



A Thesis Submitted in Fulfilment Of The  
Requirement For The Degree Of MASTER OF PHILOSOPHY  
In The Department Of Management  
Of Rajshahi University.

by

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March, 1982

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INDUSTRIAL RELATIONS PRACTICES OF THAKURGOAN SUGAR MILLS LTD.,  
BANGLADESH.

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## ABSTRACT

In the present study an increasing attention has been given on the subject of job satisfaction. The subject job satisfaction has been perceived as one of the important factors which generally regulates the work environment and contains a significant importance to make any particular form of work environment. It has been observed that the job satisfaction is one of the main topics in the field of Industrial Relations. In it the level of job satisfaction of the various positions of organizational hierarchy have been examined and measured in detail.

After measuring the level of job satisfaction of the various sections of employees it has been found that 34.3 percent ~~of~~ blue collar employees were moderately satisfied and 65.7 percent ~~of~~ blue collar workers had low level of satisfaction. There was none who had high level of satisfaction in this category. For the white collar workers, 57.5% percent were moderately satisfied and 42.5 percent had low level of satisfaction. But there was none who had high level job satisfaction in this category. Similarly the level of job satisfaction of the officers has been found <sup>to be</sup> 66.6 percent with medium satisfaction and 33.4 percent with low ~~level~~ of satisfaction.

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In measuring the level of job satisfaction of the employees of Thakurgoan Sugar Mills Ltd. some of the problems have been singled out and some suggestions<sup>have been</sup> put forward for removing the unpleasant condition of the factory. The study shows that the economic conditions of the employees are the main factors for creating other interrelated problems. On the otherhand, the study proposes to improve the physical working conditions and the various other facilities for the workers to create work interest among them.

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1.2 Sugar Industry & its condition

1.3 Statement of the problem

1.4 Objectives of the study

1.5 Review of literature

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Schedule-III Interview schedule for the officers.

## CHAPTER - I

### INTRODUCTION

#### 1.1 Industrial Relations : The Concept.

In recent years "industrial relations" has been found as an important subject for a sound industrial environment. As a subject, industrial relations is taught in many Universities. Especially in Western Countries, the subject has become very important. According to public opinion polls, the topic is often seen as being one of the major problems facing society.<sup>1</sup> Hence, one should endeavour to seize the exact meaning of the topic, industrial relations. Generally, almost everyone knows what the term means - at least to his own satisfaction. The problem is hardly any agency has focussed on the exact meaning of industrial relations.

A satisfactory definition of industrial relations is <sup>important</sup> more <sub>1</sub> an affair for academicians and theoreticians than that for practitioners, in so far as an industrial relations manager will probably find that his role will be defined by his company. On the otherhand, a director of an industrial relations research unit has a great importance to know precisely what industrial relations means.

In the historical process of industrial relations a number of variables stand supreme on the way of its thorough

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1. A.J. Geare, "The Field of Study of Industrial Relations", The Journal of Industrial Relations, Vol-19, No.3, September 1977, P.274.

knowledge. It is a changing phenomena in a changing society. Changes in the variables distinguish the stages and mark the continuing changes in the industrial relations system.

Edward Gross, stated four major variables in these systems:

(1) the institutional setting, (2) the pattern of status and authority, (3) the careers of individuals, and (4) the nature of face to face work groups.<sup>2</sup> With the help of this model, he narrates the industrial relations systems of societies, and singles out those of primitive groups from modern industrialized nations. The style of these changes is not fully identical in all societies but partly it is true because industrialization has changed into varying cultures and economies with different histories and traditions. Consequently, the influence of industrialization has been somewhat dissimilar.

Current views of the scope of industrial relations vary from the narrow to the very broad. R. Williams and D. Guest define the subject in a single term, stating that the study of industrial relations "includes the study of why conflict arises between managers and workers ; why it takes a particular form ; and how it can most effectively be managed."<sup>3</sup>

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2. \* \* Dale Yoder, "Personnel Management And Industrial Relations," Prentice-Hall of Canada, Ltd. 1962, P-19.

3. A.J. Geare, op. cit., P-275.

4. Ibid., P-272

5. Ibid., P-271

6. Ibid., P-270

K. Laffer has defined industrial relations in terms of bargaining, his latest definition referring simply to explicit and implicit bargaining between and among employers and employees, and with the factors that affect their "bargaining."<sup>4</sup>

G. Somers is critical to the bargaining definition with his argument of narrowing the scope of industrial relations to a great extent.<sup>5</sup>

G.S. Bain & H.A. Clegg defined industrial relations as the study of all aspects of job regulation - the making and administering of the rules which regulate employment relationships - regardless of whether these are seen as being formal or informal, structured or unstructured.<sup>6</sup>

From the above it is apparent that to represent those features deemed to be significant for one or more specific purposes i.e. all are useful for the purpose of analysis only. But a useful definition should be one which is narrow enough for the boundaries of the subject to be discernible, yet broad enough not to exclude relevant topics. The above stated observations have been built on the basis of interest of each model builders. But from the managerial standpoint, a somewhat different model is appropriate. Managerial interest focuses its attention on the possibilities of control to establish a best possible setting of work. From the management

---

4. Ibid., P-282

5. Ibid., P-282

6. Ibid., P-282

standpoint a model has been designed highlighting the variables that appear most influential in the attainment of this objective. A useful model for the student of management considers the three major types of variables including : (1) Workers and working careers : This variable includes the personal characteristics of workers, their cultural attainments, educational levels, skills, and attitude towards work and on typical or common patterns of working careers. (2) working organizations : Emphasis is here on the working groups or teams, their variations in size, composition and the extent of specialization they impose. It notes provisions for internal communications in such groups, the structure of authority and status they create and such ancillary organisations as unions and employer association. (3) Government participation : This variable focuses its attention on the part played in employment by various agencies of government and the nature and extent of public intervention, assistance and regulation.

These all variables are concerned with obtaining and regulating the formal and informal rules that regulate the work environment for the purpose of improving job satisfaction, improving productivity and achieving increased power in the work environment. But one thing should be noted here that these principal variables rest on the cultural setting of every society.

In modern usages, industrial relations includes all matters that arise in the day-to day association between



employer, manager and workers. Its scope includes three fairly distinct areas : (1) relations between managers and individual workers (2) collective relations between employers and labours (trade unions) and (3) the role of the government in the regulation of these relationships. Often these three closely related fields of industrial relations are generally called personnel management, collective bargaining and labour legislation respectively. Although each area has got a separate speciality with its own professional practitioners and literatures all are concerned with the two basic questions : under what conditions shall the work be done ? How shall its proceeds be divided ?

In many countries government participates in working out answers and attempts to settle the disputes that arise when the parties are left with their own devices. Because of their intervention in the legislative and economic policies of government, employers and unions become increasingly involved in political and as well as industrial action. Since the subject matter of industrial relations ranges from the grievances of industrial workers to organize political activity of large groups : its problems are under study in virtually all fields of social enquiry : economics, law, political science, psychology, sociology, social welfare and history.

Employer - employer relations do involve a real conflict of interest and also a power conflict.<sup>7</sup> The conflict of

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7. Bagaram Tulpule, Industrial Relations Legislation, An Alternative model, "Economic and Political Weekly", Vol-XIII, No.49, Dec. 9, 1978.



interest between the two sides has been existing from the beginning of workers effort to achieve higher wages and other economic benefits. This bilateral interest gave rise to a number of judicial disputes in every country of the world.

With regard to Bangladesh industrial relations system, it mainly depends on the Labour Relations Act of Bangladesh. Bangladesh is one of the highly labour intensive countries in South East Asia. Only 2.5 million people which constitute 3.13% of total 80 million population have regular jobs in large and small industries. Another 11.87% of the population who live in the cities, towns and urban slums have independent vactions of life such as monitoring and managing industries, commerce and trade of big, small and of some kind. The total number of trade union of various industries is 3320 and its total membership is 9,46,977 as estimated on 31.12.1976. There in, the amount of sugar industry trade union is 23 and its membership is 8820.<sup>8</sup>

In order to develop thorough training in healthy labour-management relations and sound trade unionism in the country, an institution was established by the Government in 1963. The name of this institution is Industrial Relations Institute (IRI) . The courses of the Institute are of tripartite nature and designed for persons who : (a) hold a position of an officer in the management ; (b) hold a position of an officer in a trade union or a federation of

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8. Bangladesh Labour Cases, An Exclusively Monthly Journal, Vol-II, No.1, 1977 P-672.

trade unions ; (c) are officers of government department dealing with labour matters ; (d) are sponsored by trade union, employer or government ; and (e) have knowledge of course language to participate actively in talk, group discussion, debate etc. Participants are selected on the basis of their qualification and fulfilment of the above conditions.

The main objective of the courses is to develop in the participants : (i) knowledge and ability to interpret existing labour legislation and labour administration principles ; (ii) ability to understand, explain and apply the principles of trade unionism and collective bargaining ; (iii) ability to understand and explain principles of wage fixation, personnel management and industrial psychology ; and (iv) ability to understand and explain population problem, government policy and programme, human reproductive system and contraceptive methods.

In 1976 the Institute has organised industry-wise training course on industrial relations in order to specify and discuss the problems related to a particular industry. In addition, the government of Bangladesh has approved the following development schemes of the Institute under the First-Five-Year Plan at a cost of Taka.9.00 millions.

1. Expansion Scheme of IRI.
2. Industrial Workers' Education Scheme.
3. Population Education.

## 1.2 Sugar Industry : A Synopsis

Sugar is an important food-stuff of our everyday use. The use of sugar can be described in two ways, such as, personal use and industrial use. Personal users are those who use sugar for their own consumption without processing for commercial purpose. On the otherhand, industrial users are mainly the confectionary and beverage industries. The utility of sugar is increasing day by day with the growth of population and urbanization. It's by-products can also be utilised as industrial raw materials to produce alcohol, methylated spirit, yeasts, and fooder etc. In the world market, sugar has a high demand also. Dr. Albert Viton, head of the FAO's sugar beverage and horticulture crop division, observes that the world demand of sugar in 1980 would reach 92.8 million tons.<sup>9</sup>

The major sugar producing countries of the world are Hawaii, Indonesia, Mouritania, U.S.A., Australia, U.S.S.R and Taiwan. Presently Hawaii is the highest sugar yielding country of the world . Its yield of sugar per acre is 11.20 tons and recovery of sugar of the country is 12.42 percent.<sup>10</sup>

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9. The Bangladesh Times, July 8, 1975.

10. Begum Khaleda Khanam, "Sugar Industry in Bangladesh, its problem and prospect," The Business Review, Vol-III, No. 1, Jan-March, 1977, P-103.

In order to show the production of sugar in some selected developing countries, a statement is placed below:

Table - 1

(in thousand metric tons)

Table showing the distribution of sugar production in some selected countries.

| Country    | Years |      |      |      |
|------------|-------|------|------|------|
|            | 1974  | 1975 | 1976 | 1977 |
| Bangladesh | 107   | 96   | 110  | 115  |
| Pakistan   | 607   | 490  | 677  | 764  |
| India      | 4489  | 5048 | 5033 | 5019 |
| Indonesia  | 935   | 1000 | 1380 | 1100 |
| China      | 3900  | 4000 | 4000 | 3800 |
| Turkey     | 834   | 758  | 1090 | 1158 |

Source : Statistical Year Book of Bangladesh, 1980, P.646.

Notes : Production of sugar from both beat and cane.

In Bangladesh, next to Jute, sugar cane is the major cash and industrial crop of the country. The climatic condition of the country is suitable for the cultivation of sugar cane as the seasonal distribution of rainfall and temperature are quite favourable. On the otherhand, the question of marketing does not arise at all, as sugar has an international demand also. Bangladesh uses 6 thousand acres

of land for sugar cane production and saves 2.5 crores of foreign exchange. As pointed out earlier, the consumption of sugar has increased steadily with the expansion of population and urbanization of our country. The result has been the steady increase in the import of sugar from abroad. The percentage of sugar imported has been varied between 18 percent in 1947 and 81 percent in 1972.<sup>11</sup> On the contrary, the expansion of sugar industry is modest. In the period of 1933-34 three mills to produce plantation of white sugar were established by the private sponsors - Setabganj Sugar Mill (Dinajpur), North Bengal Sugar Mill (Rajshahi) and Desbandhu Sugar Mill (Dacca). Between 1934 and 1938 two more mills were set up - one in Mymensingh (National Sugar Mill - 1937) and one in Kushtia (Carew & Co - 1938). During the period of 1947 to 1971 ten more sugar mills were established but all of them were in public sector. At the time of liberation war in 1971, thirteen of the fifteen mills suffered excessive damage. With the Proclamation of Bangladesh industrial enterprises (Nationalization) order on the 26th March, 1972, the fifteen mills, as well as an newly installed sugar mill at Faridpur were brought under state ownership.<sup>12</sup>

Many sector corporations were set up for the management of their respective units, sugar being an important industry got separate full fledged corporation of its own, namely, Bangladesh Sugar Mills Corporation.

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11. Dr.A.N.M. Azizur Rahman & Pk. Md.Motiur Rahman, "Problem of Bangladesh Sugar Industry", "The Bangladesh Studies", Vol-I, No.1, Autumn - 1976, P-52.

12. Begum Khaleda Khanam, op. cit., P-98.

Afterwards in July 1976, Bangladesh Sugar Mills Corporation and Bangladesh Food and Allied Industries Corporation joined ~~xx~~ together and renamed Bangladesh Sugar and Food Industries Corporation. ~~the corporation.~~

Despite its favourable conditions the sugar mills of Bangladesh suffer from many problems. In every country the development of sugar industry depends largely on various aspects, namely agricultural, transportation and labour management relations and the like. In case of Bangladesh, sugar mills usually face<sup>a</sup> lot of problems that emerge from the above mentioned aspects.

In the first place, the agriculture of this country has been in the hands of uneducated people constituting more than 80% of the total population with conservative attitudes and hesitation to accept changed conditions. Agriculture now requires knowledge of the subjects like Biology, Sociology, Agronomy, Animal Husbandry, <sup>soil science</sup> Chemistry, Economics etc. In all agriculturally advanced countries the knowledge of these sciences has been fully utilised in the production of sugar-cane. As a result, our yield of sugar-cane is only 1/4 of the yield obtained in the country of Hawaii.<sup>13</sup> Here in Bangladesh a cane grower uses 4 (four) acres of land for growing an equal quantity of cane obtained by a farmer in Hawaii from one acre of land. Depth of cultivation is improved by repeating the tilling several times. But it is controlled by the strength of

animals which in Bangladesh are small as compared with Australian standards. Bamboo ladders are used to break down soil and for levelling the surface. It is equally poor to serve the purpose.

Planting of cane in Bangladesh commences in the month of February-March but it may be planted as early as in October. Early planted canes have healthy growth but low soil moisture in February-March inhibits germination.

Drainage is a major problem for sugar cane. Most soils are saturated during the monsoon season, but some are inundated by full of water. Another very important problem is the lack of organizational efforts in developing sugarcane. There is only one cane research station in the country which was established in 1951 at Ishurdi.

Harvesting and crushing in Bangladesh commence sometimes in the month of November and continue to the end of April-May. Most convenient time from the standpoint of recovery of sugar in our climate is from middle of December to the end of March. This season is convenient for the growers also, but this being a short season crushing in reality begins early and ends late.

As a matter of fact cut-canes deteriorate more quickly than the standing canes. The deterioration is negligible during first 24 hours after harvest but quality declines after that also. B.B. Gairola in India in an



experiment estimated that less in weight and quality of juice of canes caused for leaving them in the field after harvest. His estimation is postulated in the table below :

Table - 2

Table showing the distribution of weight loss and purity of juice in percentage according to the various time period :

| Time (in day) | Loss in weight in percentage | purity of juice exists in (%) |
|---------------|------------------------------|-------------------------------|
| 1 day         | 2.7%                         | 85.5%                         |
| 3 days        | 9.0%                         | 76.1%                         |
| 4 days        | 11.8%                        | 70.2%                         |
| 7 days        | 13.7%                        | 61.9%                         |

Source : The Bangladesh Observer, April 14, 1977.

While Rosenfield in Egypt showed that 11% of the cane weight can be lost in 4 days through evaporation and 17% in 8 days.

Regarding the mills farms some 12,000 acres of a total 17,000 acres on mill farms are suitable for cane growing. These farms are mainly located around 5 of the 16 mills.<sup>14</sup> Each year approximately one half of this area produces cane.

Sugar recovery is low in the month of November and starts going down again from the middle of March or from early

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14. Development of the Bangladesh Sugar Industry, Canbarra, A.C.T., July 1976, P-103.



April due to low humidity and high temperature. Therefore, whatever cane is crushed during these periods returns low recovery of sugar and high yield of mollasses.

Considering the second aspect, many sugar mills have been established without any regard to the availability of cane sugar and without any idea of its transportation problem. The consequence is under utilization of capacities. The underutilization and inefficiency have led to the high price of sugar in Bangladesh.

Basically all sugar mills have to depend and make up the deficit in their cane requirements by transporting it through rail or road from different places. Due to non-availability of railway wagons and road transport (i.e. truck, tractors, trailers) lifting of purchased canes at the centre is usually hampered while heavy purchase goes on. There is not a single mill in Bangladesh in which its crush consists of 100% gate canes i.e. brought by the growers in their own carts to the factory gate.<sup>15</sup> Furthermore, the bad road condition hampers the steady supply of cane to the mills. Resulting from the above deficiencies most of the mills have to choose lesser time than optimum working period and as such some installed capacity remain idle.

In the third place, management group and workers group are most important characters to consider. The ultimate

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15. The Bangladesh Observer, April 14, 1977.

objectives of the two groups are different in nature, i.e. to get the things done by others and to get the maximum satisfaction against service rendered respectively. In every organization the conflict of varying interest group exists more or less and sometimes it appears in a destructive nature. Same is the case of sugar industry in our country. The employees of various sugar mills have been suffering from dissatisfactions. The causes of dissatisfactions are mainly, lack of good salary, lack of promotion, lack of good working conditions, etc. More specifically, it can be stated that they have no job satisfaction. As a result, violence, absenteeism, tardiness, poor production arise to a great extent. Similarly, the lack of cordial relationship between workers and management, the overall discipline of the industry hamper to a greater extent.

The survival and growth of the sugar industry in Bangladesh depends on the careful solution of the problems as pointed out in the preceeding paragraphs. A well-thought plan is needed to remove all the problems so that the industry can accomplish its desired goal of achieving self sufficiency in the production of sugar and earning foreign exchange for the country. In this context attempts have been extended by the government of Bangladesh and other relevant organizations. The Government of Bangladesh has taken several programs such as, the capacity of sugar mills will be frozen at 1,79,000 tons, quality cane development

and its duplication will be given due importance, modernization of sugar mill farms will be undertaken on a priority basis, mollasses to be used as industrial raw materials to produce alcohol, methylated spirit, yeasts and feeders etc to bring down the cost of sugar production.

Intensive cane development efforts through better agronomical practices, utilization of fertilizer and pesticides, provision for better seeds and irrigation to cover 4.5 lakh acres in five years to increase the yield per acre and recovery rate are proposed in the agricultural sector plan.

On the otherhand, the government of Bangladesh has approved two viable and promising schemes viz., "Sugar Cane Research Institute" and intensive cane development and administering production credit in the mill zones ; the government has entrusted the sugar corporation with the responsibility of sugar research extension, supply services, administering production credit directly by the mills and procurement and transportation.

One thing should be noted that despite of heavy odds the sugar mills of Bangladesh have been able to raise the production of sugar successfully.

The increasing trend of sugar production of the country is shown by the following table :

Table - 3

Table showing the distribution of sugar production according to year.

| Year    | Sugar production (Tons) |
|---------|-------------------------|
| 1973-74 | 88.395                  |
| 1974-75 | 98.466                  |
| 1975-76 | 86.647                  |
| 1976-77 | 1,38.707                |
| 1977-78 | 1,75.267                |

Source : Bangladesh Statistical Bulletin.

### 1.3 : Statement of the problem

In recent decades, many of the developing countries are immensely interested in the industrial expansion. They intend to utilise their land, capital and manpower resources with their utmost capacity. Bearing this in mind, many viable and reasonable programs are being taken into account by many of the developing countries. But in the course of implementation of these programs they face a lot of industrial relation problems which appear in a very destructive nature.

The destructive natures of the problems, in fact, suppress the noble efforts which is one of the important weapons in

building a national economy. This is also applicable in the case of Bangladesh.

