonstrate that morale influences productivity in an approximately linear fashion. The effect of morale on productivity appears to be larger when management regards product quality as important and attempts to develop a corporate ethic and culture.

McFarlin et.al Sweeney (2007), conducted a study on job satisfaction. Distributive justice was found to be a more important predictor of two personal outcomes, pay satisfaction and job satisfaction, than procedural justice

whereas the reverse was true for two organizational outcomes- organizational commitment and the subordinate's evaluation of the supervisor. Moreover, it was also found that the procedural and the distributive justice also interacted in predicting the organizational outcomes.

Daniel (2006), conducted a study on the effects of employee satisfaction, organizational citizenship behavior and turnover on organizational effectiveness on a unit level. This addresses the issue of whether positive employee attitudes and behaviors influence business outcomes or whether positive business outcomes influence positive employee attitudes and behaviors. It was hypothesized that employee satisfaction, organizational citizenship behavior and employee turnover influence profitability and customer satisfaction. These results show that HR outcomes influence business outcomes rather than the other way around.

Matzlera et.al Renzl (2006), conducted a study on assessing asymmetric effects in the formation of employee satisfaction. The objective of the study was to investigate whether there exists an asymmetric relationship between satisfaction involving single satisfaction factors and overall employee satisfaction. Results indicated that there exists an asymmetric relationship between satisfaction involving individual factors and overall employee satisfaction.

Hare et.al Tram (2005), conducted a study to examine the relation of employee and manager emotional intelligence to job satisfaction and performance. Results showed that employee's emotional intelligence was positively associated with job satisfaction and performance. Moreover, manager's emotional intelligence had a more positive correlation with job satisfaction for employees with low emotional intelligence than for those with high emotional intelligence. The findings remain significant after controlling for personality factors.

Koch et.al Steers (2004), conducted a study sought to compare the relative predictive powers of job attachment and job satisfaction with respect to turnover among a sample of public employees and to determine individual and job related influences on both attitudes. Results indicated that attachment was a more effective predictor of turnover than overall satisfaction even when the alternative attitude was partial led out.

Judge et.al Lise (2004), conducted a study concentrated on employee attitudes and job satisfaction and identified three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular job satisfaction: (1) causes of employee attitudes, (2) results of positive or negative job satisfaction and (3) how to measure and influence employee attitudes. Results indicated positive employee attitude leads to higher job satisfaction.

Frank et.al Theodore (2002), conducted a study to check the business unit level relationship between employee

satisfaction, employee engagement and business outcomes. This study found out that generalizable relationships have a substantial practical value between unit level employee’s satisfaction engagement and business unit outcomes. An implication found out was that changes in management practices increase employee satisfaction may increase business unit outcomes including profit.

Wright et.al Bonett (2001), conducted a research on job satisfaction and psychological wellbeing as non-additive predictors of workplace turnover. The sample was conducted from 112 managers employed at a large organization on the West Coast of USA and controlling for employee age, gender, ethnicity and job performance, wellbeing and job satisfaction were found to predict turnover in a non-additive manner. The results showed that job satisfaction was most strongly related to turnover when wellbeing was low.

Ugboro et.al Obeng (2001), conducted a study to assess top management leadership, employee empowerment, job satisfaction and customer satisfaction in TQM organizations. This study surveyed organizations that have adopted TQM to determine the relationship between top management leadership, employee’s empowerment, job satisfaction and customer satisfaction. The results reveal positive correlation between top management leadership, employee’s empowerment, job satisfaction and customer satisfaction.

Scott et.al William (2000), conducted a study to examine the effects of transformational leadership behaviors, within the context of Kerr & Jermier’s substitutes for leadership. The results of this study demonstrated the transformational leader behaviors and substitutes for leadership each had unique effects on follower criterion variables. The study also revealed that several transformational behaviors were significantly related to several of the substitutes for leadership variables.

Daulatram (2000), conducted a research to assess the impact of organizational culture on job satisfaction. The results indicated that job satisfaction levels varied across corporate cultural typology. The results were found to be positively correlated to clan and adhocracy cultures and negatively related to market and hierarchy cultures.

Miller et.al Monge (1999), this study focused on participation, satisfaction and productivity. This study reported a meta-analytical literature review testing cognitive, affective and contingency models of the effects of participation in decision making on employees satisfaction and productivity. Results indicated that there is some support for cognitive models and strong support for affective models linking participative climate with worker satisfaction.