In the present study the meaning of industrial relations has been perceived as the relations between people at work in industry. But in a broad sense, the scope of the term "industrial relations" is wide. The industrial relations phenomena embrace not only problems of wage determination and employment, ~~xx~~ statistics of strike, histories of trade union and analysis of legal frameworks but also in large part of behaviour of people in certain kinds of situations and acting in certain kinds of roles. That is, industrial relations is to a considerable extent the study of the behaviour of people. One thing should be noted here that industrial relations is not concerned with the whole range of behaviour elicited within the work situation, but only with those kinds of behaviour which are expressions of the basic, specifically industrial relations phenomena. This includes explicit of conflict behaviour such as strike, lockout, stoppages and disputes and a whole range of other behaviour such as restrictions of output in all of its forms, poor attitudes, and motivations, complaints, frictions between individuals and groups, dissatisfactions above average turnover absence and accidents.

The industrial relations problems usually arise from the several interrelated sections or groups which are all followed by a common goal, i.e. problem relating to the

management group and workers group, the government policy and workers interest and conflict between workers and workers. But the causes behind these problems may arise from the various aspects. The aspects may be regarded as economic, social, psychological and behavioral pattern of individual and groups. This perception has been developed on the ground that in every behaviour of an individual or group there must have some causes.

In many of the developing countries the problems of industrial relations that are arising mainly from the poor job satisfaction. Because, job satisfaction influences the behaviour of people specifically in industrial relations phenomena. Bearing this point of view in mind Edward E Lawler III and Lyman W. Porter pointed out that the original reason for studying job satisfaction, that is the assumed ability of satisfaction influences performance.<sup>16</sup>

It is the fact that in most cases man has to work to satisfy a variety of needs. The most basic needs are the physiological needs, clothing and shelter. Some fortunate individual may be in a sound financial position whereby these needs are satisfied. The degree to which the needs are satisfied becomes an indicator of the degree of their job satisfaction. But in the cases of developing countries like Bangladesh it is impossible to satisfy each and every

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16. Edward E. Lawler, III and Lyman W. Porter, "The Effect of performance on job satisfaction, "Industrial Relations A Journal of Economic and Society", Vol-7, No.1, Oct., 1967.

individual with their limited resources and low level of production. Mainly low paid employees often receive the wages which are not enough for bare subsistence, i.e. from this wages they are to manage shelter, clothing, food, recreation, educational expenses and the like. But actually they have hardships to manage all these necessities with the wages they receive. Consequently, they are to find other sources to meet these indispensable needs. Ultimately they become less attentive to their jobs as they usually are to think of the shelter, clothing and food, naturally some sort of resentment arises regarding the performance of the job. The result of this resentment is the expression of conflict behaviour such as strike, lockout, stoppage, dispute, poor attitude, frictions between individual and groups, absenteeism, accident and so and so forth.

From this angle of vision it can easily be assumed that job satisfaction is the important factor in the field of industrial relations of the developing countries like Bangladesh. In summary, the present study focuses its attention on the definition given by Sydney University regarding job satisfaction which states as follows : "job satisfaction" is a topic in the industrial relations course of the University because of its importance in the field of industrial relations.<sup>17</sup> In order to specify the causes, first

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17. A.J. Geare, op. cit., P-275

of all identification of the origins of the causes is necessary. Otherwise it will be detrimental to the individual, group and to the organization as well.

#### 1.4 Objectives of the Study

The present study has been developed keeping in mind the following specific objectives.

1. One of the basic objectives of the study is to specify the level of job satisfaction of the workers, staffs and officers.
2. The present study seeks to establish those aspects of the job which contribute substantially to satisfaction.
3. To evaluate the variables that determine the latent attitude of the workers toward the management.
4. To analyse how management and workers deal with the industrial relations problems.
5. To suggest some remedies by considering the results of the study.

#### 1.5 Review of literature

In Bangladesh, serious research in industrial relations problems did not begin until very recently. In this line an attempt was made by Prof A.F.A. Hossain and Dr. A. Farouk<sup>18</sup> in (1963) which study was based on the context of the growth of Khulna as an industrial centre. The broad

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18. A.F.A. Hussain & A. Farouk, Social Integration of Industrial Workers in Khulna, Bureau of Economic Research, University of Dacca, 1963.



conclusion that emerged from the study that the workers in Khulna have not yet achieved a significant degree of social integration. The fact was that the great majority of them were maladjusted to urban and industrial life. Another aspect of the study was the problem of industrial unrest in Khulna. The occurrence of industrial disputes whether leading to strikes or not, and the existence of tensions between groups of workers and between the workers and the management leading something to riots or browls, were best regarded as symptoms of the lack of social integration of the workers and to the management.

Dr. M. Habibullah<sup>19</sup> conducted a study about motivation of managerial personnel employed in business firms in Bangladesh (1974). The objective of the study was to focus on the skill and competence level of the managerial people, their motivation to use the possessed skills and competence for raising performance effectiveness. He concludes that managers of business firms now have skill and competence which is only two-thirds of what is required for the satisfactory discharge of their duties and responsibilities.

Giving emphasis on the industrial relations problems M.A. Mannan<sup>20</sup> (1977) carried out a study on the context of

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19. M. Habibullah, Motivation Mix, Bureau of Economic Research, University of Dacca, 1974.
  20. M.A. Mannan, "Industrial Relations Systems in the Tea Industry of Bangladesh" "The Business Review", Vol-III, No.1, Jan-March, 1977, P-91.

Tea Industry. His attempt was to reveal the labour-management relations in the industry with a past backdrop and to suggest some remedies for the improvement of the existing situation. He unveiled that the relations between the owners and the workers of the garden was the same as Master and Slaves prevailed in the middle ages. He mainly narrated the Trade Union activities and found that unions were not very strong in showing their performance. As solutions he suggested that there was need for participative management, change in the outlook of trade unions, enhancement of collective bargaining agency., etc.

Another study on the need-priority of low paid employees of Bangladesh was carried out by Jagadish Chandra Sukla Das and Enamul Haque<sup>21</sup> (1977). The main objective of their study was to evaluate the variables that determine workers preponent motives for better performance. Another objective of this study was to investigate how management decisions can be based on the recognition of unfulfilled and unsatisfied needs which are essential, if management want to provide optimum motivational condition for its workers. One of the main findings is that money is the most important motivator. The workers in the average, ranked, good wages, job security,

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21. Jagadish Chandra Sukla Das, and Enamul Haque, "The Need Priority of the low-paid Employees of Bangladesh," "The Business Review", Vol-III, No.1, Jan-March, 1977, P- 14.

good working condition and promotion as the four most important needs. These are the lower levels of the need-hierarchy. In other words, if primary needs of the workers are not satisfied to the level, the later needs would <sup>not</sup> be activated.

Considering the problems of effects of 'bodily' workers in Jute industry an attempt was made by Salahuddin Ahmed<sup>22</sup> (1978) to find out problems of wages and productivity, with which absenteeism/efficiency is inseparably connected. In this study he did not consider some of the important management problems arising out of the system. This study was made in the effect of engaging that the effects of other categories of 'bodily' workers would be better known if that of the former could be determined.

Edward E. Lawler, III and Lyman W. Porter<sup>23</sup> made an attempt to show that satisfaction is important because it has the power to influence both absenteeism and turnover (1967) in Australia,. In addition, in the area of job

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22. Salahuddin Ahmed, "Absenteeism of Labour in Jute Sector : causes, consequences and suggested remedies", "Journal of Management, Business and Economics, Vol-4, No.3, July 1978, P-217.
  23. Edward E. Lawler, III and Lyman W. Porter, "The effect of Performance on job satisfaction, "Industrial Relations ; A Journal of Economy and Society," Vol.7, No.1, Oct, 1967. P-20

performance they emphasized that rather than being a cause of performance, satisfaction is caused by it. If this is true and they have presented some evidence to support the view that it is ~~xx~~ so then it becomes appropriate to be more concerned about which people and what kind of needs are satisfied in the organization, rather than about how to maximise satisfaction generally. M.C. Knowles and Ann D. Knowles<sup>24</sup> (1978) have been conducted a study in Australia on the problems of factors affecting job satisfaction of supervisors. The aim of this study was to establish a level of satisfaction applying to a selected sample of supervisors. It was also intended that the measures of the job satisfaction would be examined with a view to finding if the level of satisfaction was in any way interconnected. The result of this study came down as the job satisfaction scores on different job aspects were interrelated, so that some supervisors tended to have favourable attitudes towards most of the job aspects while others had generally negative attitudes towards the same job aspects.

It appears from the above relevant studies that analysis on the impact of job satisfaction on industrial relations system in the context of Bangladesh is essential. The present study in this direction attempts to analyse carefully the impact of job satisfaction on the industrial relations system.

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24. M.C. Knowles & Ann D. Knowles, "Factor Affecting job satisfaction of supervisors" "The Journal of Industrial Relations," Vol.20, No.2, June 1978, P-138.

## CHAPTER - 2

### METHODOLOGY OF THE STUDY

In conducting the study, a research methodology has been designed in such a way which accomplishes the research objectives by minimising the constraints of limited time and resources.<sup>1</sup> The present study is mainly based on the field investigation. The primary data were collected from the 84 respondents (35 blue collar workers, 40 white collar workers and 9 officers) of the seven departments of Thakurgoan Sugar Mills Ltd on the basis of structural questionnaire. A detail description of the design is shown under the following headings :-

#### 2.1 Selection of the industry

#### 2.2 Preliminary investigation

#### 2.3 Preparation of questionnaire

#### 2.4 Sampling design

#### 2.5 Method of data collection

#### 2.6 Calculation of standard error

#### 2.7 Limitations

2.1. Selection of industry : The economy of Bangladesh is a developing one and all of its industrial development Programs are still on the way of implementation. The number of existing major industries of Bangladesh is too small and its varieties are in a negligible position which can be numerised

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1. The constraints of limited time and resources refer to the short time, inadequate financial assistance, communication problem number of investigator etc.

in one breath. Sugar industry is one of the major varieties of them. Some of the research scholars have done a number of works on the various industries of Bangladesh like jute, textile and tea etc. But a very little works are noticed on sugar industry. On the otherhand, sugar industry occupies a remarkable position in the economy of our country. Emphasizing attention on the point of improving condition it is felt that the need for the study on labour management relations of sugar industry is important.

Northern region of Bangladesh consists of five districts namely Dinajpur, Rangpur, Bogra, Rajshahi and Pabna. It is observed that there are some sugar mills in every district of this part except Pabna. However, Dinajpur district has the maximum number of sugar mill units according to the following table. Therefore, Dinajpur district has been selected for the study in consideration of the highest number of unit. The distribution of sugar industry according to districts is shown as below :

Table - 1

Table showing the distribution of sugar industry according to <sup>the</sup> districts of Northern region

| Districts of Northern region | Number of unit |
|------------------------------|----------------|
| 1. Rangpur                   | 2              |
| 2. Dinajpur                  | 3              |
| 3. Bogra                     | 1              |
| 4. Rajshahi                  | 2              |
| 5. Pabna                     | -              |

Source : Development of Sugar Industries, A report prepared for the Australian Development Assistance Agency by the Australian Sugar Industry Mission to Bangladesh, 1976. P-III.

There are three sugar mills in the district of Dinajpur namely, Thakurgoan Sugar Mill Setabgonj Sugar Mill ( In a state of repairing) and Panchagar Sugar Mill. The Thakurgoan Sugar Mill has been chosen among the three because of the following reasons. Firstly, as the researcher had to collect all necessary information himself, it was difficult on his part to cover the three mills of the district. On the other-hand, he was bound by the constraints of limited time and financial resource available to him.

Secondly, Thakurgoan Sugar Mill is situated at the Sub-divisional headquarter which is 36 miles away from the Dinajpur district town. Two types of communication media are available e.g. railway and road transport. Besides, it was expected that relevant informations could be available comparatively more because of the mill's location in the sub-divisional town. In the case of other two mills all those facilities might not have been available in proper time.

Thirdly, one may easily raise the question that the single industry for a study is narrow. But a study based on single industry extends the advantages of greater concentration on the problems. In the case of variety of problems, there exists a chance of extensive investigation. Studying a problem on a wider context a deeper insight of the problem can be gained. As a result, the nature of problem can also be identified in a wider scale and its effects be estimated according to the nature.



Thakurgoan Sugar Mills Ltd mainly comprise of 12 departments. The name of the departments are given in Table - 2 for clear specification. The selection of departments has been made on the basis of following procedures:

Firstly, all the departments have been grouped into three aspects according to the nature of functions performed by each. Namely, Technical Aspect, Agricultural Aspect and General Aspect. The Technical Aspect Consists of those departments whose functions are related to the dealings of machines and mostly to the production process. Functions of raw material orientation are the composition of Agricultural Aspect. General Aspect is concerned with those departments which deal with the acts of maintaining administration, personnel property, health and safety.

Secondly, seven departments out of twelve have been chosen on the consideration of their importance, availability of personnel and reflecting attention to the objectives of the study.

As regard the above points, the following seven departments have been chosen from the three aspects. The



classification and choice can be seen in the following table :-

Table - 2

Table showing the distribution of departments according to aspects and department chosen for the study.

| Name of Department          | Classified aspect   | Name of the chosen departments |
|-----------------------------|---------------------|--------------------------------|
| 1. Electrical Deptt.        | Technical Aspect.   | Mechanical Deptt.              |
| 2. Mechanical Deptt.        |                     | Chemical Deptt.                |
| 3. Chemical Deptt.          |                     | Garage Deptt.                  |
| 4. Garage Deptt.            |                     |                                |
| 5. T.S.M. <sup>2</sup> Farm | Agricultural Aspect | Cane Development               |
| 6. Cane Development deptt.  |                     | Deptt.                         |
| 7. Administration Deptt.    | General Aspect.     |                                |
| 8. Accounts Deptt.          |                     |                                |
| 9. Construction Deptt       |                     | Administration Dept            |
| 10. Security Deptt.         |                     | Accounts Deptt.                |
| 11. Store Deptt.            |                     | Store Deptt.                   |
| 12. Medical Deptt.          |                     |                                |

Source : Thakurgoan Sugar Mill Administration.

2.2. Preliminary investigation : The preliminary investigation were made by the investigator himself for the study

2. T.S.M. stands for Thakurgoan Sugar Mill Ltd.

in the month of November, 1977. The data collected at this stage proved valuable for designing a detail investigation and for the preparation of report. It was felt by the investigator that the informations must be secured from different categories of employees viz ; the workers of the mill, high officials of the mill, the trade union leaders and the persons who had special knowledge about the mill and its position. In addition to these, official records were fully utilised. The pretest revealed certain deficiencies, superfluties and ambiguities in the questionnaire which were corrected as far as practicable. Valuable comments were also received on the draft questionnaire from Dr. Durga Das Vattacharjee of Dacca University, Dr. Nuruzzaman of Jahangir Nagar University and Mill Management. Those comments were fully taken into account in finalizing the questionnaires.

2.3. Preparation of questionnaires : Altogether three sets of questionnaires or schedule were drawn and used. The questionnaires were for the (a) blue collar workers (b) white collar workers and (c) the officers.

(a) The questionnaire for blue collar workers: One of the main schedules was for the blue collar workers. The goal of the schedule was to bring into light information from the workers needed to ascertain their adjustment to the mill. It included questions on certain general

conditions of the workers (e.g. age, sex, religion, housing condition, health etc ), their relationship with management, their wages, their attitude toward trade union, job satisfaction and group consciousness. Questions were framed in many cases so as to facilitate the respondents to express the answer in short e.g. yes or no.

(b) The questionnaire for white collar workers: The schedule for the white collar workers was prepared in the same manner of the blue collar workers. It included questions on certain general conditions like salary, place of work, relationship with management, job satisfaction etc.

(c) The questionnaire for officers : The schedule for the officers included questions on their general conditions, attitude toward workers, facilities offered by the mill, attitude toward government policy. One thing should be noted here that the data secured through this questionnaire were used only for measuring the job satisfaction of the officers.

2.4. Sampling design : The survey was designed to yield the desired informations with maximum reliability within a given cost and other constraints of time resource. At first the researcher divided the total employee population into three groups namely, blue collar workers group, white collar workers group and officers group. Each group has been defined in the following manner. A blue collar worker is a person

who works in the mill house and his functions are mostly related to machine and production process. A white collar worker is a person who assists management in accomplishing the objectives. An officer is a person who is responsible for the overall management and maintenance of the mill. The total number of permanent employees<sup>3</sup> of the seven departments were blue collar workers 175 numbers, white collar workers 200 numbers and officers 30 numbers. Out of these : thirty five (35) from blue collar workers group, forty (40) from white collar workers group and nine (9) from officers group were chosen for interview. The percentage stands at 20%, 20% and 30% respectively. In order to choose the respondent from each group the researcher used a random number table.<sup>4</sup> The following table indicates the categories

3. Permanent employees refer to those persons who have fixed employment for indefinite period and receive salary in cash or in kind.
4. The random number table obtained from Peters S. William and George W. Summers, Statistical Analysis for business decision, 1968.

and the number of permanent labour population of the respective departments.

Table - 3

Table showing the distribution of permanent labour population according to the department and category they fall.

| Name of the selected Deptt. | Category of labour population |                      |                     |
|-----------------------------|-------------------------------|----------------------|---------------------|
|                             | Officers                      | White collar workers | Blue collar workers |
| 1. Administration           | 4                             | 36                   | -                   |
| 2. Accounts                 | 5                             | 39                   | -                   |
| 3. Cane Development         | 10                            | 65                   |                     |
| 4. Garage                   | 1                             | 33                   | 40                  |
| 5. Mechanical               | 3                             | 7                    | 109                 |
| 6. Chemical                 | 6                             | 1                    | 3                   |
| 7. Store                    | 1                             | 19                   | 3                   |
| Total                       | 30                            | 200                  | 175                 |

Source : Official source of Thakurgoan Sugar Mill .

This table included permanent employees and excluded seasonal and casual employees. Seasonal employee is a person who is recruited for work temporarily during cane crushing season. Casual employee is a person who works for the sudden requirements and without fixed employment. It was considered that only permanent employees are capable of

answering many of the questions relevant to the factory life and others.

2.5. Method of data collection: The data for the present study were collected mainly through interviewing the respondents. In addition, some facts were gathered by observation. In the very initial stage of the study, the researcher tried to make a close contact with the employees so as to make the respondents feel free and frank in answering the questions. Besides, collecting data with the help of structured questionnaires, the researcher conducted a good deal of formal talks with the respondents to get some of the implicit informations. It is essential to note that some of the key-informants provided a very useful information, the lack of which could make the study much delayed. The researcher also made frequent visit to the field during the draft preparation of the thesis for the sake of avoiding some inconsistencies.

2.6. Calculation of standard error : Standard error for each all the characteristics could not be calculated due to the limitation of time and resources. To get an idea of the magnitude of the sampling fluctuation to which our estimates were subject, standard error of some of the characteristics was calculated and the results are presented in the next table.

Table - 4

Standard Error of mean of some important characteristics

|                     | Age                 |                      | Monthly Income      |                      |
|---------------------|---------------------|----------------------|---------------------|----------------------|
|                     | Blue collar workers | White collar workers | Blue collar workers | White collar workers |
| Average             | 34.92               | 34.62                | 283.57              | 363.75               |
| S.E. of mean        | 1.18                | 1.09                 | 15.54               | 22.41                |
| Percentage of Error | 3.39                | 3.15                 | 5.48                | 6.16                 |

2.7. Limitations : Entries in the filled-in-schedule were reasonably correct. These were assured by the fact that the researcher was given a thorough light by his supervisor and teachers. All possible efforts were made to avoid faulty entry in the filled-in-schedules. Despite all efforts, in a very small number of cases one or two items were not properly entered. In such cases the proper approach would have been to interview the person concerned. As these could increase the cost to a great extent, the defective schedules were not corrected.

In few cases the respondents would not be contacted due to one of the following reasons : (a) death of the respondents (b) transfer of respondent from one factory to another, (c) respondents were often found to be out when the researcher went for interviewing them. Even if they were found available after several visit, some were unwilling to

face the interview. The researcher felt that the persons concerned were afraid of their earlier absence. In such cases, the researcher did not take interview of those persons as he felt that the answers might be faulty. In the event

when a respondent could not be traced out despite of all efforts, another sample was selected. It was observed that many of the respondents could not give answers readily to the questions which sought their opinion about the best occupation for a person having experience and ability. It appeared that some employees of the sugar mill could not understand the objectives of the questionnaires and seemed to be in difficulty of answering the questions. Under such circumstances, all possible efforts were made by the researcher to explain the questions thoroughly in order to obtain an answer.

Some employees who were not included but regarded as sufficiently prominent to be considered as leaders, were surprised to see themselves not being enlisted for interview. They showed eagerness to furnish certain informations. In such cases, an attempt was made to explain them the purpose and procedure of sampling.