RESEARCH METHODOLOGY

A. **Research Design-** The research design is Descriptive research design.

- B. **Type of Research-** The type of research used is- Primary research.
- C. **Research Area-** Tata Steel Processing & Distribution Ltd, Faridabad (Haryana).
- D. **Duration of Research-** 19 May- 03 July 2015
- E. **Sample size-** A sample size of 100 workforce was taken in the Tata Steel Processing & Distribution Ltd plant. This workforce comprised of 28 associates and 72 contract workers. Moreover, total associates in the plant are 36 and total contract workers are 150. Hence overall the total workforce is 186.
- F. **Sampling technique-** Convenience Sampling Technique
- G. **Sampling selection-** 54 % of the sample was taken.
- H. **Data collection procedure-** Primary data was used in this study in order to meet the requirements of the purpose. Under this study, the primary data was collected using structured questionnaire. The structured questionnaire consisted of both open ended and close ended questions. The primary data has been collected through the questionnaire by means of Observation method and structured interview. The questionnaire consists of number of questions printed in a definite order on a form.
- I. **Methods of Data Collection:**
 - 1) Observation method
 - 2) Structured interview
 - 3) Questionnaire
- J. **Statistical Tools:** The statistical tool used is IBM SPSS 2.0.
- K. **Independent variable:** Employee
- L. **Dependent variable:** Employee satisfaction & morale

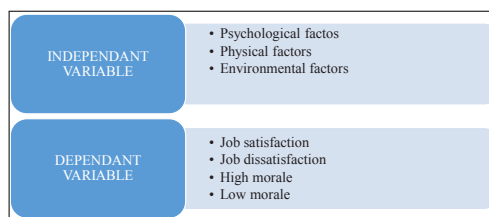


Fig. 1

DETAILS OF THE INDEPENDENT VARIABLES

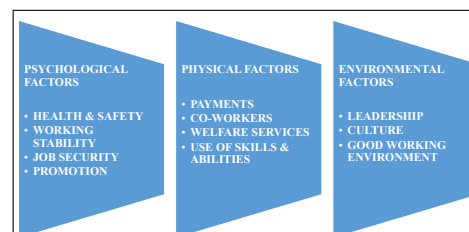


Fig. 2

DATA ANALYSIS & INTERPRETATION OF RESULTS

Based on the research conducted on “Employee satisfaction & morale among the skilled workforce of Faridabad”, questionnaires were administered to 100 workforce in the plant and the following observations were made:-

Level of Job Satisfaction

The analysis shows that 90% of the workforce is satisfied and 2% of the workforce is dissatisfied. However, 8% workforce remained neutral.

Table 1

Job satisfaction					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	extremely satisfied	34	34.0	34.0	34.0
	Satisfied	56	56.0	56.0	90.0
	Neutral	8	8.0	8.0	98.0
	Dissatisfied	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Level of Work Stress in a Week

The analysis shows that 84% of the workforce is satisfied and 16% of the workforce is dissatisfied.

Table 2

work stress in a week					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	extremely often	14	14.0	14.0	14.0
	very often	29	29.0	29.0	43.0
	moderately often	23	23.0	23.0	66.0
	slightly often	18	18.0	18.0	84.0
	not at all	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

Senior Managers Visibly Demonstrate a Commitment to Quality

The analysis shows that 84% of the workforce agrees and 8% of the workforce disagrees. However, 8% workforce remained neutral.

Table 3

Senior managers visibly demonstrate a commitment to quality					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	51	51.0	51.0	51.0
	Agree	33	33.0	33.0	84.0
	neither agree nor disagree	8	8.0	8.0	92.0
	Disagree	7	7.0	7.0	99.0
	strongly disagree	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

How Long have you Worked in the Organization

The analysis show that 53% of the workforce have spent more than 5 years in this organization. Whereas, 3% of the workforce is new and it has been just 6 months they have been working here. Over 5% of the workforce has spent between 6 months -1 year in the organization. And 39% of the workforce has been in the organization for more than 2 years.

Table 4

How long have you worked in the organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-6 months	3	3.0	3.0	3.0
	6 months-1 yr	5	5.0	5.0	8.0
	1-2 yrs	10	10.0	10.0	18.0
	2-5 yrs	29	29.0	29.0	47.0
	5 yrs and above	53	53.0	53.0	100.0
	Total	100	100.0	100.0	

Are you Satisfied with the Canteen Facilities

The analysis shows that 35% of the workforce agrees that they are satisfied with the canteen facilities and 20% of the workforce disagrees. However, 45% workforce remained neutral.

Table 5

Are you satisfied with the canteen facilities					
		Freq- uency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	21	21.0	21.0	21.0
	Agree	14	14.0	14.0	35.0
	neither agree nor disagree	20	20.0	20.0	55.0
	Disagree	21	21.0	21.0	76.0
	strongly disagree	24	24.0	24.0	100.0
	Total	100	100.0	100.0	

Are You Satisfied with Your Standard of Living

The analysis shows that 77% of the workforce agrees that they are satisfied with the standard of living and 6% of the workforce disagrees. However, 17% workforce remained neutral.

Table 6

Are you satisfied with your standard of living					
		Freq- uency	Percent	Valid Percent	Cumulative Percent
Valid	extremely satisfied	31	31.0	31.0	31.0
	Satisfied	46	46.0	46.0	77.0
	neither satisfied nor dissatisfied	17	17.0	17.0	94.0
	Dissatisfied	5	5.0	5.0	99.0
	extremely dissatisfied	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

How Proud are You of Your Employer’s Brand

The analysis shows that 84% of the workforce agrees that they are proud of their employer’s brand and 9% of the workforce does not feel proud. However, 7% workforce remained neutral.

Table 7

How proud are you of your employer’s brand					
		Freq- uency	Percent	Valid Percent	Cumulative Percent
Valid	extremely proud	54	54.0	54.0	54.0
	Proud	30	30.0	30.0	84.0
	Neutral	7	7.0	7.0	91.0
	not proud	6	6.0	6.0	97.0
	not proud at all	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

The Supervisor at Your Company is

The analysis shows that 47% of the workforce agrees that their supervisor is relationship oriented, whereas 20% of the workforce feels that their supervisor is autocratic. However, 26% workforce feels that their supervisor is having laissez-faire leadership style and 6% feel that their supervisor is a dictator.

Table 8

The supervisor at your company is -					
		Freq- uency	Percent	Valid Percent	Cumulative Percent
Valid	relation- ship oriented	47	47.0	47.0	47.0
	Auto- cratic	20	20.0	20.0	67.0
	laissez faire	26	26.0	26.0	93.0
	Dictator	6	6.0	6.0	99.0
	5.00	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Is the Environment of Your Workplace Clean-

The analysis shows that 62% of the workforce feels that their environment is kept clean and 15% of the workforce does not feel that their environment is kept clean. However, 23% workforce feels that their environment is kept moderately clean.

Table 9

Is the environment of your workplace clean					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	extremely clean	40	40.0	40.0	40.0
	very clean	22	22.0	22.0	62.0
	moderately clean	23	23.0	23.0	85.0
	slightly clean	9	9.0	9.0	94.0
	not clean at all	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

What Advantages are you Getting as a Part of TSPDL

The analysis shows that 19% of the workforce feels that “good salary” is an advantage they are getting as a part of their organization. However, 38% workforce feels that “effective safety measures” is an advantage. Moreover, 31% workforce finds “training” as an advantage and 11% find “reward” as an advantage.

Table 10

What advantages are you getting as a part of TSPDL					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	good salary	19	19.0	19.0	19.0
	effective safety measures	38	38.0	38.0	57.0
	Training	31	31.0	31.0	88.0
	incentives /rewards	11	11.0	11.0	99.0
	21.00	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Education Qualification

The analysis show that 20% of the workforce is 8 standard qualified. Whereas, 41% of the workforce is X standard qualified. Over 20% of the workforce has qualified XII class. And 3% of the workforce has even done a diploma. Moreover, 16% of the workforce are graduated.

Table 11

Educational qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	8 class	20	20.0	20.0	20.0
	10 class	41	41.0	41.0	61.0
	12 class	20	20.0	20.0	81.0
	Diploma	3	3.0	3.0	84.0
	Graduation	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

My Work Gives me a Feeling of Accomplishment

The analysis show that 79% of the workforce feels that their work gives them a feeling of accomplishment. Whereas, 19% of the workforce feels that their work gives them somewhat a feeling of accomplishment. Over 2% of the workforce feels that their work does not give them a feeling of accomplishment.

Table 12

My work gives me a feeling of accomplishment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	79	79.0	79.0	79.0
	Somewhat	19	19.0	19.0	98.0
	No	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

I am Satisfied by my Supervisors

The analysis shows that 85% of the workforce is satisfied by their supervisors and 3% of the workforce does not feel satisfied. However, 12% workforce remained neutral.