As is shown in the table at the end of this chapter, the number of total workers in Sugar Industries is increasing year by year. It is the case of other two industries also. It is not increasing in the same direction.

1. Statistical Survey of Sugar Industry, Government of India, 1951, p. 103.



## CHAPTER - 3

A DESCRIPTION OF THE INDUSTRIAL WORKERS AT  
THAKURGAON SUGAR MILLS LTD. DINAJPUR,  
BANGLADESH

For the country at large, the proportion of various population groups in the labour force both affect and reflect the overall rate of economic growth. Similarly the work force of any organization both affect and reflect the overall growth of the organization. So, the importance of work force in industry should not be overlooked. The term "labour" can be used as either to those persons who live by selling their services directly to employers or to the services they sell. The labour force is the product of the population of a country and it determines the quantity and quality of personnel that are available for the work force.

In our country nearly 420888 number of workers were working in major industries in the year of 1978<sup>1</sup>. In order to show the number and trend of workers in some selected industries according to year is placed in the table - 1 of this chapter. From the table it is evident that the number of total workers in Sugar Industries is increasing year by year. But in the case of other two industries, it is not increasing in the same direction.

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1. Statistical Year Book of Bangladesh 1980, Bangladesh Bureau of Statistics, Statistics Division, Ministry of Planning, 1981, P- 483.

Table - 1

Table showing the number of workers in selected Industries of Bangladesh.

| Year | Bangladesh<br>Sugar Mills | Bangladesh<br>Jute Mills | Bangladesh<br>Textiles Mills |
|------|---------------------------|--------------------------|------------------------------|
| 1975 | 16950                     | 192200                   | 73500                        |
| 1976 | 18994                     | 178612                   | 60118                        |
| 1977 | 23888                     | 189512                   | 63461                        |
| 1978 | 23888                     | 200766                   | 66299                        |

Source : Statistical Year Book of Bangladesh 1980.

It will not be unjust to mention that in every organization labour problem is common. One thing should be noted here that when it (Labour Problem) appears in constructive nature rather than destructive, it is desirable to every organization. Because, the constructive nature of labour problems give rise to the scope of further correction of behaviour and understanding of problems. In the case of Thakurgaon Sugar Mills ltd., labour problems exist to a greater extent. It was found during the time of direct observation, the problems have arisen owing to several causes; therein, mainly the maltreatment of the workers, maldistribution of facilities, higher wages, social status, place of work, standard of living etc. In this chapter the researcher tries to cite some of the important characteristics of the workers of Thakurgaon Sugar Mills Ltd, relevant to under-

standing their problems of adjustment to modern industrial life, which has been obtained through survey.

### 3.1 Origins and mother tongue of the workers

The people, working at Thakurgaon Sugar Mills Ltd, are mostly Bangladeshi by birth. Bangladeshi workers are Bengali speaking and a very negligible proportion of the workers are urdu speaking. The percentage of urdu speaking workers is not higher than that of the people in the total labour force in Bangladesh. Considering the places where the workers were brought up, the most of the workers come from a few areas only. For instance, 68.6 percent of the workers hail from the Dinajpur district. About 17.1 percent of the total come from the district of Dacca. Next about 5.7 percent of the workers come from the district of Comilla. The district of Noakhali has supplied only 2.9 percent of the total. It is very interesting to note that the neighbouring districts like Rangpur and Pabna together have supplied only about 5.7 percent of the total labour force.<sup>2</sup>

In case of white collar workers and their upbringing about 72.50 percent of the total workers hail from the district of Dinajpur about 5 percent of the total workers come from Mymensingh District. The district Noakhali and Dacca have supplied only 5 percent of the total labour force respectively. About 5 percent of the workers come from the district Comilla.

Curiously enough the neighbouring districts like Rangpur and Rajshahi together have supplied only 5 percent of the total labour force. The district Tangail have supplied only 2.5 percent of the workers.<sup>3</sup> It is very interesting to note that certain areas of the northern part of the Bangladesh are almost unrepresented in the labour force. It has been estimated that the Dinajpur district is a surplus area in food stuff. The most of the people of this district own more or less cultivable lands. The people of this district are more fascinated to this sort of job, because the mill runs seasonally and for this reason, the people get the opportunity to perform the two-fold aspect of duty i.e. in one side they can serve the mill on the otherhand they can keep their watch on household work, lands etc. during the off season.

During the time of direct observation some of the workers stated that due to seasonal job people do not like to sit idle. Those who have no cultivatable lands, they try to find extra sources of income during the closing period, such as brokery, side business, sub-contractory etc. Some of the people also stated reverse. Their idea was that the seasonal jobs are not the only security for the total year. During the closing period financial hard-ship may arise and physical tardiness may crop up. For this reason, some of the people do not like this sort of job. When compared with the

percentage of total civilian labour force of <sup>Bangladesh</sup> ~~of~~ by district, it is evident that Dacca district supplied the highest percentage ( i.e. 11.26). But in the case <sup>of</sup> T.S.M. workers column Dacca district supplied 17.14 percent. On the otherhand, Dinajpur district contributes only 3.82 percent in the total civilian labour force in Bangladesh. But in the case of T.S.M. workers, Dinajpur district contributes the highest percentage i.e. 67.6 percent.<sup>4</sup>

### 3.2 Sex distribution of the workers

The labour force in Thakurgaon Sugar Mills Ltd predominantly consists of male workers. In the case of blue collar workers the cent percent of the total workers are male.<sup>5</sup> The works done by the blue collar workers are mostly technical and require hard physical labour. So it may happens that the female workers are not interested to this sort of job.

Considering the case of white collar workers the percentage of male workers is 97.5 and the percentage of female workers is 2.5 percent.<sup>6</sup> The jobs performed here by the white collar workers are mostly clerical and supervisory. Here, a very few percent of female workers are working because, they are capable of doing some clerical jobs. The clear

4. Appendix A-1
5. Appendix A-2
6. Appendix B-2

specification of female participants are mostly typist, stenotypist, and Jr. Clerk etc. The educational qualification requires for the above types of jobs is minimum matriculate and requires a knowledge of typing, short-hand and quality of maintaining offices to a large extent. The female participants of Thakurgaon Sugar Mills Ltd. possess the required qualifications to some extent. When compared with the total workers in the Sugar Industries of Bangladesh, it is seen that the male workers in the Sugar Industries of Bangladesh form 98.4 percent and female workers form 1.6 percent.<sup>7</sup> But in the case of white collar workers, the male staffs stands at 98.6 percent and female staffs stands at 1.4 percent. The percentage of female staffs of Thakurgaon Sugar Mills Ltd. is higher than the percentage of total female staffs in the sugar industries in Bangladesh.<sup>8</sup>

### 3.3 Religion of the workers

Nations vary widely in religious composition. Religion is the basis or media through which population of a country can be identified. In Bangladesh mainly three religious group of people live, namely, Muslim, Hindu and Christian. The labour force of Thakurgaon Sugar Mills Ltd. consists of mainly two religious group of people i.e. Muslims and Hindus.

7. Appendix A-2

8. Appendix B-2

10. Appendix A-3

11. Appendix A-4

Here the Muslim workers conform the bulk majority. Considering the case of blue collar workers about 97.1 percent of the workers are Muslim. Where as in Bangladesh Muslim religious personnel conform 96.03 percent which also constitute the bulk majority. Hindus conform only 2.9 percent in the Thakurgaon Sugar Mills which is almost similar with the percentage of Hindu religious personnel in Bangladesh.<sup>9</sup>

In the case of white collar workers also two religious group of people are found. About 87.5 percent of the workers are Muslim. Hindus form only 12.5 percent of the workers.<sup>10</sup> When compared with the total religious personnel in Bangladesh it is seen that the percentage of Hindu workers in T.S.M. staffs is much higher than that of Hindu religious personnel in Bangladesh.

### 3.4 Age distribution of the workers

Age is one of the important factors to the employees who depend upon the sale of their labour for living. The effect of age upon earnings can not be overlooked.

During the time of direct observation it has been seen that most of the workers are young in age at the Thakurgaon Sugar Mills Ltd. 57.1 percent of the workers are within the age group of 25-34 years are within the age group of 35-44 years and 11.4 percent of the workers are within the age group of 45-54 years.<sup>11</sup>

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9. Appendix A-3

10. Appendix B-3

11. Appendix A-4

Considering the case of the white collar workers the majority of the workers (i.e. 47.5 percent) are within the age group of 25-34 years, 40 percent of the workers are within the age group of 35-44 years and 7.5 percent of the workers are within the age group of 45-54 years. Only 5 percent of the workers are within the age group of 20-24 years.<sup>12</sup> It also indicates that most of the white collar workers are quite young in age. Compared with the percentage of total economically active population, the highest percentage of workers are within the age group of 25-34. In the case of Thakurgaon Sugar Mill highest percentage of both types of workers also within the age group of 25-34 years.<sup>13</sup>

### 3.5 Literacy among the workers

Sometimes efficiency of labour force is determined by the degree of literacy. In every sort of work the degree of literacy is needed. It is needed because workers have to understand the clearly defined assignments and orders that they are to perform. They should have the capacity to read any written orders or assignment; workers should have the knowledge about the procedure of any technical work. Considering the case of blue collar workers, it is needless to say that the majority of the workers have the capacity of reading and writing. Specifically, it may be stated that about 37.1 percent of the workers have read upto Class VI.

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12. Appendix B-4

13. Ibid, Appendix A-4 and B-4



About 57.1 percent of the workers have read upto Class X (including undermatric). A very few percent of the workers (i.e. 5.7%) are matriculate.<sup>14</sup> But it was found during the time of direct observation that most of the workers have the technical knowledge and few of them gained technical knowledge by doing work. On the otherhand, considering the case of white collar workers about 37.5 percent of the workers have read upto Class X (including undermatric) about 32.5 percent of the workers are matriculate, 15 percent of them are intermediate and about 12.5 percent possess the graduation degree. A very few percent (i.e. 2.5%) of the workers have the technical qualification.<sup>15</sup> From the above it can be said that white collar workers are more literate than that of the blue. But one thing should also be noted here that the jobs performed by the white collar workers require more educational qualification than that of performed by the blue collar workers.

### 3.6 Housing condition of the workers.

The accommodation of the workers of Thakurgaon Sugar Mills Ltd. are : the quarters provided by the authority, privately hired accommodation around the factory, personal house, accommodation as a paying guest, private mess accommodation

14. Appendix A-5

15. Appendix B-5

without rent etc. Most of the workers reside at the quarters provided by the authority. Some of the workers reside at the privately hired accommodation. A very few portion of the workers come to work from their homes daily. A negligible section of the workers live in the private mess. The rest of the workers have either somekind of free accommodation from the factory or been living somewhere without paying rent or have been avoiding payment rent by unauthorised possession. Those who live outside Mill quarters receive house rent @ Tk. 90/- per month. It is given to white collar workers only. It has been stated by the blue collar workers that they receive house rent @Tk. 45/- per month. The most of the workers are not satisfied with their present housing condition. The inconveniences regarding their accommodation (that are provided by the authority) which they expressed bitterly lacks good water supply. The inconvenience, next in emphasis, was lack of sanitation e.g. absence of latrine and urinal facilities poor and kachcha construction of the house causing inconvenience in rain and contributing to damp, poor ventilation etc. were resented by relatively fewer people. Congested living was resented by most of the workers and unhealthy surroundings like damp, dust, lack of drainage etc in the neighbourhood were resented by the few workers. A very few percent of workers have inconveniences due to the place of their residence being located far away from the factory. This cause much loss of time due to travelling to and from the factory. Particularly because the transport facilities are poor. Few workers stated

that the surrounding area of their quarters remained unclean and full of dirt. This is mainly due to the negligence of the sweeper and supervisors of the mill.

### 3.7 Reasons for taking up factory employment

It appears that most important object of taking up factory employment mentioned by the majority of the workers was the need of employment or earnings. Very few people come to factory job with the hope of better earnings or for such goals as security of life or better living. There are very few employees who are really fascinated by factory life. As such, it appears that the majority of the workers come to factory only due to poverty or dislocation of their previous rural life. As pointed earlier, the workers of the district of Dinajpur are interested in this sort of job because it is a seasonal one and hence they can perform the two fold aspect of duty retaining the mill job.

### 3.8 How the workers spend their leisure time

Leisure hours are important to the workers because it reduces the monotony and tardiness. It increases the incentive and scope of regaining energy. During the leisure period there should be the provisions for some of the recreational facilities which the workers can easily avail. A majority of the workers state that they do not have any hobby or recreation. For those who had some kinds of recreation, mixing and gossiping with friends and relations at the canteen or outside the mill, appear to be the most popular form of

diversion. A few of the workers have to do household work like cooking, shopping etc in their leisure hours. It was also stated by the workers during the time of direct observation that recreation in their home (including rest, sleep, singing etc ) was the major use of their leisure time. Thus, the workers of Thakurgaon Sugar Mills Ltd have very little time or opportunity for outdoor recreation. Very few workers expressed some habits of their recreations which they are fond of or indulged in. Some of the workers have informal get togethers, gossiping with friends and relations etc. A very negligible percent of the workers spend their time in reading and writing during leisure hours. Generally, it is some of the younger workers who participate in outdoor recreations while others among them and the older people seem to take rest and have recreation at their homes. An annual sports is held at the season ending period which is sponsored by the Mill authority. Urban recreation as the cinema or theatre do not seem to be very popular among the workers of Thakurgaon Sugar Mills Ltd. A very few percent of workers indulge in these form of recreation although annually a theatre and a cultural function are organised for the total employees of the Mill sponsored by the authority. It is also evident from the replies that recreations which do not fall upon their parse, like library facilities and outdoor games could meet the long felt needs of a large section of the workers.

### 3.9 Remittance by the workers to their homes

It appears that a majority of the workers do not send money home. Those who do not have any home fall under this category. As the amount of money they receive against their working is too low, it is very hard for them to send any money to home after meeting the daily necessary expenses at the workplace. About 34.2% percent workers replied that they were able to maintain their expenses with their minimum salary at least 12 to 15 day of a month only. So it is needless to mention that as they could not maintain themselves for the full months, it is impossible for them to save any money for home. Here, a question may arise, how they maintain the rest of the days of a month? As an answer it should be noted that they maintain the rest of the days of the month on loan. Generally, the sources of loan are ; canteen manager, grocery shopkeepers, friends, relations etc. By this way, the burden of credit remains on the shoulder of the workers and it increases day by day certainly it is the cause of resentment which lowers the morale of the workers. A very small proportion of the industrial workers have indebtedness to their land lords and a similar number have borrowed from professional money lenders e.g. gold smiths, village money lenders and the like.

1. J. H. Coatsworth, *Industrial Relations in India*, 1930, P-45

2. A. D. Coatsworth, *The Field of Study of Industrial Relations in India*, 1930, P-45

3. *Ibid.*, P-45

## CHAPTER - 4

FACTORS AFFECTING JOB SATISFACTION  
OF EMPLOYEES

Over the past decade "job satisfaction" has entered into the vocabulary of the general public. The main objectives of industrial relations system fall into two categories. The first goal emphasised in the Swiss report is that the product of industrial relations should be employee satisfaction on the job. The second representative objective that stressed in the Dutch report recognizes contentment and happiness in work very important, and also notes the necessity for human relations to promote another objective of parallel significance i.e. increased productivity.<sup>1</sup>

It appears to be used in a narrow sense to mean the term "job satisfaction" as satisfaction or achievement or enjoyment with the work itself.<sup>2</sup> In the present study the "job satisfaction" used to mean satisfaction with all aspects of the job including the work itself and also including working conditions, pay, the possibility of promotion, the recognition given for good work, the social environment of the job, hours of work etc.<sup>3</sup> From this operational definition it is evident

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1. William G. Scott, Human Relations in Management, A Behavioral Science Approach, Richard D. Irwin Inc, Homewood, Illinois, 1966, P-48
  2. A.J. Geare, The Field of study of Industrial Relations in The Journal of Industrial Relations, Vol-19, No.3, Sept 1977, P-282
  3. Ibid., P-282

that the job satisfaction of employees is largely depended on some job aspects or factors. In the present study the job satisfaction of employees was assessed through questionnaires embracing some different job aspects or factors. These were, pay, hours of work, physical working conditions, promotion and transfer, benefits and services, management participation, attitude of workers towards trade-union leaders, group work etc. In this chapter the researcher plans to analyse the expressed views of employees towards the above job aspects or factors.

#### 4.1 Pay aspect

One of the key devices utilized by management in securing control over the organization is the wage and salary system. For the great majority the only source of sustenance, material satisfaction and social position is the pay check. Money, therefore, constitutes a powerful motivation to work.<sup>4</sup> Sometimes an employer affirms that "workers are only interested in the size of pay checks". But this view is limited to one side. Recent research studies have pointed out clearly that workers are not motivated solely by financial incentives. But "fair wages" are still important to most workers beyond controversy. When wages or salaries are adequate, other needs overshadow them and when wages are

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4. Burleigh B. Gardner & David G. Moore, Human Relations in Industry, Richard D. Irwin, Inc, Homewood, Illinois, 1960, P-19-20.

inadequate and unfair they get upper hand.<sup>5</sup> Hence, in order to induce an individual or group to a common goal, fair wage and salary policy is very important.

It is well recognized by the general people in any type of organization that salaries influence a person's willingness to work, which is very essential for improving job satisfaction in the organizational setting. In most countries at the lower level the workers are financially distressed. As because, they want more money for only the purpose of satisfying the basic needs first, i.e. the needs of food, clothing and shelter. It is fact that pay can satisfy esteem and other higher order needs but, in the case of lower level workers of a developing country it is not true. Because, the workers do not get that amount of pay which is sufficient to maintain their subsistence level. Furthermore, to think for satisfying the higher order needs with this salary is unrealistic.

Categorically, it can be said that a man "rents" his muscles and his brain to get in exchange the security of his survival. "He enters into an agreement, usually with the higher bidder, to exchange his physical and intellectual assets for money."<sup>6</sup> Hence, work now means much more to man that it used to in the past and it offers him a richer variety of satisfaction. A.H. Maslow postulated that pay

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5. Paul Pigors & Charles A. Myers, Personnel Administration, MC Graw-Hill Book Company, Inc, New York, 1961, P-364.

6. William G. Scott, o.p. cit., P-248.



refers primarily to the basic needs for food, clothing and shelter. These needs are satisfied by the availability of money in the form of pay and other allowances and benefits. There is a limitation for this, although it is related to the cost of living to which one is accustomed. Living standard is a dynamic concept and we assumed that none was likely to say that he was satisfied with his pay in that his pay was adequate to meet his monetary demands.<sup>7</sup> Therefore, determination of pay adequacy and inadequacy is not a simple task. In order to maintain quality in pay, people should be given to understand that pay is a form of recognition for good work done. Pay raise is an acknowledgement of his individual growth and achievement. Bearing this light Edwin B. Flipppo stated that wage is a price for the service of a person.<sup>8</sup> The perception of the employees about pay equity or inequity is the result of the quality of job performance, productivity on the job and the amount of effort expended on the job.<sup>9</sup>

In our society a man will hardly say his pay is fair and reasonable, adequate and satisfactory for maintaining his living standard. Since there is no clear-cut living standard of pay expectation for him, no one is likely to say specially in our situation of inflationary pressure and competition of higher living standard that his pay is

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7. 7. M.Habibullah, Motivation Mix, Bureau of Economic Research, University of Dacca, 1974, P-10

8. Edwin B. Flipppo, Principles of personnel Management, MC-Graw-Hill Book Company, London, 1961, P-308.

9. Habibullah., op. cit., P-31

satisfactory or adequate. The reason most frequently given by workers for its demand for an increase in wage is a rise of the cost of living. But in actual practice cost of living adjustment to which wages and salaries constitute no fundamental solution to the problem of determining equitable compensation.

The feeling of pay inadequacy reduces the degree of job contentment ; this is because people feel hard when they see that their absolute pay is unfair. The imbalance between worker's expectation and his actual pay creates dissonance which reduce his job contentment.<sup>10</sup> The expectation of worker about his pay may not be justified by his contribution to the prosperity of the organization and also by its operational results. In such cases competence should be given importance in determining pay. It should be based on the quality of a job performance, productivity on the job and the amount of effort expended on the job.

In order to find the perception about pay equity or inequity, researcher asked some questions regarding pay structure such as (a) whether they are able to meet their basic needs or not, (b) whether the factory was paying them justifiable wages or not etc. The extent to which the workers are satisfied or dissatisfied may be seen from their replies to the above questions. It is surprising enough

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10. Habibullah, op. cit., P-31

that the total number of workers replied in the negative sense to the above questions.<sup>11</sup> Clearly to say that the total number of workers thought that their pay was inadequate, they could not maintain or meet their basic needs with their present actual salary, they could not save something for future. And they think their salaries are not justified.