Table 13

I am satisfied by my supervisors					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	extremely satisfied	48	48.0	48.0	48.0
	Satisfied	37	37.0	37.0	85.0
	Neutral	12	12.0	12.0	97.0
	Dissatisfied	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Do you Think there Must be Safety Standards in the Plant

The analysis shows that 90% of the workforce feels that there must be safety standards in the plant and 10% of the workforce feels that there should not be safety standards in the plant.

Table 14

Do you think there must be safety standards in the plant					
		Freq- uency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	90	90.0	90.0	90.0
	No	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

Cross Tabulation between Job Satisfaction & Position in the Organization

The analysis shows that 19% of the associates are satisfied whereas no associate is dissatisfied. 24% of the contract workers are satisfied whereas 2% contract workers are dissatisfied. 2% of associates and 6% of contract workers remained neutral.

Table 15

Job satisfaction * Position in the organization Cross tabulation				
Count				
Associate		Position in the organization		Total
		Associate	Contract worker	
Job satisfaction	extremely satisfied	10	24	34
	Satisfied	9	47	56
	Neutral	2	6	8
	Dissatisfied	0	2	2
Total		21	79	100

Table 16

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.879 ^a	3	.411
Likelihood Ratio	3.224	3	.358
Linear-by-Linear Association	1.510	1	.219
N of Valid Cases	100		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is .42.

RESULTS & DISCUSSIONS

From the data Analysis, the following are the results of the Employee satisfaction of the Workforce (Associates & Contract Labours) - in the parameter of Safety Training, relationship with supervisor, to recommend a job to a friend, brand name, training facilities, rewards/ incentives, employees are satisfied. However, in the parameter of medical facilities/ doctor, salary received as per the work performed and canteen facilities -employees are dissatisfied.

The following are the results of the employee morale of the workforce (Associates & Contract Labours) - in the parameter of awareness about company matters, job satisfaction, management satisfaction, supervisor satisfaction, training & skills, communication flow in the organization, employer’s brand name, company flexibility for family responsibilities, workplace cleanliness, rewards, organization advantages, workforce has high morale. However, in the parameter of work stress, workforce has low morale.

CONCLUSION

The title of the research project is- “Employee satisfaction & Morale of the Workforce of Faridabad”. Sample size of 100 workforce was taken using Convenience Sampling Method. According to the data collected on “Employee satisfaction & Morale of the Workforce of Faridabad”, and data analysis using SPSS, the following can be concluded- The workforce (associates & contract workers) are satisfied on the Job related aspects. Moreover, they feel proud & happy being a part of Tata Steel Processing & Distribution Ltd. However, they are mostly dissatisfied with the Canteen facilities. The workforce feels that meals should be available in the Canteen at subsidized prices. Moreover, they are also dissatisfied with the salary they are receiving as per the work they are performing. Due to inflation & low salary, they feel that the salary they are receiving is not sufficient for being a bread-winner of the house. Also, they feel that there must be a separate room for a doctor in the Plant and a doctor must be present for emergency & for regular check-up. The Employee morale parameters reveal high morale amongst the workforce. Workforce has high morale amongst- awareness about company matters, job satisfaction, work stress, management satisfaction, supervisor satisfaction, training & skills, communication flow in the organization, employer’s brand name, company flexibility for family responsibilities, workplace cleanliness, rewards and organization advantages. Low morale is present amongst workforce in the parameter of work stress. This indicates that employees feel stressed at work. Hence management must take actions in this aspect.

RECOMMENDATIONS

The findings of this study indicate that psychological, physical, and environmental factors are affected to the job satisfaction of non-managerial level employees of Tata Steel Processing & Distribution Ltd., Faridabad. Management should pay their attention on providing satisfying salary for employee contribution. Also they should be concerned about providing additional benefits (especially financial benefits like overtime) to its non-managerial employees. Management should pay attention on providing employee welfare services, health and safety, job security, working responsibilities and good working environment for worker level employees. Management should give more opportunities for promotion and develop their skills and abilities of non-managerial level employees. Following recommendations can be made:- Overtime should be given to the workforce, canteen facilities must be improved, a doctor must be present in the plant for medical & safety purposes, salary of the workforce should be payed a concern and work stress must be reduced by taking some measures.

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APPENDIX**EMPLOYEE SATISFACTION & MORALE QUESTIONNAIRE**

INSTRUCTIONS: This information is being requested in accordance with the regulations. The information will be held confidential. Please answer all the questions.

1. My work gives me a feeling of accomplishment
 - a. Yes
 - b. Somewhat
 - c. No
2. The company does an excellent job of keeping employees informed about matters affecting us.
 - a. Extremely often
 - b. Very often
 - c. Moderately often
 - d. Slightly often
 - e. Not at all
3. Overall, I am satisfied with my job
 - a. Extremely satisfied
 - b. Satisfied
 - c. Neutral
 - d. Dissatisfied
 - e. Extremely dissatisfied
4. In a typical week, how often do you feel stressed a work
 - a. Extremely often
 - b. Very often
 - c. Moderately often
 - d. Slightly often
 - e. Not at all
5. Does your job provide you opportunities of learning & growth
 - a. Yes
 - b. Somewhat
 - c. No
6. Management looks to me for suggestions and leadership
 - a. Extremely often
 - b. Very often
 - c. Moderately often
 - d. Slightly often
 - e. Not at all

7. Supervisors encourage me to be my best
 - a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree
8. I am rewarded for the quality of my efforts
 - a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree
9. When a customer is dissatisfied, I can usually correct the problem to their satisfaction.
 - a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree
10. My job makes good use of my skills and abilities.
 - a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree
11. Are you satisfied with the canteen facilities?
 - a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree
12. Senior managers visibly demonstrate a commitment to quality.
 - a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree
13. I experience personal growth such as updating skills and learning different jobs
 - a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree

- d. Disagree
 - e. Strongly disagree
14. Are rewards given on the basis of potential and performance?
- a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree
15. Are you satisfied with your standard of living?
- a. Extremely satisfied
 - b. Satisfied
 - c. Neither satisfied not dissatisfied
 - d. Dissatisfied
 - e. Extremely dissatisfied
16. Is there effective two-way communication flow in the organization?
- a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree
17. How long have you worked at Tata Steel Processing & Distribution Ltd?
- a. 0-6 months
 - b. 6 months- 1 year
 - c. 1- 2 years
 - d. 2-5 years
 - e. 5 years & above
18. How proud are you of your employer's brand?
- a. Extremely proud
 - b. Proud
 - c. Neutral
 - d. Not proud
 - e. Not proud at all
19. The supervisor at your company is-
- a. Relationship- oriented
 - b. Autocratic
 - c. Laissez-fair (low control, low support)
 - d. Dictator
20. How many leaves have you availed in the last 6 months?
- a. 0 day
 - b. 1-2 days
 - c. 2-4 days
 - d. 4-6 days
 - e. 1 week & above
21. How satisfied are you with your salary compared to the work you perform?
- a. Extremely satisfied
 - b. Satisfied
 - c. Neither satisfied not dissatisfied
 - d. Dissatisfied
 - e. Extremely dissatisfied
22. How flexible is the company with respect to your family responsibilities?
- a. Extremely Flexible
 - b. Flexible
 - c. Neither flexible nor inflexible
 - d. Inflexible
 - e. Extremely inflexible
23. Overall, how satisfied are you with your position at company?
- a. Extremely satisfied
 - b. Satisfied
 - c. Neither satisfied not dissatisfied
 - d. Dissatisfied
 - e. Extremely dissatisfied
24. Would you advise a friend to apply for a job at this company?
- a. Yes
 - b. No
25. Is the environment of your workplace clean?
- a. Extremely clean
 - b. Very clean
 - c. Moderately clean
 - d. Slightly clean
 - e. Not clean at all
26. Does your job leave you with sufficient time for your family/personal time?
- a. Yes
 - b. Somewhat
 - c. No
27. Do you regard the non-monetary rewards given in the company as sufficiently attractive?
- a. Extremely sufficient
 - b. Sufficient
 - c. Neither sufficient nor insufficient

- d. Insufficient
 - e. Extremely insufficient
28. Do you think there must be safety standards in the plant?
- a. Yes
 - b. No
29. What are the advantages are you getting as a part of Tata Steel Processing & Distribution Ltd.

PERSONAL DETAILS

30. AGE-
31. STATUS-
- Married
 - Unmarried
 - Widow
32. Educational Qualification-
- 10TH Class

- 12th Class
 - Diploma
 - Graduation
33. Your position in the organization –
- Associate
 - Contract worker
34. Basic Salary Scale (per month)-
- Rs.6000 - Rs.6500
 - Rs.6500 - Rs. 7000
 - Rs.9000 - Rs.10,000
 - Rs. 10,500-Rs. 11,000
 - Rs.11,000-Rs.11,500
 - Rs.11,500-Rs.12,000