When asked to indicate more categorically why they thought the wages were not adequate, the most frequent reply was the high price level of daily necessities. About 57.1 percent workers stated the above reason. Two other reasons which were mentioned by number of workers to this question, that they received very small amount of salary and secondly they were to maintain a large family with their meagre earnings. About 17.1% and 14.3% workers stated the above answers. A very negligible proportion of the workers stated the reason as decreasing tendency of purchasing power of money and increasing tendency of educational expenses of children.<sup>12</sup> Generally, it is evident that the major reason acting behind their feeling of pay inadequacy is the high price level of daily necessary commodities.

To consider it more specifically, a question was asked, how many days expenditure of a month were covered by their

11. Appendix A- 6,8,10,11

12. Appendix A-7

13. Appendix A-12

salary. About 37.1 percent of the workers answered that they maintain only upto 15 days of a month with their salary and about 31.4 percent of the workers replied that they maintained only upto 12 days of a month.<sup>13</sup> So, it is apparent that majority of the workers maintain approximately half a month only irrespective of their earnings. To say more categorically 60% of salaried persons within the range of Tk.150/- to 200/-, expressed their opinion that they maintained only upto 12 days of a month with their salary. On the otherhand, whose income are within Tk.400/- or above, 40 percent of them replied that they maintained only 15 days of a month.

There was another question whether the factory was paying them fair wages or not. To this question the total number of the workers replied that their pay was unjustified. When asked to indicate more categorically why they thought the wages were unjustified, the next frequent reply was that the heavy work load remained always on the ~~xxx~~ shoulder of the workers. About 37.1 percent of the workers stated the above reason. Two other reasons which were mentioned by a number of workers that their job entailed more risk and responsibility/ but their pay was unjust in terms of responsibility. A very negligible proportion of the workers said that the work was detrimental to health.<sup>14</sup>

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13. Appendix A-9

14. Appendix A-12

Considering the case of the white collar workers, the feelings of salary inadequacy prevail to a great extent in this section as well. To the question whether their salary was adequate or inadequate, the total number of white collar workers, replied in the negative sense i.e. they felt that their salary was inadequate. When asked them to indicate more categorically why they thought the wages were not adequate, the most frequent reply was the high price level of daily necessary commodities. About 67.5 percent of them stated the above reason mainly. Again about 17.5 percent white collar workers expressed the reason that they were to maintain a large family and about 15 percent of the white collar workers stated that their amount of salary was too much low. One thing should be noted here that the reasons stated by mainly two classes of workers are almost identical.

To the question how many days of a month were maintained with their salary, the reply was that no one could maintain full month with his/her salary. About 32.5 percent workers said that they maintained upto 12 days of a month and 30 percent of the total replied that they maintained only upto 15 days of a month. A few proportion of the workers maintain upto 21 days to 24 days irrespective of income group.<sup>15</sup> More categorically, it can say that whose income is within Tk.150/- to 200/-, 70 percent of them expressed that they maintained

upto 6 days of a month with their salary. On the otherhand who are within the income group of Tk.550/- and above, they maintain almost 12 days to 15 days of a month. It will not be exaggeration to say that they could not satisfy their basic needs of a month with their salary.

To consider the attitude of the workers regarding the salary, a question was asked whether salary should be increased in relation to price increase or not. In response about 52.5 percent of the white collar workers replied in affirmative sense and about 47.5 percent of the white collar workers answered negative.

During the time of investigation, a serious pay dissatisfaction was observed by the investigator amongst the junior officers level in the department of cane development. This was mainly occurred due to difference between educational qualifications and pay scale. In the cane development department there are two categories of officer (junior) one of them has M.Sc degree and the other has B.Ag degree. But in the new pay scale the officer with B.Ag gets more pay then the officer with M.Sc degree. So, the person with M.Sc suffers from the feelings of pay inequity to a great extent. When asked them to indicate the reasons behind this dissatisfaction, they replied that the person with M.Sc was more qualified than the B.Ag., since same type of works are done by both of them, this disparity was felt by the

employees to a great extent. At the extreme of this dissatisfaction, they showed an antagonistic attitude towards the policy of the authority.

#### 4.2 Promotion aspect

Basically promotion is an obvious means of filling job. Jobs may be advertised, if it requires specialized experience and training<sup>16</sup>; Promotion, however, has much impact on manpower management other than those involved in staffing. Promotions are mostly related to compensation, affecting to earnings of workers. It influences the morale of the workers. Promotion may be regarded as a movement to a position in which responsibilities are increased and as a change that results higher earnings. In general it may be stated that it is associated with increases in earnings as well as in responsibilities and rank, although in ~~per~~ periods of business recession promotion may be accompanied by salary or wage increases.<sup>17</sup> The desire for promotion has been shown to be a fairly common desire of many workers; but it has also been shown that the specific interest of some employees in promotions is not due to a genuine interest in the responsibilities or duties of higher jobs. Still it is rather a reflection of some forms of dissatisfaction resulting from other causes.<sup>18</sup>

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16. Dale Yoder, Personnel Management and Industrial Relations, Printice Hall, Inc, Englewood Cliffs, N.J., 1961, P-601

17. Ibid., P-602

18. C.H. Lawshe, op. cit., P-106

But one thing should be noted here that advancement is sometimes made within a single major job classification with or without an accompanying increase in salary. This is called "dry promotion" - one that increases responsibilities, without an increase in salary.<sup>19</sup>

In the case of the Thakurgoan Sugar Mills, there is a provision for promotion for all the employees. In this organization promotion and advancement is made vertically i.e. from lower rank to higher rank. During the time of direct observation it was stated by the workers that the majority of the workers did not want any "dry promotion". They stated that promotion without increase in salary did not help any way. To consider the worker's attitude towards promotion, whether they availed themselves promotion or not, about 51.4 percent of the workers answered in affirmative sense and 48.5 percent workers replied in negative. The following table depicts the picture described above.

Table - 1

Table showing the distribution of T.S.M. Workers according to their opinion whether they got promotion or not.

| Group | Frequency as percentage |         |
|-------|-------------------------|---------|
|       | Staff                   | Workers |
| Yes   | 47.50                   | 51.43   |
| No    | 52.50                   | 48.57   |
| Total | 100.00                  | 100.00  |

Note : Based on the answer to question No.16(B) in Schedule I and 8(b) in schedule II.



More specifically, it can be cited a relationship of between promotion and income group. It has been observed that the frequency of getting promotion was found more from the income group of Tk.200/- to 250/- above. But the income group of Tk.150/- to 200/- did not get any promotion.<sup>20</sup> Hence, the promotion has a positive co-relation with the increase in income group. When asked them to mention more categorically as to which income group got more promotion in the past, surprisingly enough, it has been observed that the frequency of promotion increased with the increase in income group.<sup>21</sup>

Considering the case of the white collar workers about 47.5 percent of the staff got promotion and 52.5 percent of them did not get any promotion. One thing should be noted here that the white collar workers were not satisfied with the promotion affairs. They thought that the promotion policy was biased. Favouritism and nepotism were a regular phenomenon in this field.

#### 4.3 Workers attitude toward liking and disliking another job

The willingness to do work is influenced by the liking and disliking of a job. Sometimes it seems that worker feels bored in doing a particular job for a long time. For this reason he usually gets no pleasure in doing the job. As a

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20. Appendix A -18

21. Appendix A - 19

22. Appendix A-14

23. Appendix A-15

result he dislikes his present job and likes another job of the same rank. To the question whether they like or dislike another job of the organization, the majority of the workers stated that they did not like another job i.e. 65.7 percent workers dislike another job and about 34.3 percent of the workers like their present jobs.<sup>22</sup> When asked to indicate why they disliked another job, a significant proportion of the workers emphasized that there was no facility to gather technical experience and <sup>the</sup> presence of similar job in other depts. About 40 percent workers replied the above reasons. On the otherhand, they mentioned the reason for liking another job as the other jobs were not detrimental to health and there are facilities to gather technical experience.<sup>23</sup>

In order to get permanent relief from such a condition workers may be interested in inter-departmental or inter-organizational transfer. In every organization, there is a provision for transfer. Transfer means shiftment of an individual from one job to another. It should be noted that the transfer should be based on the workers preference or on the basis of priority given by the workers. In this regard a question was asked whether they liked transfer or not. Considering the frequency distribution of the liking and disliking transfer of the workers it appears that about 54.3 percent workers do not like transfer and about 45.7 percent workers like transfer. The following table shows the

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22. Appendix A-14

23. Appendix A-15

percentage of workers who like transfer and dislike transfer.

Table - 2

Table showing the distribution of T.S.M. workers and staffs according to their views as to whether they like or dislike transfer from one job to another.

| Group  | Frequency as percentage |         |
|--------|-------------------------|---------|
|        | Staffs                  | Workers |
| 1. Yes | 55.00                   | 45.71   |
| 2. No  | 45.00                   | 54.29   |
| Total  | 100.00                  | 100.00  |

Note : Based on the answer to the question 14 in schedule-I & II

When asked them to indicate more specifically why they liked or disliked transfer, the most frequent reasons regarding liking were mentioned that they liked transfer if it was possible through promotion. About 17.1 percent and 8.57 percent workers mentioned the above reasons respectively.<sup>24</sup>

On the otherhand, the most frequent answers regarding disliking were that they liked their present job and hence disliked another job. About 11.4 and 20 percent workers replied the above reasons respectively.<sup>25</sup>

24. Appendix A-16

25. Appendix A-16

Considering the case of the white collar workers, majority of them like to change one job to another. About 55 percent workers replied in the affirmative sense and about 45 percent in the negative sense.<sup>26</sup> When asked to indicate more specifically why they liked or disliked to change one job to another, the most frequent answer regarding liking was expressed as to gather various job experience i.e. about 35 percent of the workers replied the above reason and 7.5 percent replied that they liked to change because there was a scope for promotion in other departments.<sup>27</sup> On the otherhand, reasons stated for disliking were that the present job was a technical<sup>28</sup> one and it was easier to get in doing a particular job repeatedly.<sup>29</sup> One thing that is noticed here is that the reasons stated for liking and disliking by the two group of workers resembles each other.

#### 4.4 Physical working condition

Working condition refers primarily to the situation of work place. The advancement or progress depends largely on working condition. A good working condition includes sufficient light, silence, cleanliness, neither cold nor hot atmosphere and proper accommodation etc. in the workplace. If all these condition remain at a satisfactory level, then

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26. Table -2

27. Appendix B-8

28. The term technical is used here to mean the works related to account and office handling.

29. op. cit., Appendix B-8

31. Appendix B-9

an individual gets pleasure in discharging his duties spontaneously. The ultimate result of these factors may lead to satisfactory performance. On the otherhand, if all these factors do not satisfy workers, then the manifestation of hostile behaviour is obvious. As to these factors, question was asked to measure the attitude of the workers regarding the physical working conditions. The question was, how much they bothered their job by the noise, oil and grease, insufficient light, dust, hot and cold atmosphere at the workplace. Majority of the workers stated that they did not bother at all for noise, oil, grease and light, but on the contrary they bothered to some extent for dust and hot or cold atmosphere. A very negligible proportion of the workers replied that they bothered a lot for all the factors.<sup>30</sup> But in the case of the white collar workers, a great majority of them did not feel disturbed for all the factors and a very few proportion of the workers replied that they felt disturbed a lot for the above factors.<sup>31</sup>

#### 4.5 Workers attitude toward shift workings

Sugar mills run for 24 hours. It is very difficult on the part of an individual to work 24 hours. On the otherhand, labour law imposed a limitation that a worker would be allowed to work 8 (eight) hours a day regularly. Bearing this limitation in mind hours of work have been divided into three shifts of 8 hours each. (Thakurgoan Sugar

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30. Appendix A-17

31. Appendix B- 9

Mill operates in three shifts) 1st shift starts at 8 a.m. and breaks at 4 p.m., 2nd shift starts at 4 p.m. and breaks at 12 O' clock at night and the 3rd shift starts at 12 mid-night and breaks at 8 a.m. Here question may arise how these shifts are changed and how individuals are placed in each shift. A shift is changed after four days i.e. an individual is liable to work in a particular shift for four days continuously. After finishing these four days he is likely to be replaced in another shift and by this way shifts are changed. In many cases it may be seen that majority of the workers feel monotony in working under a particular shift. Monotony may also come due to repeated work, hours of work, liking and dislikings of shifts etc. In order to run the organization smoothly managers should lay the emphasis on this point. To make it clear, a question was asked which shift workers liked best. The following table shows the opinion of the workers in respect of shift they like best. About 40 percent of the total workers like best all the shifts i.e. they are willing to do work in all shifts. Another 28.6 percent workers like best the 1st shift, and about 28.6 percent workers like best 1st and second shifts. A very negligible proportion of the workers like the 2nd shift only (i.e. about 2.9 percent).

Table - 3

Table showing the distribution of T.S.M. workers according to their opinion as to which shift they like most.

| Group               | Frequency as percentage |
|---------------------|-------------------------|
| 1. 1st shift        | 28.57                   |
| 2. 2nd shift        | 2.86                    |
| 3. 1st & 2nd shifts | 28.57                   |
| 4. All shifts       | 40.00                   |
| Total               | 100.00                  |

Note : Based on answer to question 11(c) in schedule -I  
When asked them to indicate more specifically, why they liked best a particular shift or shifts, the most frequent reason was stated by the workers was that as it was fixed by the authority. Those who like all shifts, amongst them 28.6 percent and those who like 1st and 2nd shifts amongst them 14.3 percent replied the above reason. On the otherhand, the workers who like 1st shift only, mentioned the reason as it is a suitable time for work. About 20 percent of the workers mentioned the above reason.<sup>32</sup> One thing observed is that none mentioned the likings of third shift. During the time of direct observation it was mentioned by many workers that they do not like third shift because the time of the

shift is detrimental to health.

Considering the case of the white collar workers, some questions were asked regarding their job. All the questions reflected the idea of feeling of monotony, working hour and work load. To the question of whether they liked their present job or not majority of the staffs replied that they liked their job (about 67.5). Another 27.5 percent workers said that they liked their jobs very much. On the otherhand, a very negligible proportion i.e. 5 percent said they didn't like their jobs.<sup>33</sup>

To the question of whether they feel monotony in performing their jobs or not, about 52.5 percent of the workers replied that they felt monotony and about 47.5 percent of the staff replied that they did not feel monotony.<sup>34</sup> The most frequent reasons for monotony were stated that they were to perform repeated types of work regularly and with heavy work load.

When they were asked to indicate more categorically whether their supervisors always try to give them more work-load intensionally, great majority of the staffs i.e. 82.5 percent stated that the officers did not give them more work load intensionally on the otherhand, a negligible proportion

33. Appendix B-10

34. Appendix B-11



of the staffs thought that their supervisors give them more work load intensionally.<sup>35</sup>

#### 4.6 Benifits and Services to the workers.

The range and variety of workers benefits and servgices are broad. Many studies identified it as a welfare plan and other identified as synonymous with "fringe benefits". Under these circumstances, it is necessary to define these terms - benefits and services - for the purpose of present study. Benefits may be regarded as the more tangible financial contri- butions to workers i.e. special payments to those who are ill, contribution to employees' savings, distribution of stock, insurance, hospitalization and private pensions etc.<sup>36</sup>

Services are actions taken for assistance or aid to workers. Such as provision for legal aid or personnel counselling or recreational advice or guidance.<sup>37</sup> The following benefits and services are available at the Thakurgoan Sugar Mills, Ltd.

##### 4.6.1 Overtime duty

Generally, overtime duty is available in almost all types of organization. It largely depends on the pressure of works. Overtime duty is done while the number of pending works create pressures. It is an additional or excess from the scheduled work. By doing this work the workers get

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35. Appendix B-12

36. Dale Yoder, op. cit., P-634

37. Ibid, 634

monetary benefits. The determination of pay for the overtime duty is usually made on the basis of hour or time. In the case of Thakurgoan Sugar Mills Ltd, there is an opportunity for overtime duty. Sometimes it is seen that dissatisfaction has been arisen due to maldistribution of overtime duty. In the case of blue collar workers majority of them said that the distribution methods of overtime duty were unbiased and free of errors i.e. about 57.1 percent of the workers felt unbiased and 42.9 percent of them felt biased or full of errors. The following table will show the above figures.

Table - 4

Table showing the distribution of T.S.M. workers according to their views whether the distribution of overtime duty is biased or unbiased.

| Group                               | Frequency as percentage |         |
|-------------------------------------|-------------------------|---------|
|                                     | Staff                   | Workers |
| 1. Distribution method is unbiased. | 80.00                   | 57.14   |
| 2. Distribution method is biased.   | 20.00                   | 42.86   |
| Total                               | 100.00                  | 100.00  |

Note : Based on the answer to question 18 in schedule-I While considering the case of the white collar workers, 80 percent of staffs said that the distribution of overtime duty was made without bias and 20 percent of staffs replied that the method was biased. It is apparent that the views

expressed by the two groups of worker are identical but the percentage is different.

When workers were asked to indicate more categorically why they thought the method was biased, they replied that favouratism and nepotism were the obvious reasons. Further, superior officers favour their relations or known selected persons. During the time of direct observation it was found that some workers are too much hostile towards few superior officials due to discriminatory favours.

#### 4.6.2 Medical facility

In the Thakurgoan Sugar Mill, there is a medical centre for the employees of the organization. The centre is situated within the mill campus. The condition of the medical centre is not good as felt by the total staffs and workers. During the time of direct observation they said that the number of doctors was one. Surprisingly enough, no doctor was found during the times of investigation. When the fact was brought to the knowledge of the authority, they replied that a doctor would be appointed very soon. Furthermore, the availability of necessary medicines is irregular. Some common medicines<sup>38</sup> are available regularly which are not conducive to the patients' health. At the sametime, the workers and staffs complained against some earlier doctors that they favoured superior officials by taking special care at the cost of indifference to workers. They also stated that valuable

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38. Common medicine refers to those medicines which are used generally for all diseases.

medicines were generally given to the superior officials. To verify this complain some questions were asked to the superior officials who in contrary replied that the workers got medicine issued against their name and later they sold it in the open market. It is visual that they merely a scapegoat. Furthermore, the nature of treatment is not very appreciable. Only primary aid are given here. If major treatment is necessary then it is transfered to the Sadar Hospital or Rangpur Medical College Hospital.

From the above statements it is apparent that the employees are seriously dissatisfied with the medical facilities. As a result they feel insecure in doing any serious task during their scheduled working hour, because there is no surity of proper treatment if they get hurt seriously in the course of business.

#### 4.6.3 Children Education

For the purpose of the education of employee children, there is a primary school sponsored by the mill authority. In this school, general education is given upto class VIII. The children of officers and other employees attend this school without segregation. When they were asked to indicate what is the position of this school majority i.e. 48.6 percent workers replied that the condition was very bad, another 25.7 percent replied that the condition of the school was very good and about 25.7 percent of the rest stated that the

condition was in between the two extremes. The above figures have been found from the following table.

Table - 5

Table showing the distribution of T.S.M. workers according to their opinion about the conditions of school which is sponsored by the authority.

| Group                                            | Frequency as percentage |
|--------------------------------------------------|-------------------------|
| 1. Condition of school is very good              | 25.71                   |
| 2. Condition of school is not so good not so bad | 25.71                   |
| 3. Condition of school is very bad               | 48.58                   |
| Total                                            | 100.00                  |

Note : Based on the answer to question No 22 in schedule-I when workers were asked to indicate more categorically why they felt that the condition of school was very bad, great majority of them replied that the attitude of the teachers of the school was not good. They favour the children of the officers in every event. On the otherhand, those who said the condition of school was very good, they stated that the teachers were very liberal in all respects and efficient as well. One thing is apparent that the opinion expressed by the two groups of people are heterogenous in nature. They replied that the school was not good whether the fact is that the school was maintained in the

#### 4.6.4 Prayer room

There is a mosque for the employees within the mill campus. The employees usually go there and say their prayer. In Islamic religion five times prayer is compulsory for every adult person. In practice, maintenance of five time prayers is very difficult in an organization where machine runs for 24 hours. It is very difficult to get enough time for saying prayer in the mosque. Usually they do not go to the mosque during the crushing season and pray at the open spaces of their work places. In addition, the mill authority arrange religions functions (milad) occasionally where all the employees of the Mills participate.

#### 4.6.5 Casual leave

Sometimes it happens that after coming from the house at the work place, if a news of accident or urgent piece of business is received it compels workers to go home immediately. On the one hand, it hampers the work and it creates a mental pressure if the worker fails to go home. But, in practice, it is seen that this incidental leave is given in almost all sort of organization. In order to make it clear, a question was asked whether they usually get this sort of leave. The total number of workers replied in affirmative when asked to indicate more categorically, how these leaves were granted. They replied that the authority first ascertained whether the leave was actually essential and permitted in the

case of genuineness. Another question was asked, in order to know whether they receive pay against this leave or not. In reply all the interviewee said in the affirmative.

#### 4.6.6 Other benefits.

In the Thakurgoan Sugar Mill there is a provision for provident fund. This fund system is created for the betterment of the workers. When the workers feel an urgent need for money they can borrow money from this fund. Certain percentage is deducted from worker's pay to create this fund. The employees of the sugar industry get a rationing allowance at the rate of Tk.25/- p.m. The employees are provided with transportation which is limited only for the purpose of official work. No transportation facility is available for personal use. There is a provision for production bonus also. If the workers are able to fulfil the production target of the year a bonus is awarded to each and every employee.

#### 4.7 Supervisors participation

The role of the supervisor or first line manager has long been regarded as a "problem area" of industrial relations. The role of supervisors have manifold effects. In one hand, he controls the work of the labourers in which workers feel frightened that there is someone to supervise their work and on the otherhand, they feel self involvement in that they are with the management and they are taking with the management representatives. In this connection, some questions were asked to clear whether the supervisors

participate with the workers or not in a set of task. To the question whether their supervisors helped them when they face any problem or not, the most frequent reply i.e. about 65.6 percent workers stated their supervisors sometimes helped them. On the otherhand, about 31.4 percent of the workers replied that their supervisors always helped them.<sup>39</sup> Similarly another question was asked to indicate how frequent their supervisors worked side by side with the workers. About 48.6 percent workers replied that their supervisors worked with them sometimes, about 45.7 percent workers answered that their supervisors always worked side by side with them. A very negligible proportion of the workers said that their supervisors never worked with them.<sup>40</sup> Another question was asked to indicate how frequently their supervisor discuss with them regarding their faults. A great majority i.e. about 45.7 percent of the workers replied that their supervisors discussed with them sometimes.<sup>41</sup>

Considering the case of the white collar workers to indicate the relationship between the supervisors and staffs, a question was asked to staffs to indicate whether their supervisors subscribe to the views for extending

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39. Appendix A-20

40. Appendix A-21

41. Appendix A-22



facilities or not. Surprisingly enough, about 50 percent of the staffs said the supervisors usually subscribe to their views. On the otherhand, about 50 percent of the staffs answered that their supervisors did not.<sup>42</sup> Supervisors usually subscribe or recommend for the cases of housing accommodation, promotion, financial award and medical facilities. When asked them to indicate why their supervisors did not subscribe views, the most frequent answer was that their supervisors thought that the facilities were equally distributed. The next highest frequency was that their supervisors did not feel necessary to recommend for those facilities. Similarly about 12.5 percent of the staffs replied that their supervisors did not take into account inspite of several reminder.<sup>43</sup>

It was observed that the staffs' duty were not confined to assist the officers only, sometimes they are permitted to express their opinion in making any decision. The advantage emerges that the staffs feel involved in subscribing views for decision, which highten their morale and increase the interest and enthusiasm. In such a case, the power ~~is~~ of decision making is decentralized and as a result the decision is likely to be effective. In this

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42. Appendix B-13

43. Appendix B-14

regard, a question was asked, whether officers and staffs work together in planning their future course of action or not. Majority of the staffs i.e. 70 percent replied that they work together, conversely the rest of the total answered that they are not permitted to work with their officers.<sup>44</sup>

The criticism of work of the subordinate sometimes appears in such a destructive nature which threatened the existence of the organization. But it has also a functional feature, such as, it creates the opportunity to improve one's shortcomings. A question was asked to the staffs, whether they received criticism from their supervisors or not.

Majority of the staffs said that they never received any criticism on the otherhand 27.5 percent staffs replied that they received criticism from their supervisor sometimes.<sup>45</sup>

During the time of direct observation a program for production fortnight was chalked out by the cumulative efforts of the employees irrespective of rank and position. This was done with a view to motivate the employees. This was undoubtedly a noble effort which encouraged the morality of the employees. The following were the objectives for production fortnight. This program was chalked out on the

44. Appendix - 15

45. Appendix B-16

46. Appendix - 17

47. Appendix - 18

basis of the following objectives :

1. Motivation and active participation of management personnel in productive activities by working with the workers.
2. Cleanliness of the plant premises.
3. Efficient maintenance and security of the plant and machinery and other properties.
4. Efficient use of store, reduction of losses/wastages in different stages of production process storage transportation and avoidable overhead.
5. Quality control of raw materials and product, achievement of production target local sales and exports.
6. Safety and prevention of fire hazards.

It was found that the total employees, (workers, staffs and officers) observed this noble program enthusiastically and wholeheartedly. It was looked like a festival of the organization.

#### 4.8 Attitude of workers toward Union Leaders

Generally trade union arise in response to unsatisfied needs of the employees, needs which often in the past have tended to pass unrecognized by management. "Trade-Union" means any combination of workmen or employers formed primarily for the purpose of regulating the relations between workmen and employers or workmen and workmen or employees and employers or for imposing restrictive conditions on the conduct of any trade or business and includes a federation of two or more trade unions.<sup>46</sup> Trade Unions are the usual

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46. A.M.Chowdhury, Industrial Relations Ordinance, 1969, Labour Publication, Dacca P-9

machinery through which the workers give expression to their demands and also their frustrations. Thus a trade union plays an important role in an organization. In the case of Thakurgoan Sugar Mill there is also a trade union. This union was established in 1960. At present the total strength of members of the union is 2,690. It has a governing body consisting of 37 members. The following table shows the governing body of T.S.M. Trade Union.

Table - 6

Table showing the T.S.M. Trade Union governing body

| Name of the post            | No of persons |
|-----------------------------|---------------|
| 1. President                | 1             |
| 2. Vice President           | 3             |
| 3. General secretary        | 1             |
| 4. Joint Secretary          | 2             |
| 5. Organizing Secretary     | 1             |
| 6. Finance Secretary        | 1             |
| 7. Social Welfare Secretary | 1             |
| 8. Publicity Secretary      | 1             |
| 9. Executive members        | 26            |
| Total                       | 37            |

Source : Direct observation.

In order to collect informations and facts from the various sections or departments, one member has been

deputed on each section or department to act as a representative of that department. Workers first express their difficulties and demand to the respective representative and a representative's duty is to place the demand to the central office. Workers may place their demand individually directly to the central office. The representatives have direct contact with the workers and trade-union office. In such a case demands come through primary inspection, whether it is legal or not. Another advantage of this representative system is that the information come from the more affected on participant's level, in that case trade leaders get the opportunity to make the decision carefully.

During the time of direct observation it was found that the majority of the members of trade-union thought that trade unions were useful. The most frequent achievements mentioned of this trade-union were to increase in wages and allowances for the workers. Other achievements mentioned were securing certain better terms and conditions of work and facilities, such as housing, leave with pay, loan from factory when required, stoppage of unreasonable suspensions etc. In 1977, when the country-wide pay scale intricacies were prevailing the trade-union of Thakurgoan Sugar Mills submitted a new pay scale in a revised form for implementation. Furthermore, the trade-union bargained for unreasonable stoppage of promotion of some of the

workers. It was stated that the trade-union leaders had to face lot of troubles in the bargaining table for the fulfilment of legal demands. They pointed out the rigid rules and regulations of the government and authority which caused trouble. On the otherhand, they mentioned that the project administrators power was limited in settling any issue or dispute.

Union leaders obviously occupy key position in the collective bargaining process. Hence, effectiveness of the trade union largely depend on the quality and characteristics of the leaders. It was the view of experts on labour problems of the then East Pakistan including officials that trade union leadership was of low quality. Excepting of a few competent leaders most of them were so called opportunists leaders and politicians.<sup>47</sup> In order to specify the quality and ability of the leaders some questions were asked. Majority of the workers believed that trade-union officials were able to achieve better for the workers. Regarding the quality of the leaders, a question was asked whether the leaders were honest or not. About 97.2 percent of the workers replied that the leaders were honest and a very negligible proportion

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47. A.F.A. Hossain & A. Farouk, Social Integration of Industrial Workers in Khulna, Bureau of Economic Research, University of Dacca, 1963 P-60

of the workers declined to respond.<sup>48</sup> To the question why they thought that the leaders were honest, the most frequent reasons they stated that the leaders' activities were reasonable and sincere. About 68.6 percent of the workers stated the above reason. About 25.7 percent of the workers answered that their leaders were cooperative minded. A very negligible proportion of the workers stated that the leaders always tried to make proper judgement concerning the demands of the workers.<sup>49</sup>

In reply to another question regarding whether they are able to discuss with the trade-union leaders or not the total number of workers said that they were always free to talk or discuss with the trade-union leaders of the organization. It appears that majority of the workers have good idea about or faith on the leaders. When asked to indicate whether all the leaders possessed the good qualities was essential for becoming a leader, all the workers replied in the affirmative sense, i.e. they had a good faith on the leader. Even this was stated during the time of observation that the leaders always support the workers for their genuine causes.

#### 4.9 Group work

Various studies suggested that group work had an influence on the production of the employees. Twenty years

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48. Appendix A-23

49. Appendix A-24

ago, Elton Mayo expressed the importance of employee group relationships, and subsequent investigations had borne out his reminder that "The individuals who make up a working department are not merely individuals ; they constitute a group within which individuals have developed routines of relationship to each other to their supervisors, to their work and to the policies of the company." The composition of work group is largely depended on the liking and disliking of the workers to work jointly. In order to clear the above statement, a question was asked whether they like or dislike to work jointly or not. A great majority of the workers i.e. about 77.2 percent replied that they liked to work jointly and about 22.8 percent of the workers stated that they did not like to work jointly.

The following table gives the above figures.

Table - 7

Table showing the distribution of T.S.M. workers according to opinions whether they like to work jointly or not.

| Group                      | Frequency as percentage |
|----------------------------|-------------------------|
| 1. Like to work jointly    | 77.15                   |
| 2. Dislike to work jointly | 22.85                   |
| Total                      | 100.00                  |

Note : Based on the answer to question 42 in schedule-I



When asked them to indicate why they liked to work jointly, the most frequent answer was that there was a possibility to get help from each other. About 54.3 percent workers answered the above reasons. Another two important reasons were mentioned that they derived pleasure in group work and felt initiative in group work, about 8.6 percent workers replied the above reason.<sup>50</sup> A very negligible proportion of the workers answered that there was a possibility to be aware of ones difficulty and an opportunity for consultation.

The most frequent reason regarding dislikes to work jointly, were to avoid disorderliness and chaos. About 43.3 percent workers replied the above. About 8.6 percent said that there was a possibility of becoming inattentive.

#### 4.10 The self satisfaction of the workers

In order to assess the self satisfaction of the workers some questions were asked whether they get <sup>self</sup> satisfaction in doing work or not. About 80 percent of the workers replied that they got self satisfaction in performing their duties and about 20 percent of the workers replied that they did not get self satisfaction at all.<sup>51</sup>

When asked them to indicate more clearly why they get self satisfaction, the most frequent answer was that, they felt that they were participating in national welfare, about

50. Appendix A-25

51. Appendix A-26

28.5 percent workers replied the above. About 28.5 percent workers replied that they were happy, because they were doing a job. Another 14.3 percent of the workers stated that there was an opportunity for self engagement in work.<sup>52</sup>

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## 52. Appendix A-27

## CHAPTER - 5

## MEASUREMENT OF JOB SATISFACTION

It has already<sup>been</sup> stated that job satisfaction is an important topic in the industrial relations field as the industrial relations problems usually arise due to low job satisfaction. The purpose in this study is to measure the level of job satisfaction which ultimately indicate the quality of labour management relationship in an industrial enterprise.

Researcher perceived the meaning of job satisfaction as the satisfaction or achievement with all aspects of the job - including work itself but also including working conditions, pay, the possibility of promotion, the recognition given for good work, the social environment of the job, hours of work etc. In the present study the researcher attempted five different job aspects for the purpose of his assessment. These were salary, physical working conditions, relationship with management, work interest and facility aspects. The operational definitions of the job aspects are given below :

**Salary :** Salary means the total amount of earnings.

**Physical working conditions :** This aspect is considered as the physical aspects of work place which are not necessarily a part of the work.

**Relationship with management :** This aspect has been used to mean the relationship of different categories of employees with their immediate boss and onwards.

Work interest : The meaning of this aspect is interest in the job, and sense of pride in accomplishment given by the job.

Facility aspect : includes various financial and non financial incentives i.e. promotion, overtime duty, children education, training, reward etc.

Thus researcher is concerned with five different job aspects basing on the above definition of the aspects. Finally, job satisfaction has been considered as a total effect of all those components. Each individual has been scored separately on each of these five component. Then the scores of each component have been divided into levels of satisfaction as high, medium and low. The levels of satisfaction have also been given weight as high = 3, medium = 2 and low = 1 on each job aspects separately. Then the scores of levels of these five components were totalled and again divided into three levels of satisfaction as high, medium and low.

The method used for the purpose of measurement is not a new method in the developing countries. This method has been used in India by Yogesh Atal.<sup>1</sup> In his work he quantified his qualitative data by using the same method. He used this method for the measurement of local participation in politics by the people of the country.

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1. Atal Yogesh, Local participation and National Politics, National Publicity House, Delhi, 1971

## 5.1 Assessment of job satisfaction of blue collar workers

### 5.1.1 Salary aspect.

In order to measure the satisfaction with regard to salary three questions were identified. Each question's attention was to reveal the attitude of the blue collar workers whether their salary was adequate or their salary was justified in terms of responsibility.

In some cases scores were given to the respondents according to their positive and negative answers. In other cases, researcher preferred scoring on the basis of weight of the answer.

Table 1

Table showing the distribution of blue collar workers according to questions and answers.

| Question                                                                                                   | Answer | Score | Frequency | Percentage |
|------------------------------------------------------------------------------------------------------------|--------|-------|-----------|------------|
| 1. Do you think your salary is adequate                                                                    | Yes    | 1     | X         | X          |
|                                                                                                            | No     | 0     | 35        | 100.00     |
| 2. Do you able to meet up your basic needs with the salary ?<br>(i.e. needs of food, clothing and shelter) | Yes    | 1     | X         | X          |
|                                                                                                            | No     | 0     | 35        | 100.00     |
| 3. Do you think your salary is justified in terms of responsibility?                                       | Yes    | 1     | X         | X          |
|                                                                                                            | No     | 0     | 35        | 100.00     |

The above table shows that the score range of each respondent was 0-3, with the higher scores indicating greater satisfaction and the lower scores indicating lower satisfaction with the components.

Table - 2

Table showing the distribution scores obtained from each individuals.

| Sl. No. | Sample Number | Questions |    |    |   | Total | Level of satisfaction | Weight |
|---------|---------------|-----------|----|----|---|-------|-----------------------|--------|
|         |               | Q1        | Q2 | Q3 |   |       |                       |        |
| 1.      | 128           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 2.      | 152           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 3.      | 118           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 4.      | 132           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 5.      | 37            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 6.      | 115           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 7.      | 135           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 8.      | 89            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 9.      | 25            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 10.     | 110           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 11.     | 33            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 12.     | 51            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 13.     | 172           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 14.     | 39            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 15.     | 84            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 16.     | 79            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 17.     | 76            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 18.     | 134           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 19.     | 43            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 20.     | 125           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 21.     | 15            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 22.     | 98            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 23.     | 174           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 24.     | 101           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 25.     | 91            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 26.     | 111           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 27.     | 11            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 28.     | 100           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 29.     | 24            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 30.     | 150           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 31.     | 70            | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 32.     | 129           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 33.     | 120           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 34.     | 103           | 0         | 0  | 0  | 0 | 0     | L                     | 1      |
| 35.     | 4             | 0         | 0  | 0  | 0 | 0     | L                     | 1      |

Distribution of the respondents according to score obtained from them was made in the Table No-2. That above table constituted as per questions and answers of Table No.2. Q1, Q2, Q3 indicates the questions and numbers given as per reply. If the answer is positive gets number 1 (one) and if negative it gets zero. All score tables of this chapter were prepared in that way.

Table - 3

Table showing the distribution of workers according to level of satisfaction with regard to salary.

| Score | Level of satisfaction | Weight | Frequency | Percentage |
|-------|-----------------------|--------|-----------|------------|
| 3     | High                  | 3      | X         | X          |
| 2     | Middle                | 2      | X         | X          |
| 0-1   | Low                   | 1      | 35        | 100.00     |

The scoring method showed in the index and responses of the individual workers ultimately lead to the above score board. The score range has been divided into 3, 2 and 0-1 and the score divisions <sup>are</sup> ~~were~~ ranked as high, medium and low respectively.

The result obtained from the above shows that the total employees have low satisfaction with regard to their salary. Specifically, cent percent workers are poorly satisfied with their salary.

## 5.1.2 Physical working condition aspect

Table - 4

Table showing the distribution of blue collar workers according to the questions and answers concerning physical working condition aspect.

| Question                                                                 | Answer                  | Score | Frequency | Percentage |
|--------------------------------------------------------------------------|-------------------------|-------|-----------|------------|
| 1. How much are you bothered at your work place by noise ?               | Bothered a lot          | 0     | 3         | 8.57       |
|                                                                          | Bothered to some extent | 1     | 7         | 20.00      |
|                                                                          | Not bothered at all     | 2     | 25        | 71.43      |
| 2. How much are you bothered by oil and grease at your work place?       | Bothered a lot          | 0     | 9         | 25.71      |
|                                                                          | Bothered to some extent | 1     | 10        | 28.57      |
|                                                                          | Not bothered at all     | 2     | 16        | 45.72      |
| 3. How much are you bothered by in-sufficient light at your work place ? | Bothered a lot          | 0     | 2         | 5.71       |
|                                                                          | Bothered to some extent | 1     | 12        | 34.29      |
|                                                                          | Not bothered at all.    | 2     | 21        | 60.00      |
| 4. How much are you bothered at your work place by dust ?                | Bothered a lot          | 0     | 5         | 14.28      |
|                                                                          | Bothered to some extent | 1     | 23        | 65.72      |
|                                                                          | Not bothered at all.    | 2     | 7         | 20.00      |
| 5. How much are you bothered by hot or cold at your work place?          | Bothered a lot          | 0     | 4         | 11.43      |
|                                                                          | Bothered to some extent | 1     | 23        | 65.72      |
|                                                                          | Not bothered at all.    | 2     | 8         | 22.85      |

The physical working conditions aspect were incorporated with five questions. The respondents were asked to



indicate their agreement or disagreement with the questionnaire items according to their intensity of disturbance.

The Table 5.4 reveals that an individual worker may have the possibility of getting zero, one or two for each question. Therefore, a worker may get a score for all the questions as high as ten and as low as zero. Thus, his score range varies from 0-10. Higher scoring indicate lower botheration and lower scoring indicate higher botheration.

Table - 5

Table showing the distribution of scores obtained from each individual for physical working condition aspect.

| Sl. No. | Sample No. | Questions |    |    |    |    | Total | Level | Weight |
|---------|------------|-----------|----|----|----|----|-------|-------|--------|
|         |            | Q1        | Q2 | Q3 | Q4 | Q5 |       |       |        |
| 1.      | 128        | 2         | 2  | 2  | 2  | 1  | 9     | H     | 3      |
| 2.      | 152        | 2         | 2  | 2  | 2  | 2  | 10    | H     | 3      |
| 3.      | 118        | 2         | 2  | 2  | 1  | 1  | 8     | H     | 3      |
| 4.      | 132        | 2         | 0  | 2  | 1  | 1  | 6     | M     | 2      |
| 5.      | 37         | 0         | 2  | 2  | 1  | 1  | 6     | M     | 2      |
| 6.      | 115        | 2         | 2  | 2  | 2  | 1  | 9     | H     | 3      |
| 7.      | 135        | 2         | 2  | 2  | 2  | 2  | 10    | H     | 3      |
| 8.      | 89         | 2         | 2  | 2  | 1  | 2  | 9     | H     | 3      |
| 9.      | 25         | 2         | 2  | 2  | 1  | 1  | 8     | H     | 3      |
| 10.     | 110        | 2         | 1  | 2  | 0  | 2  | 7     | M     | 2      |
| 11.     | 33         | 2         | 2  | 2  | 2  | 2  | 10    | H     | 3      |
| 12.     | 51         | 2         | 0  | 2  | 1  | 1  | 6     | M     | 2      |
| 13.     | 172        | 2         | 2  | 1  | 1  | 1  | 7     | M     | 2      |
| 14.     | 39         | 1         | 1  | 2  | 1  | 0  | 5     | M     | 2      |
| 15.     | 84         | 2         | 2  | 2  | 1  | 2  | 9     | H     | 3      |
| 16.     | 79         | 2         | 0  | 2  | 1  | 1  | 6     | M     | 2      |
| 17.     | 76         | 2         | 2  | 2  | 2  | 2  | 10    | H     | 3      |
| 18.     | 134        | 2         | 2  | 1  | 0  | 0  | 5     | M     | 2      |
| 19.     | 43         | 2         | 1  | 2  | 1  | 1  | 7     | M     | 2      |
| 20.     | 125        | 2         | 0  | 2  | 1  | 1  | 6     | M     | 2      |
| 21.     | 15         | 2         | 0  | 2  | 1  | 1  | 6     | M     | 2      |
| 22.     | 98         | 0         | 1  | 1  | 0  | 1  | 3     | L     | 1      |
| 23.     | 174        | 0         | 1  | 0  | 2  | 1  | 4     | L     | 1      |
| 24.     | 101        | 1         | 2  | 1  | 0  | 1  | 5     | M     | 2      |
| 25.     | 91         | 2         | 1  | 1  | 0  | 1  | 5     | M     | 2      |
| 26.     | 111        | 2         | 0  | 2  | 1  | 1  | 6     | M     | 2      |
| 27.     | 811        | 1         | 1  | 0  | 1  | 1  | 4     | L     | 1      |
| 28.     | 100        | 2         | 2  | 2  | 1  | 0  | 7     | M     | 3      |
| 29.     | 24         | 1         | 0  | 1  | 1  | 1  | 4     | L     | 1      |
| 30.     | 150        | 2         | 1  | 1  | 1  | 0  | 5     | M     | 2      |
| 31.     | 70         | 2         | 0  | 1  | 1  | 1  | 5     | M     | 2      |
| 32.     | 129        | 1         | 0  | 1  | 1  | 1  | 4     | L     | 1      |
| 33.     | 120        | 1         | 2  | 1  | 1  | 1  | 6     | M     | 2      |
| 34.     | 103        | 2         | 1  | 1  | 1  | 1  | 6     | M     | 2      |
| 35.     | 4          | 1         | 1  | 1  | 1  | 1  | 5     | M     | 2      |

The above Table shows that the distribution of individual workers scores obtained for physical working conditions aspect.

Table - 6

Table showing the distribution of workers according to the level of satisfaction with regard to physical working condition aspect.

| Score | Level of satisfaction | Weight | Frequency | Percentage |
|-------|-----------------------|--------|-----------|------------|
| 8-10  | High                  | 3      | 10        | 28.57      |
| 5-7   | Middle                | 2      | 20        | 57.15      |
| 0-4   | Low                   | 1      | 5         | 14.28      |

The scoring method showed in the Table 0.5 and responses of the individual worker ultimately lead to the above score board. The score ranges have been categorically divided into 8-10, 5-7, 0-4 and the score divisions <sup>are</sup> ~~are~~ ranked as high, medium and low respectively.

The Table No. 0.6 reveals that 28.6 percent workers are highly satisfied, 57.2 percent workers are moderately satisfied and 14.2 percent workers have low satisfaction with regard to physical working condition aspect.

#### 5.1.3 Relationship with management aspect.

This aspect incorporated with three questions. The scores were given to each respondent according to the agreement or disagreement with the questionnaire items.

Table 7

Table showing the distribution of blue collar workers according to the questions and answers regarding Relationship with management aspect.

| Question                                                                        | Answer    | Score | Frequency | Percentage |
|---------------------------------------------------------------------------------|-----------|-------|-----------|------------|
| 1. Does your supervisor help you when you face any problem in performing duty ? | Always    | 2     | 4         | 11.43      |
|                                                                                 | Sometimes | 1     | 9         | 25.71      |
|                                                                                 | Never     | 0     | 22        | 62.86      |
| 2. Does your supervisor work side by side with you ?                            | Always    | 2     | 3         | 8.57       |
|                                                                                 | Sometimes | 1     | 9         | 25.71      |
|                                                                                 | Never     | 0     | 23        | 65.72      |
| 3. Does your supervisor discuss with you concerning any fault ?                 | Always    | 2     | 3         | 8.57       |
|                                                                                 | Sometimes | 1     | 10        | 28.57      |
|                                                                                 | Never     | 0     | 22        | 62.86      |

The above Table shows that an individual worker may have the possibility of getting zero, one or two for each question. The total range of scores for this aspect varies from 0-6,. Higher the scores means the higher satisfactory relationship with management.

Table - 8

Table showing the distribution of scores obtained from each individual for relationship with management aspect.

| Sl No. | Sample number | Questions |    |    |    |    | Total | Level of satisfaction | Weight |
|--------|---------------|-----------|----|----|----|----|-------|-----------------------|--------|
|        |               | Q1        | Q2 | Q3 | Q4 | Q5 |       |                       |        |
| 1.     | 128           | 1         | 1  | 1  | 1  | 3  |       | M                     | 2      |
| 2.     | 152           | 1         | 1  | 1  | 1  | 3  |       | M                     | 2      |
| 3.     | 118           | 1         | 2  | 2  | 2  | 5  |       | H                     | 3      |
| 4.     | 132           | 2         | 2  | 2  | 2  | 6  |       | H                     | 3      |
| 5.     | 37            | 1         | 1  | 1  | 1  | 3  |       | M                     | 2      |
| 6.     | 115           | 1         | 1  | 1  | 1  | 3  |       | M                     | 2      |
| 7.     | 135           | 1         | 1  | 1  | 1  | 3  |       | M                     | 2      |
| 8.     | 89            | 2         | 1  | 1  | 1  | 4  |       | M                     | 2      |
| 9.     | 25            | 1         | 1  | 1  | 1  | 3  |       | M                     | 2      |
| 10.    | 110           | 2         | 1  | 1  | 1  | 4  |       | M                     | 2      |
| 11.    | 33            | 2         | 2  | 2  | 2  | 6  |       | H                     | 3      |
| 12.    | 51            | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 13.    | 172           | 1         | 1  | 1  | 1  | 3  |       | M                     | 2      |
| 14.    | 39            | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 15.    | 84            | 1         | 1  | 1  | 1  | 3  |       | M                     | 2      |
| 16.    | 79            | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 17.    | 76            | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 18.    | 134           | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 19.    | 43            | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 20.    | 125           | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 21.    | 15            | 1         | 0  | 0  | 0  | 1  |       | L                     | 1      |
| 22.    | 98            | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 23.    | 174           | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 24.    | 101           | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 25.    | 91            | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 26.    | 111           | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 27.    | 11            | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 28.    | 100           | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 29.    | 24            | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 30.    | 150           | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 31.    | 70            | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 32.    | 129           | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 33.    | 120           | 0         | 0  | 1  | 1  | 1  |       | L                     | 1      |
| 34.    | 103           | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |
| 35.    | 4             | 0         | 0  | 0  | 0  | 0  |       | L                     | 1      |

The above Table indicates the distribution of individual respondents score obtained for relationship with management aspect.

5.1.4 Table - 9

Table showing the distribution of level of satisfaction in percentage regarding relationship with management aspect.

| Score | Level of satisfaction | Weight | Frequency | Percentage |
|-------|-----------------------|--------|-----------|------------|
| 5-6   | High                  | 3      | 3         | 8.57       |
| 3-4   | Middle                | 2      | 10        | 28.57      |
| 0-2   | Low                   | 1      | 22        | 62.86      |

The scoring method of Table No.8 and responses of the individual workers ultimately lead to the above score board. The range of score has been divided categorically into 5-6, 3-4 and 0-2 and the score divisions <sup>are</sup> ~~are~~ ranked as high, medium and low respectively.

The table No. 9 indicates that 8.6 percent of the workers have high satisfactory relationship with management, 28.6 percent of them have moderate satisfactory relationship and 62.8 percent have low satisfactory relationship with management.

Thus, the score range of an individual varies from 0-3 higher score reflecting higher work interest and lower score reflecting lower work interest.

## 5.1.4 Work interest aspect.

Table - 10

Table showing the distribution of blue collar workers according to the question and answer regarding work interest aspect.

| Question                                                  | Answer | Score | Frequency | Percentage |
|-----------------------------------------------------------|--------|-------|-----------|------------|
| 1. Do you get self satisfaction in performing your duty ? | Yes    | 1     | 11        | 31.43      |
|                                                           | No     | 0     | 24        | 68.57      |
| 2. Do you like transfer from the present job to another ? | Yes    | 0     | 28        | 80.00      |
|                                                           | No     | 1     | 7         | 20.00      |
| 3. Did you get any reward for good performance ?          | Yes    | 1     | 3         | 8.57       |
|                                                           | No     | 0     | 32        | 91.43      |

This aspect incorporated with three questions.

Respondents were asked to indicate their agreement or disagreement with the questionnaire items.

The Table No.10 shows that an individual may get a score for all the questions as high as 3 and as low as 0. Thus, the score range of an individual varies from 0-3 higher score indicating higher work interest and lower score indicating lower work interest.

Table - 11

Table showing the distribution of score obtained from each individuals for work interest aspect.

| Questions |               |    |    |    |       |                       |
|-----------|---------------|----|----|----|-------|-----------------------|
| Sl No.    | Sample Number | Q1 | Q2 | Q3 | Total | Level of satisfaction |
| 1.        | 128           | 1  | 0  | 0  | 1     | L                     |
| 2.        | 152           | 0  | 0  | 0  | 0     | L                     |
| 3.        | 118           | 1  | 1  | 1  | 3     | H                     |
| 4.        | 132           | 1  | 1  | 1  | 3     | H                     |
| 5.        | 37            | 0  | 0  | 0  | 0     | L                     |
| 6.        | 115           | 0  | 0  | 0  | 0     | L                     |
| 7.        | 135           | 0  | 0  | 0  | 0     | L                     |
| 8.        | 89            | 0  | 1  | 0  | 1     | L                     |
| 9.        | 25            | 0  | 0  | 0  | 0     | L                     |
| 10.       | 110           | 1  | 0  | 0  | 1     | L                     |
| 11.       | 33            | 1  | 1  | 0  | 2     | M                     |
| 12.       | 51            | 0  | 0  | 0  | 0     | L                     |
| 13.       | 172           | 0  | 1  | 0  | 1     | L                     |
| 14.       | 39            | 0  | 0  | 0  | 0     | L                     |
| 15.       | 84            | 1  | 0  | 0  | 1     | L                     |
| 16.       | 79            | 0  | 0  | 0  | 0     | L                     |
| 17.       | 76            | 1  | 1  | 1  | 3     | H                     |
| 18.       | 134           | 1  | 0  | 0  | 1     | L                     |
| 19.       | 43            | 0  | 0  | 0  | 0     | L                     |
| 20.       | 125           | 0  | 0  | 0  | 0     | L                     |
| 21.       | 15            | 0  | 0  | 0  | 0     | L                     |
| 22.       | 98            | 1  | 0  | 0  | 1     | L                     |
| 23.       | 174           | 1  | 0  | 0  | 1     | L                     |
| 24.       | 101           | 0  | 0  | 0  | 0     | L                     |
| 25.       | 91            | 0  | 0  | 0  | 0     | L                     |
| 26.       | 111           | 0  | 0  | 0  | 0     | L                     |
| 27.       | 11            | 0  | 0  | 0  | 0     | L                     |
| 28.       | 100           | 1  | 1  | 0  | 2     | M                     |
| 29.       | 24            | 0  | 0  | 0  | 0     | L                     |
| 30.       | 150           | 0  | 0  | 0  | 0     | L                     |
| 31.       | 70            | 0  | 0  | 0  | 0     | L                     |
| 32.       | 129           | 0  | 0  | 0  | 0     | L                     |
| 33.       | 120           | 0  | 0  | 0  | 0     | L                     |
| 34.       | 103           | 0  | 0  | 0  | 0     | L                     |
| 35.       | 4             | 0  | 0  | 0  | 0     | L                     |

The above Table indicates that the distribution of individual workers score obtained for work interest aspect.

3.1.5 Distribution of workers according to Table - 12

Table showing the distribution of workers according to the level of satisfaction with regard to work interest aspect.

| Score | Level of satisfaction | Weight | Frequency | Percentage |
|-------|-----------------------|--------|-----------|------------|
| 3     | High                  | 3      | 3         | 8.57       |
| 2     | Middle                | 2      | 2         | 5.71       |
| 0-1   | Low                   | 1      | 30        | 85.72      |

The Table No. 10 and Table No.11 ultimately lead to the above score board. The range of score has been divided into 3,2 and 0-1 and the score divisions are ranked as high, medium and low respectively.

The Table No.12 reveals that 8.6 percent workers have high work interest, 5.7 percent workers have medium and 85.7 percent workers have low work interest.

The report concludes that the workers are not very much satisfied with the present work conditions.

The Table No. 13 shows that the score range of work interest varies from 0-4 for this aspect. Higher the score indicates higher satisfaction with the facilities and lower the score indicates lower satisfaction with the facilities.



## 5.1.5 Facility aspect.

Table - 13

Table showing the distribution of blue collar workers according to questions and answers regarding facility aspect.

| Question                                                        | Answer  | Score | Frequency | Percentage |
|-----------------------------------------------------------------|---------|-------|-----------|------------|
| 1. Did you get any promotion through out your service career ?  | Yes     | 1     | 18        | 51.42      |
|                                                                 | No      | 0     | 17        | 48.58      |
| 2. Do you think, over time works are distributed without bias ? | Unbias  | 1     | 9         | 25.71      |
|                                                                 | Bias    | 0     | 26        | 74.29      |
| 3. What is the condition of school ?                            | Good    | 2     | 9         | 25.71      |
|                                                                 | Average | 1     | 21        | 60.00      |
|                                                                 | bad     | 0     | 5         | 14.29      |

This aspect consists of three questions. Respondents were asked to indicate their agreement or disagreement with the questionnaire items.

Table No. 13 shows that the score range of each individual varies from 0-4 for this aspect. Higher the score indicate the higher satisfaction with the facilities and the lower score indicate the lower satisfaction with the facilities

Table -14

Table showing the distribution of score obtained from individual respondents for facility aspects

| Sl No. | Sample Number | Q1 | Q2 | Q3 | Total | Level | Weight |
|--------|---------------|----|----|----|-------|-------|--------|
| 1.     | 128           | 1  | 0  | 1  | 2     | L     | 1      |
| 2.     | 152           | 1  | 0  | 1  | 2     | L     | 1      |
| 3.     | 118           | 1  | 1  | 1  | 3     | M     | 2      |
| 4.     | 132           | 1  | 1  | 1  | 3     | M     | 2      |
| 5.     | 37            | 1  | 0  | 0  | 1     | L     | 1      |
| 6.     | 115           | 1  | 0  | 1  | 2     | L     | 1      |
| 7.     | 135           | 0  | 0  | 1  | 1     | L     | 1      |
| 8.     | 89            | 1  | 0  | 0  | 1     | L     | 1      |
| 9.     | 25            | 1  | 0  | 2  | 3     | M     | 2      |
| 10.    | 110           | 1  | 0  | 1  | 2     | L     | 1      |
| 11.    | 35            | 1  | 1  | 2  | 4     | H     | 3      |
| 12.    | 51            | 1  | 0  | 2  | 3     | M     | 2      |
| 13.    | 172           | 1  | 0  | 1  | 2     | L     | 1      |
| 14.    | 39            | 0  | 0  | 2  | 2     | L     | 1      |
| 15.    | 84            | 0  | 0  | 1  | 1     | L     | 1      |
| 16.    | 79            | 1  | 1  | 1  | 3     | M     | 2      |
| 17.    | 76            | 1  | 1  | 1  | 3     | M     | 2      |
| 18.    | 134           | 0  | 0  | 1  | 1     | L     | 1      |
| 19.    | 43            | 0  | 0  | 1  | 1     | L     | 1      |
| 20.    | 125           | 0  | 0  | 1  | 1     | L     | 1      |
| 21.    | 15            | 1  | 0  | 1  | 2     | L     | 1      |
| 22.    | 98            | 1  | 0  | 2  | 3     | M     | 2      |
| 23.    | 174           | 0  | 0  | 1  | 1     | L     | 1      |
| 24.    | 101           | 0  | 0  | 0  | 0     | L     | 1      |
| 25.    | 91            | 1  | 0  | 2  | 3     | M     | 2      |
| 26.    | 111           | 0  | 0  | 1  | 2     | L     | 1      |
| 27.    | 11            | 0  | 0  | 0  | 1     | L     | 1      |
| 28.    | 100           | 1  | 1  | 1  | 3     | M     | 2      |
| 29.    | 24            | 0  | 0  | 1  | 1     | L     | 1      |
| 30.    | 150           | 0  | 0  | 1  | 1     | L     | 1      |
| 31.    | 70            | 0  | 0  | 2  | 2     | L     | 1      |
| 32.    | 129           | 0  | 0  | 0  | 0     | L     | 1      |
| 33.    | 120           | 0  | 1  | 1  | 2     | L     | 1      |
| 34.    | 103           | 0  | 1  | 1  | 2     | L     | 1      |
| 35.    | 4             | 0  | 1  | 2  | 3     | M     | 2      |

The above table shows the distribution of score obtained by individual respondent for the facility aspect.

Table - 15

Table showing the distribution of level of satisfaction with respect to facility aspect.

| Score | Level of satisfaction | Weight | Frequency | Percentage |
|-------|-----------------------|--------|-----------|------------|
| 4     | High                  | 3      | 1         | 2.86       |
| 3     | Middle                | 2      | 10        | 28.57      |
| 0-2   | Low                   | 1      | 24        | 68.57      |

The Table No. 13 and Table No-14 ultimately lead to above score board. The range of score has been ~~categorized~~ divided into 4.3 and 0-2 and the score division are ranked as high, medium and low respectively.

The Table No. 15 indicates that 2.8 percent workers are highly satisfied with the facilities, 28.6 percent workers are moderately satisfied and 68.6 percent workers have low satisfaction with the facilities.

From the preceeding Tables researcher obtained the blue collar worker's level of satisfaction for individual job aspects. As stated earlier that the level of job satisfaction has considered as a total effect of all these components. Thus, for the purpose of measurement, the next step is to give weight to each individuals level of satisfaction and weight has been given as high = 3, medium = 2 and low = 1.

Table - 16  
Composite exposure index of Blue Collar Workers

| Sl No. | Sample Number | A S P E C T S |    |    |    |    | Total | Level of Satisfaction |
|--------|---------------|---------------|----|----|----|----|-------|-----------------------|
|        |               | A1            | A2 | A3 | A4 | A5 |       |                       |
| 1.     | 128           | 1             | 3  | 2  | 1  | 1  | 8     | M                     |
| 2.     | 152           | 1             | 3  | 2  | 1  | 1  | 8     | M                     |
| 3.     | 118           | 1             | 3  | 3  | 3  | 2  | 12    | M                     |
| 4.     | 132           | 1             | 2  | 3  | 3  | 2  | 11    | M                     |
| 5.     | 37            | 1             | 2  | 2  | 1  | 1  | 7     | L                     |
| 6.     | 115           | 1             | 3  | 2  | 1  | 1  | 8     | M                     |
| 7.     | 135           | 1             | 3  | 2  | 1  | 1  | 8     | M                     |
| 8.     | 89            | 1             | 3  | 2  | 1  | 1  | 8     | M                     |
| 9.     | 25            | 1             | 3  | 2  | 1  | 2  | 9     | M                     |
| 10.    | 110           | 1             | 2  | 2  | 1  | 1  | 7     | L                     |
| 11.    | 33            | 1             | 3  | 3  | 2  | 3  | 12    | M                     |
| 12.    | 51            | 1             | 2  | 1  | 1  | 2  | 7     | L                     |
| 13.    | 172           | 1             | 2  | 2  | 1  | 1  | 7     | L                     |
| 14.    | 39            | 1             | 2  | 1  | 1  | 1  | 6     | L                     |
| 15.    | 84            | 1             | 3  | 2  | 1  | 1  | 8     | M                     |
| 16.    | 79            | 1             | 2  | 1  | 1  | 2  | 7     | L                     |
| 17.    | 76            | 1             | 3  | 1  | 3  | 2  | 10    | M                     |
| 18.    | 134           | 1             | 2  | 1  | 1  | 1  | 6     | L                     |
| 19.    | 43            | 1             | 2  | 1  | 1  | 1  | 6     | L                     |
| 20.    | 125           | 1             | 2  | 1  | 1  | 1  | 6     | L                     |
| 21.    | 15            | 1             | 2  | 1  | 1  | 1  | 6     | L                     |
| 22.    | 98            | 1             | 1  | 1  | 1  | 2  | 6     | L                     |
| 23.    | 174           | 1             | 1  | 1  | 1  | 1  | 5     | L                     |
| 24.    | 11            | 1             | 2  | 1  | 1  | 1  | 6     | L                     |
| 25.    | 91            | 1             | 2  | 1  | 1  | 2  | 7     | L                     |
| 26.    | 111           | 1             | 2  | 1  | 1  | 1  | 6     | L                     |
| 27.    | 11            | 1             | 1  | 1  | 1  | 1  | 5     | L                     |
| 28.    | 100           | 1             | 3  | 1  | 2  | 2  | 9     | M                     |
| 29.    | 24            | 1             | 1  | 1  | 1  | 1  | 5     | L                     |
| 30.    | 150           | 1             | 1  | 1  | 1  | 1  | 5     | L                     |
| 31.    | 70            | 1             | 2  | 1  | 1  | 1  | 6     | L                     |
| 32.    | 129           | 1             | 1  | 1  | 1  | 1  | 5     | L                     |
| 33.    | 120           | 1             | 2  | 1  | 1  | 1  | 6     | L                     |
| 34.    | 103           | 1             | 2  | 1  | 1  | 1  | 6     | L                     |
| 35.    | 4             | 1             | 2  | 1  | 1  | 2  | 7     | L                     |

It shows the distribution of blue collar worker's (individually) score obtained from different job aspects according to weight given as per the rank of satisfaction. The Table -16 composed the following Table in order to specify the level of job satisfaction of the blue collar workers.

Table - 17

Table showing the level of job satisfaction of blue collar workers.

| Score | Level of job satisfaction | Frequency | Percentage |
|-------|---------------------------|-----------|------------|
| 13-15 | High                      | -         | -          |
| 9-12  | Middle                    | 12        | 34.28      |
| 5-8   | Low                       | 23        | 65.72      |

Thus an individual may have the possibility of getting score as high as 15 and as low as 5. The score range have been divided into 13-15, 8-12 and 5-7 and score divisions have been ranked as high, medium and low.

The Table No. 5.16 shows the level of job satisfaction of blue collar workers. A great majority of the workers i.e. 65.7% have low job satisfaction and 34.3 percent workers have moderate job satisfaction. But surprisingly enough that none is highly satisfied.

## 5.2 Assessment of job satisfaction of white collar workers

For the purpose of estimating the job satisfaction of white collar workers, researcher considered again five different job aspects. These were, salary, physical working conditions, relationship with management, work interest, and facility aspects. The total procedures applied for this estimation is fully alike to the process applied for estimation of job satisfaction of blue collar workers i.e. job satisfaction is the total effect of all those components, and scores of each component has been estimated separately as below .

### 5.2.1 Salary aspect.

Table - 18

Table showing the distribution of white collar worker according to questions and answer regarding salary aspect.

| Question                                                                            | Answer | Score | Frequency | Percentage |
|-------------------------------------------------------------------------------------|--------|-------|-----------|------------|
| 1. Do you think your salary is adequate?                                            | Yes    | 1     | X         | X          |
|                                                                                     | No     | 0     | 40        | 100.00     |
| 2. Do you think your salary is sufficient to meet up your basic needs ?             | Yes    | 1     | X         | X          |
|                                                                                     | No     | 0     | 40        | 100.00     |
| 3. Do you agree that the salary should be increased in relation to price increase ? | Yes    | 1     | X         | X          |
|                                                                                     | No     | 0     | 40        | 100.00     |

Respondants were asked to indicate their agreement or disagreement with the questionnaire items. The possible range of score varies from 0-3.

Table - 19

Table showing the distribution of score obtained from each individual for salary aspect.

| Sl No. | Sample Number | Question |    |    | Level of satisfaction | Weight |
|--------|---------------|----------|----|----|-----------------------|--------|
|        |               | Q1       | Q2 | Q3 | Total                 |        |
| 1.     | 134           | 0        | 0  | 0  | 0                     | 1      |
| 2.     | 160           | 0        | 0  | 0  | 0                     | 1      |
| 3.     | 168           | 0        | 0  | 0  | 0                     | 1      |
| 4.     | 50            | 0        | 0  | 0  | 0                     | 1      |
| 5.     | 181           | 0        | 0  | 0  | 0                     | 1      |
| 6.     | 194           | 0        | 0  | 0  | 0                     | 1      |
| 7.     | 174           | 0        | 0  | 0  | 0                     | 1      |
| 8.     | 143           | 0        | 0  | 0  | 0                     | 1      |
| 9.     | 13            | 0        | 0  | 0  | 0                     | 1      |
| 10.    | 177           | 0        | 0  | 0  | 0                     | 1      |
| 11.    | 61            | 0        | 0  | 0  | 0                     | 1      |
| 12.    | 197           | 0        | 0  | 0  | 0                     | 1      |
| 13.    | 26            | 0        | 0  | 0  | 0                     | 1      |
| 14.    | 109           | 0        | 0  | 0  | 0                     | 1      |
| 15.    | 95            | 0        | 0  | 0  | 0                     | 1      |
| 16.    | 175           | 0        | 0  | 0  | 0                     | 1      |
| 17.    | 20            | 0        | 0  | 0  | 0                     | 1      |
| 18.    | 185           | 0        | 0  | 0  | 0                     | 1      |
| 19.    | 59            | 0        | 0  | 0  | 0                     | 1      |
| 20.    | 163           | 0        | 0  | 0  | 0                     | 1      |
| 21.    | 53            | 0        | 0  | 0  | 0                     | 1      |
| 22.    | 119           | 0        | 0  | 0  | 0                     | 1      |
| 23.    | 117           | 0        | 0  | 0  | 0                     | 1      |
| 24.    | 132           | 0        | 0  | 0  | 0                     | 1      |
| 25.    | 164           | 0        | 0  | 0  | 0                     | 1      |
| 26.    | 114           | 0        | 0  | 0  | 0                     | 1      |
| 27.    | 86            | 0        | 0  | 0  | 0                     | 1      |
| 28.    | 139           | 0        | 0  | 0  | 0                     | 1      |
| 29.    | 6             | 0        | 0  | 0  | 0                     | 1      |
| 30.    | 103           | 0        | 0  | 0  | 0                     | 1      |
| 31.    | 87            | 0        | 0  | 0  | 0                     | 1      |
| 32.    | 52            | 0        | 0  | 0  | 0                     | 1      |
| 33.    | 166           | 0        | 0  | 0  | 0                     | 1      |
| 34.    | 105           | 0        | 0  | 0  | 0                     | 1      |
| 35.    | 45            | 0        | 0  | 0  | 0                     | 1      |
| 36.    | 25            | 0        | 0  | 0  | 0                     | 1      |
| 37.    | 176           | 0        | 0  | 0  | 0                     | 1      |
| 38.    | 2             | 0        | 0  | 0  | 0                     | 1      |
| 39.    | 17            | 0        | 0  | 0  | 0                     | 1      |
| 40.    | 167           | 0        | 0  | 0  | 0                     | 1      |



The above Table shows the distribution of individual respondents score obtained for salary aspect.

Table - 20

Table showing the distribution of workers according to level of satisfaction with regard to salary.

| Score | Level of satisfaction | Weight | Frequency | Percentage |
|-------|-----------------------|--------|-----------|------------|
| 3     | High                  | 3      | X         | X          |
| 2     | Medium                | 2      | X         | X          |
| 0-1   | Low                   | 1      | 140       | 100.00     |

The above table - 20 has been constructed from the Table No.19. The score range has been divided into 3,2 and 0-1 and score divisions are ranked as high, medium and low.

The result obtained from Table No.20, indicates that cent percent workers have low satisfaction with the salary.



## 5.2.2 Physical working conditions.

Table - 21

Table showing the distribution of white collar workers in percentages according to questions and answers regarding physical working conditions.

| Questions                                                                    | Answer                   | Score | Frequency | Percentage |
|------------------------------------------------------------------------------|--------------------------|-------|-----------|------------|
| 1. How much are you bothered at the workplace by noise ?                     | Bothered a lot           | 0     | 9         | 22.50      |
|                                                                              | Bothered to some extent  | 1     | 13        | 32.50      |
|                                                                              | Not bothered at all      | 2     | 18        | 45.00      |
| 2. How much are you bothered at the workplace by insufficient light ?        | Bothered a lot.          | 0     | 1         | 2.50       |
|                                                                              | Bothered to some extent  | 1     | 6         | 13.00      |
|                                                                              | Not bothered at all      | 2     | 33        | 82.50      |
| 3. How much are you bothered at the workplace by dust ?                      | Bothered a lot           | 0     | 3         | 17.50      |
|                                                                              | Bothered to some extent. | 1     | 11        | 27.50      |
|                                                                              | Not bothered at all      | 2     | 26        | 65.00      |
| 4. How much are you bothered by the condition of staff room (accommodation)? | Bothered a lot           | 0     | 9         | 22.50      |
|                                                                              | Bothered to some extent  | 1     | 14        | 35.00      |
|                                                                              | Not bothered at all      | 2     | 17        | 42.50      |

The physical working conditions aspect consists of four questions. Respondents were asked to indicate their agreement or disagreement according to their intensity of disturbance.

The Table No.21 states that an individual may get a score for all the questions of the aspect as high as eight and as low as zero. Thus, his score range varies from 0-8. Higher scores indicate lower disturbance and lower scores indicates higher disturbance.

Table - 22

Table showing the distribution of score obtained from each individual for physical working conditions aspect.

| Sl No. | Sample Number | Q1 | Q2 | Q3 | Q4 | Total | Level of satisfaction | weight |
|--------|---------------|----|----|----|----|-------|-----------------------|--------|
| 1.     | 134           | 2  | 2  | 1  | 2  | 7     | H                     | 3      |
| 2.     | 160           | 1  | 2  | 2  | 1  | 6     | M                     | 2      |
| 3.     | 168           | 0  | 1  | 0  | 2  | 3     | L                     | 1      |
| 4.     | 50            | 2  | 1  | 2  | 2  | 7     | H                     | 3      |
| 5.     | 181           | 0  | 1  | 0  | 0  | 1     | L                     | 1      |
| 6.     | 194           | 1  | 2  | 1  | 1  | 5     | M                     | 2      |
| 7.     | 174           | 1  | 2  | 1  | 1  | 5     | M                     | 2      |
| 8.     | 143           | 2  | 2  | 2  | 1  | 7     | H                     | 3      |
| 9.     | 13            | 1  | 2  | 2  | 0  | 5     | M                     | 2      |
| 10.    | 177           | 0  | 2  | 2  | 1  | 5     | M                     | 2      |
| 11.    | 61            | 0  | 1  | 0  | 0  | 1     | L                     | 1      |
| 12.    | 197           | 0  | 2  | 1  | 0  | 3     | L                     | 1      |
| 13.    | 26            | 0  | 2  | 1  | 0  | 3     | L                     | 1      |
| 14.    | 109           | 1  | 2  | 2  | 0  | 5     | M                     | 2      |
| 15.    | 95            | 1  | 2  | 2  | 1  | 6     | M                     | 2      |
| 16.    | 175           | 1  | 2  | 2  | 1  | 6     | M                     | 2      |
| 17.    | 20            | 1  | 1  | 1  | 0  | 3     | L                     | 1      |
| 18.    | 185           | 1  | 2  | 2  | 1  | 6     | M                     | 2      |
| 19.    | 59            | 1  | 2  | 2  | 1  | 6     | M                     | 2      |
| 20.    | 163           | 0  | 2  | 2  | 1  | 5     | M                     | 2      |
| 21.    | 53            | 0  | 2  | 2  | 0  | 4     | M                     | 2      |
| 22.    | 119           | 2  | 2  | 2  | 2  | 8     | H                     | 3      |
| 23.    | 117           | 1  | 1  | 1  | 2  | 5     | M                     | 2      |
| 24.    | 132           | 1  | 2  | 1  | 1  | 5     | M                     | 2      |
| 25.    | 164           | 1  | 2  | 1  | 1  | 5     | M                     | 2      |
| 26.    | 114           | 2  | 2  | 2  | 2  | 8     | H                     | 3      |
| 27.    | 86            | 2  | 2  | 2  | 2  | 8     | H                     | 3      |
| 28.    | 139           | 2  | 2  | 2  | 2  | 8     | H                     | 3      |
| 29.    | 6             | 2  | 2  | 2  | 2  | 8     | H                     | 3      |
| 30.    | 103           | 2  | 2  | 2  | 2  | 8     | H                     | 3      |
| 31.    | 87            | 2  | 2  | 2  | 2  | 8     | H                     | 3      |
| 32.    | 52            | 0  | 2  | 1  | 0  | 3     | L                     | 1      |
| 33.    | 166           | 2  | 0  | 1  | 2  | 5     | M                     | 2      |
| 34.    | 105           | 2  | 2  | 2  | 2  | 8     | H                     | 3      |
| 35.    | 45            | 2  | 2  | 2  | 2  | 8     | H                     | 3      |
| 36.    | 25            | 2  | 2  | 2  | 2  | 8     | H                     | 3      |
| 37.    | 176           | 2  | 2  | 2  | 1  | 7     | H                     | 3      |
| 38.    | 2             | 2  | 2  | 2  | 2  | 8     | H                     | 3      |
| 39.    | 17            | 2  | 2  | 2  | 2  | 8     | H                     | 3      |
| 40.    | 167           | 2  | 2  | 2  | 1  | 7     | H                     | 3      |

5.2 The Table-22 shows the distribution of individual worker's scores physical working conditions aspect.

Table - 23  
Table showing the level of satisfaction with regard to physical working conditions aspect.

| Score | level of satisfaction | weight | Frequency | Percentage |
|-------|-----------------------|--------|-----------|------------|
| 7-8   | High                  | 3      | 17        | 42.50      |
| 4-6   | Middle                | 2      | 16        | 40.00      |
| 0-3   | Low                   | 1      | 7         | 17.50      |

The Table No.23 has been constructed from Table-22. The score range has been divided into 7-8, 4-6 and 0-3 and the score divisions has been ranked as high medium and low.

3. The Table No. 23 reveals that 42.5 percent white collar workers are highly satisfied with this aspect. 40 percent of the white collar workers have medium satisfaction and 17.5 percent workers have low satisfaction with regard to physical working condition.

Responses were asked to indicate their agreement or disagreement with the questionnaire items.

The Table No.24 shows that an individual has the possibility of getting a score for all the questions as high as 4 (four) and as low as 0 (zero). Therefore, the score range varies from 0-4. The higher scores indicate higher satisfactory relationship.

### 5.2.3 Relationship with Management.

Table - 24

Table showing the distribution of white collar workers according to questions and answers regarding relationship with management aspect.

| Question                                                                                                             | Answer    | Score | Frequency | Percentage |
|----------------------------------------------------------------------------------------------------------------------|-----------|-------|-----------|------------|
| 1. Do your supervisors and you work together in planning your future course of action ?                              | Yes       | 1     | 28        | 70.00      |
|                                                                                                                      | No.       | 0     | 12        | 30.00      |
| 2. Does your supervisor officer subscribes views of your further training and extend facilities for this objectives? | Yes       | 1     | 20        | 50.00      |
|                                                                                                                      | No        | 0     | 20        | 50.00      |
| 3. Did you receive criticism of your supervisor ?                                                                    | Always    | 0     | X         | X          |
|                                                                                                                      | Sometimes | 1     | 11        | 27.50      |
|                                                                                                                      | Never     | 2     | 29        | 72.50      |

Relationship with management aspect is incorporated with three questions. Respondents were asked to indicate their agreement or disagreement with the questionnaire items.

The Table No.24 shows that an individual has the possibility of getting a score for all the questions as high as 4 (four) and as low as 0 (zero). Therefore, the score range varies from 0-4. The higher scores indicates higher satisfactory relationship.

Table - 25

Table showing the distribution of scores obtained from each individual for relationship with management aspect.

| Sl No. | Sample Number | Questions |    |    |       | weight |
|--------|---------------|-----------|----|----|-------|--------|
|        |               | Q1        | Q2 | Q3 | Total |        |
| 1.     | 134           | 1         | 1  | 1  | 3     | 2      |
| 2.     | 160           | 1         | 1  | 2  | 4     | 3      |
| 3.     | 168           | 0         | 1  | 1  | 2     | 1      |
| 4.     | 50            | 1         | 1  | 2  | 4     | 3      |
| 5.     | 181           | 1         | 1  | 2  | 4     | 3      |
| 6.     | 194           | 1         | 1  | 2  | 4     | 3      |
| 7.     | 174           | 1         | 1  | 2  | 4     | 3      |
| 8.     | 143           | 1         | 0  | 2  | 3     | 2      |
| 9.     | 13            | 1         | 0  | 2  | 3     | 2      |
| 10.    | 177           | 1         | 0  | 2  | 3     | 2      |
| 11.    | 61            | 1         | 0  | 1  | 2     | 1      |
| 12.    | 197           | 1         | 0  | 1  | 2     | 1      |
| 13.    | 26            | 1         | 0  | 1  | 2     | 1      |
| 14.    | 109           | 1         | 0  | 2  | 3     | 2      |
| 15.    | 95            | 1         | 1  | 1  | 3     | 2      |
| 16.    | 175           | 0         | 0  | 2  | 2     | 1      |
| 17.    | 20            | 1         | 1  | 2  | 4     | 3      |
| 18.    | 185           | 1         | 1  | 1  | 3     | 2      |
| 19.    | 59            | 1         | 1  | 2  | 4     | 3      |
| 20.    | 163           | 1         | 1  | 1  | 3     | 2      |
| 21.    | 53            | 1         | 1  | 2  | 4     | 3      |
| 22.    | 119           | 1         | 1  | 2  | 4     | 3      |
| 23.    | 117           | 1         | 0  | 1  | 2     | 1      |
| 24.    | 132           | 1         | 0  | 2  | 3     | 2      |
| 25.    | 164           | 1         | 0  | 2  | 3     | 2      |
| 26.    | 114           | 0         | 0  | 2  | 2     | 1      |
| 27.    | 86            | 0         | 0  | 2  | 2     | 1      |
| 28.    | 139           | 0         | 0  | 2  | 2     | 1      |
| 29.    | 6             | 0         | 0  | 2  | 2     | 1      |
| 30.    | 103           | 0         | 0  | 2  | 2     | 1      |
| 31.    | 87            | 0         | 0  | 2  | 2     | 1      |
| 32.    | 52            | 1         | 1  | 1  | 2     | 1      |
| 33.    | 166           | 1         | 1  | 2  | 4     | 3      |
| 34.    | 105           | 1         | 0  | 2  | 3     | 2      |
| 35.    | 45            | 1         | 1  | 2  | 4     | 3      |
| 36.    | 25            | 0         | 0  | 2  | 3     | 2      |
| 37.    | 176           | 1         | 1  | 2  | 4     | 3      |
| 38.    | 2             | 0         | 1  | 1  | 2     | 1      |
| 39.    | 17            | 0         | 0  | 2  | 2     | 1      |
| 40.    | 167           | 1         | 0  | 2  | 3     | 2      |

The above Table shows the distribution of individual workers scores obtained from them for relationship with management aspect.

Table - 26

Table showing the level of satisfaction with regard to relationship with management aspect.

| Score | Level of satisfaction | weight | Frequency | percentage |
|-------|-----------------------|--------|-----------|------------|
| 4     | High                  | 3      | 12        | 30.00      |
| 3     | Middle                | 2      | 13        | 32.50      |
| 0-2   | Low                   | 1      | 15        | 37.50      |

The Table No. 25 leads to the Table No. 26. The score range has been categorically divided into 4,3, and 0-2 and the score division ranked as high, medium and low respectively.

The Table is stamped with 30 percent high satisfaction, 32.5 percent medium satisfaction and 37.5 percent low satisfaction of the white collar workers relating to management aspect.



The following Table No.28 shows the distribution of score obtained from each individual for the work interest aspect.

Table - 28

Table showing the distribution of score obtained from each for work interest aspect.

| Sl No. | Sample Number | Questions |    |    |       |  | Level of Satisfaction | weight |
|--------|---------------|-----------|----|----|-------|--|-----------------------|--------|
|        |               | Q1        | Q2 | Q3 | Total |  |                       |        |
| 1.     | 134           | 0         | 0  | 1  | 1     |  | L                     | 1      |
| 2.     | 160           | 0         | 0  | 1  | 1     |  | L                     | 1      |
| 3.     | 168           | 1         | 1  | 1  | 3     |  | H                     | 3      |
| 4.     | 50            | 1         | 1  | 1  | 3     |  | H                     | 3      |
| 5.     | 181           | 1         | 1  | 1  | 3     |  | H                     | 3      |
| 6.     | 194           | 0         | 1  | 1  | 2     |  | M                     | 2      |
| 7.     | 174           | 1         | 1  | 1  | 3     |  | H                     | 3      |
| 8.     | 143           | 0         | 0  | 1  | 1     |  | L                     | 1      |
| 9.     | 13            | 1         | 0  | 1  | 2     |  | M                     | 2      |
| 10.    | 177           | 0         | 0  | 1  | 1     |  | L                     | 1      |
| 11.    | 61            | 1         | 1  | 1  | 3     |  | H                     | 3      |
| 12.    | 197           | 1         | 1  | 1  | 3     |  | H                     | 3      |
| 13.    | 26            | 1         | 1  | 1  | 3     |  | H                     | 3      |
| 14.    | 109           | 0         | 1  | 1  | 2     |  | M                     | 2      |
| 15.    | 95            | 0         | 0  | 1  | 1     |  | L                     | 1      |
| 16.    | 175           | 1         | 1  | 1  | 3     |  | H                     | 3      |
| 17.    | 20            | 0         | 0  | 1  | 1     |  | L                     | 1      |
| 18.    | 185           | 0         | 0  | 1  | 1     |  | L                     | 1      |
| 19.    | 59            | 1         | 0  | 0  | 1     |  | L                     | 1      |
| 20.    | 163           | 0         | 0  | 0  | 0     |  | L                     | 1      |
| 21.    | 53            | 0         | 0  | 0  | 0     |  | L                     | 1      |
| 22.    | 119           | 0         | 0  | 1  | 1     |  | L                     | 1      |
| 23.    | 117           | 0         | 0  | 1  | 1     |  | L                     | 1      |
| 24.    | 132           | 1         | 0  | 1  | 2     |  | M                     | 2      |
| 25.    | 164           | 0         | 0  | 1  | 1     |  | L                     | 1      |
| 26.    | 114           | 1         | 0  | 1  | 2     |  | M                     | 2      |
| 27.    | 86            | 0         | 0  | 1  | 1     |  | L                     | 1      |
| 28.    | 139           | 1         | 0  | 1  | 2     |  | M                     | 2      |
| 29.    | 6             | 1         | 0  | 1  | 2     |  | M                     | 2      |
| 30.    | 103           | 0         | 0  | 1  | 1     |  | L                     | 1      |
| 31.    | 87            | 1         | 0  | 1  | 2     |  | M                     | 2      |
| 32.    | 52            | 1         | 1  | 1  | 3     |  | H                     | 3      |
| 33.    | 166           | 0         | 1  | 1  | 2     |  | M                     | 2      |
| 34.    | 105           | 0         | 1  | 1  | 2     |  | M                     | 2      |
| 35.    | 45            | 1         | 1  | 1  | 3     |  | H                     | 3      |
| 36.    | 25            | 0         | 1  | 1  | 2     |  | M                     | 2      |
| 37.    | 176           | 0         | 1  | 1  | 2     |  | M                     | 2      |
| 38.    | 2             | 1         | 1  | 1  | 3     |  | H                     | 3      |
| 39.    | 17            | 1         | 0  | 1  | 2     |  | M                     | 2      |
| 40.    | 167           | 0         | 1  | 1  | 2     |  | M                     | 2      |

5.2.3 Facility Table - 29

Table showing the level of satisfaction of white collar workers with regard to work interest aspect

| Score | Level of satisfaction | weight | frequency | percentage |
|-------|-----------------------|--------|-----------|------------|
| 3     | High                  | 3      | 11        | 27.50      |
| 2     | Middle                | 2      | 14        | 35.00      |
| 0-1   | Low                   | 1      | 15        | 37.50      |

The score obtained from each respondents leads to the above Table No.29. Categorically classifying the score range has been divided into 3,2 and 0-1 and the score division has been ranked as high, medium and low respectively.

The Table No. 29 shows that 27.5 percent workers have high interest of work, another 35 percent workers have medium work interest and 37.5 percent workers have low satisfaction.

Further, here, a respondent may have the possibility of getting scores as high as three and as low as zero. In fact, the score range varies from 0-3. Higher the scores, higher is the satisfaction with facilities and lower the scores, lower is the satisfaction with facilities.



## 5.2.5 Facility aspect.

Table - 30

Table showing the distribution of white collar workers according to questions and answers with regard to facility aspect.

| Question                                                                    | Answer | Score | Frequency | Percentage |
|-----------------------------------------------------------------------------|--------|-------|-----------|------------|
| 1. Did you get any promotion through out the space of your service career ? | Yes    | 1     | 20        | 50.00      |
|                                                                             | No     | 0     | 20        | 50.00      |
| 2. Do you think, overtime works are distributed without bias ?              | Yes    | 1     | 26        | 65.00      |
|                                                                             | No     | 0     | 14        | 35.00      |
| 3. Does your officer always try to give more work load ?                    | Yes    | 0     | 6         | 15.00      |
|                                                                             | No     | 1     | 34        | 85.00      |

The facility aspect is composed of three questions. The scores were given on each question according to positive and negative answer. Here, a respondent may have the possibility of getting scores as high as three and as low as zero. Thus, the score range varies from 0-3. Higher the scores, higher is the satisfaction with facilities and lower the scores, lower is satisfaction with facilities.

The following Table No. 31 shows the distribution of scores according to individual respondent for facility aspect.

Table - 31

Table shows the distribution of white collar workers scores obtained by them for facility aspect.

| sl No | Sample Number | Questions |    |    |    | Total | Level of satisfaction | weight |
|-------|---------------|-----------|----|----|----|-------|-----------------------|--------|
|       |               | Q1        | Q2 | Q3 | Q4 |       |                       |        |
| 1.    | 134           | 0         | 0  | 1  | 1  | 1     | L                     | 1      |
| 2.    | 160           | 1         | 1  | 1  | 3  | 3     | H                     | 3      |
| 3.    | 168           | 0         | 0  | 1  | 1  | 1     | L                     | 1      |
| 4.    | 50            | 1         | 0  | 1  | 2  | 2     | M                     | 2      |
| 5.    | 181           | 1         | 1  | 1  | 3  | 3     | H                     | 3      |
| 6.    | 194           | 1         | 1  | 1  | 3  | 3     | H                     | 3      |
| 7.    | 174           | 0         | 1  | 0  | 1  | 1     | L                     | 1      |
| 8.    | 143           | 0         | 1  | 1  | 2  | 2     | M                     | 2      |
| 9.    | 13            | 0         | 1  | 0  | 1  | 1     | L                     | 1      |
| 10.   | 177           | 1         | 1  | 0  | 2  | 2     | M                     | 2      |
| 11.   | 61            | 1         | 1  | 1  | 3  | 3     | H                     | 3      |
| 12.   | 197           | 1         | 1  | 1  | 3  | 3     | H                     | 3      |
| 13.   | 26            | 1         | 1  | 1  | 3  | 3     | H                     | 3      |
| 14.   | 109           | 0         | 0  | 0  | 0  | 0     | L                     | 1      |
| 15.   | 95            | 0         | 1  | 1  | 2  | 2     | M                     | 2      |
| 16.   | 175           | 1         | 1  | 1  | 3  | 3     | H                     | 3      |
| 17.   | 20            | 1         | 1  | 0  | 2  | 2     | M                     | 2      |
| 18.   | 185           | 0         | 1  | 1  | 2  | 2     | M                     | 2      |
| 19.   | 59            | 1         | 1  | 1  | 3  | 3     | H                     | 3      |
| 20.   | 163           | 1         | 0  | 1  | 2  | 2     | M                     | 2      |
| 21.   | 53            | 1         | 0  | 0  | 1  | 1     | L                     | 1      |
| 22.   | 119           | 1         | 1  | 1  | 3  | 3     | M                     | 2      |
| 23.   | 117           | 1         | 0  | 1  | 2  | 2     | M                     | 2      |
| 24.   | 132           | 1         | 1  | 1  | 3  | 3     | H                     | 3      |
| 25.   | 164           | 0         | 1  | 1  | 2  | 2     | M                     | 2      |
| 26.   | 114           | 0         | 0  | 1  | 1  | 1     | L                     | 1      |
| 27.   | 86            | 0         | 0  | 1  | 1  | 1     | L                     | 1      |
| 28.   | 139           | 0         | 1  | 1  | 2  | 2     | M                     | 2      |
| 29.   | 6             | 0         | 0  | 1  | 1  | 1     | L                     | 1      |
| 30.   | 103           | 0         | 0  | 1  | 1  | 1     | L                     | 1      |
| 31.   | 87            | 0         | 0  | 1  | 1  | 1     | L                     | 1      |
| 32.   | 52            | 1         | 1  | 1  | 3  | 3     | H                     | 3      |
| 33.   | 166           | 1         | 1  | 1  | 3  | 3     | H                     | 3      |
| 34.   | 105           | 0         | 1  | 1  | 2  | 2     | M                     | 2      |
| 35.   | 45            | 0         | 0  | 1  | 1  | 1     | L                     | 1      |
| 36.   | 25            | 1         | 1  | 1  | 3  | 3     | H                     | 3      |
| 37.   | 176           | 1         | 0  | 1  | 2  | 2     | M                     | 2      |
| 38.   | 2             | 0         | 1  | 1  | 2  | 2     | M                     | 2      |
| 39.   | 17            | 0         | 1  | 1  | 2  | 2     | M                     | 2      |
| 40.   | 167           | 0         | 1  | 1  | 2  | 2     | M                     | 2      |

Table - 32

Table showing the level of satisfaction with regard to facility aspect.

| score | level of satisfaction | weight | frequency | percentage |
|-------|-----------------------|--------|-----------|------------|
| 3     | High                  | 3      | 12        | 30.00      |
| 2     | Midium                | 2      | 15        | 37.50      |
| 0-1   | Low                   | 1      | 13        | 32.50      |

The above Table has been constructed from the scores obtained from table No. 31. With the categorical classification as 3, 2 and 0-1 the score divisions have been ranked as high, medium and low respectively.

The Table No. 32 reveals that the 30 percent of the workers have high satisfaction with the facilities, 37.5 percent medium satisfaction and 32.5 percent low satisfaction.

From the earlier Tables researcher has got the individual respondents opinion on five different job aspects and has also got the individual score on each job aspect. He accordingly ranked them high, medium and low and given weight to each rank as high = 3 medium = 2 and low = 1.

At the final stage in Table-33 an individual may have the possibility of getting as high as 15 and as low as 5 score. Therefore, his score range varies from 5-15. The Table-33 has been constructed on the basis of weight given to each individual for each job aspect. The columns A1 A2 A3 A4 and A5 indicates the job aspects respectively.

Table - 33

Table showing the distribution of score obtained by each individual according to different job aspect.

| Sl No. | Sample Number | JOB ASPECTS |    |    |    |    | Total | Level of satisfaction |
|--------|---------------|-------------|----|----|----|----|-------|-----------------------|
|        |               | A1          | A2 | A3 | A4 | A5 |       |                       |
| 1.     | 134           | 1           | 3  | 1  | 1  | 2  | 8     | L                     |
| 2.     | 160           | 1           | 2  | 1  | 3  | 3  | 10    | M                     |
| 3.     | 168           | 1           | 1  | 3  | 1  | 1  | 7     | L                     |
| 4.     | 50            | 1           | 3  | 3  | 2  | 3  | 12    | M                     |
| 5.     | 181           | 1           | 1  | 3  | 3  | 3  | 11    | M                     |
| 6.     | 194           | 1           | 2  | 2  | 3  | 3  | 11    | M                     |
| 7.     | 174           | 1           | 2  | 3  | 1  | 3  | 10    | M                     |
| 8.     | 143           | 1           | 3  | 1  | 2  | 2  | 9     | M                     |
| 9.     | 13            | 1           | 2  | 2  | 1  | 2  | 8     | L                     |
| 10.    | 177           | 1           | 2  | 1  | 2  | 2  | 8     | L                     |
| 11.    | 61            | 1           | 1  | 3  | 3  | 1  | 9     | M                     |
| 12.    | 197           | 1           | 1  | 3  | 3  | 1  | 9     | M                     |
| 13.    | 26            | 1           | 1  | 3  | 3  | 1  | 9     | M                     |
| 14.    | 109           | 1           | 2  | 2  | 1  | 2  | 8     | L                     |
| 15.    | 95            | 1           | 2  | 1  | 2  | 2  | 8     | L                     |
| 16.    | 175           | 1           | 2  | 3  | 3  | 1  | 10    | M                     |
| 17.    | 20            | 1           | 1  | 1  | 2  | 3  | 8     | L                     |
| 18.    | 185           | 1           | 2  | 1  | 2  | 2  | 8     | L                     |
| 19.    | 59            | 1           | 2  | 1  | 3  | 3  | 10    | M                     |
| 20.    | 163           | 1           | 2  | 1  | 2  | 1  | 8     | L                     |
| 21.    | 53            | 1           | 2  | 1  | 1  | 3  | 8     | L                     |
| 22.    | 119           | 1           | 3  | 1  | 2  | 3  | 10    | M                     |
| 23.    | 117           | 1           | 2  | 1  | 2  | 1  | 7     | L                     |
| 24.    | 132           | 1           | 2  | 2  | 3  | 2  | 10    | M                     |
| 25.    | 164           | 1           | 2  | 1  | 2  | 2  | 8     | L                     |
| 26.    | 114           | 1           | 3  | 2  | 1  | 1  | 8     | L                     |
| 27.    | 86            | 1           | 3  | 1  | 1  | 1  | 7     | L                     |
| 28.    | 139           | 1           | 3  | 2  | 2  | 1  | 9     | M                     |
| 29.    | 6             | 1           | 3  | 2  | 1  | 1  | 8     | L                     |
| 30.    | 103           | 1           | 3  | 1  | 1  | 1  | 7     | L                     |
| 31.    | 87            | 1           | 3  | 2  | 1  | 1  | 8     | L                     |
| 32.    | 52            | 1           | 1  | 3  | 3  | 1  | 9     | M                     |
| 33.    | 166           | 1           | 2  | 2  | 3  | 3  | 11    | M                     |
| 34.    | 105           | 1           | 3  | 2  | 2  | 2  | 10    | M                     |
| 35.    | 45            | 1           | 3  | 3  | 1  | 3  | 11    | M                     |
| 36.    | 25            | 1           | 3  | 2  | 3  | 2  | 11    | M                     |
| 37.    | 176           | 1           | 3  | 2  | 2  | 3  | 11    | M                     |
| 38.    | 2             | 1           | 3  | 3  | 2  | 1  | 10    | M                     |
| 39.    | 17            | 1           | 3  | 2  | 2  | 1  | 9     | M                     |
| 40.    | 167           | 1           | 3  | 2  | 2  | 2  | 10    | M                     |

The Table 33 shows the distribution of score obtained for each respondent on each job aspects.

Table - 34

Table showing the distribution level of job satisfaction of white collar workers.

| score | level of job satisfaction | frequency | percentage |
|-------|---------------------------|-----------|------------|
| 13-15 | High                      | X         | X          |
| 9-12  | Middle                    | 23        | 57.50      |
| 5-8   | Low                       | 17        | 42.50      |

The Table 33 is the basis of framing the above Table No. 34. The score range has been categorically divided into 13-15, 9-12, and 5-8 and are ranked as high, medium, and low respectively.

The Table No. 34 shows that 57.5 percent workers have medium satisfaction, and 42.5 percent low satisfactions. Surprisingly enough to note that there was none to be highly satisfied amongst the white collar workers.

### 5.3 Assessment of job satisfaction of the officers

For the purpose of estimating the job satisfaction of officers researcher considered four different job aspects again. These were, salary, attitude toward subordinates, relationship with management and facility aspects. Researcher considered the above job aspects, because these had the influential character on the job satisfaction of the officers. The scoring methods were applied for the purpose of estimation. The total procedures applied for this estimation was fully similar to the procedures applied for the assessment of job satisfaction of blue collar workers and white collar workers. Thus, the job satisfaction is the total effect of all these components and scores of each components has been estimated separately as below.

#### 5.3.1 Salary aspect.

Salary aspect was the composition of three questions. These questions were asked to know the opinion about the salary of the officers. The questions were as follows in Table-35. score range varies from 0-3. Higher the scores, higher is the satisfaction with salary and lower the scores, lower is the satisfaction with the salary.

The following Table No. 30 indicates the distribution of scores of each individual separately.



Table - 35

Table showing the distribution of officers according to questions and answers regarding salary aspect.

| Questions                                                                | Answer | Score | Frequency | Percentage |
|--------------------------------------------------------------------------|--------|-------|-----------|------------|
| 1. Do you think your salary is adequate in terms of your responsibility? | Yes    | 1     | 1         | 11.11      |
|                                                                          | No     | 0     | 8         | 88.83      |
| 2. Do you think your salary is sufficient to meet up your basic needs ?  | Yes    | 1     | 3         | 33.33      |
|                                                                          | No     | 0     | 6         | 66.67      |
| 3. Can you satisfy your secondary needs with this salary ?               | Yes    | 1     | 1         | 11.11      |
|                                                                          | No     | 0     | 8         | 88.89      |

Respondents were asked to indicate their agreement or disagreement with the questionnaire items. Here, a respondent might have the possibility of getting as high as 3 (three) and as low as 0 (zero) for all the questions. Thus, the score range varies from 0-3. Higher the scores, higher is the satisfaction with salary and lower the scores, lower is the satisfaction with the salary.

The following Table No. 36 indicates the distribution of scores of each individual separately.

Table 36

Table showing the distribution of score obtained from each individual for salary aspects.

|    | Questions |    |    | Total | Level of satisfaction | weight |
|----|-----------|----|----|-------|-----------------------|--------|
|    | Q1        | Q2 | Q3 |       |                       |        |
| 1. | 0         | 1  | 0  | 1     | L                     | 1      |
| 2. | 0         | 0  | 0  | 0     | L                     | 1      |
| 3. | 0         | 1  | 1  | 2     | M                     | 2      |
| 4. | 0         | 0  | 0  | 0     | L                     | 1      |
| 5. | 1         | 1  | 0  | 2     | M                     | 2      |
| 6. | 0         | 0  | 0  | 0     | L                     | 1      |
| 7. | 0         | 0  | 0  | 0     | L                     | 1      |
| 8. | 0         | 1  | 0  | 1     | L                     | 1      |
| 9. | 0         | 0  | 0  | 0     | L                     | 1      |

Table - 37

Table showing the level of satisfaction with regard to salary aspect of officers.

| Score | Level of satisfaction | weight | Frequency | Percentage |
|-------|-----------------------|--------|-----------|------------|
| 3     | High                  | 3      | X         | X          |
| 2     | Middle                | 2      | 2         | 22.22      |
| 0-1   | Low                   | 1      | 7         | 77.78      |



The Table No. 36 leads to the construction of Table No.37. Here the score range have been divided into 3,2 and 0-1 and again the score division have been ranked as "high", "medium" and "low" respectively.

The Table No.37 shows that 77.8 percent officers have low satisfaction with regard to salary and 22.2 percent medium satisfaction. It is very interesting to note that there is no officer who is highly satisfied with his salary.

#### 5.3.2 Attitude towards <sup>the</sup>subordinates.

The attitude toward subordinate aspect consists of three questions. The respondents were asked to indicate their agreement and disagreement with the questionnaire items. All the question's attention were to reveal the latent attitude of the officers toward their subordinates.

The following Table shows the distribution of officers opinion as per questions and answers in percentage.

regarding the possibility of getting scores as high as 3 (strongly agree) as 0 (strongly disagree). Therefore, the score range for all the questions varies from 0-3. The higher scores indicate satisfactory attitude toward subordinates and the lower scores unsatisfactory attitude.

The following Table No.39 shows the distribution of individual scores obtained for this aspect only.

Table - 38

Table showing the distribution of officers according to questions and answers in percentage with regard to attitude toward subordinate aspect.

| Question                                                                                                                  | Answer | Score | Frequency | Percentage |
|---------------------------------------------------------------------------------------------------------------------------|--------|-------|-----------|------------|
| 1. Do you like to work side by side with the subordinates ?                                                               | Yes    | 1     | 9         | 100.00     |
|                                                                                                                           | No     | 0     | X         | X          |
| 2. Do you think that the major decisions of this organization should be taken by the prior consultation with the workers? | Yes    | 1     | 6         | 66.66      |
|                                                                                                                           | No     | 0     | 3         | 33.34      |
| 3. Do you think the employees are always agreeessive towards adminis- tration in getting their demands fulfilled ?        | Yes    | 0     | 5         | 55.55      |
|                                                                                                                           | No     | 1     | 4         | 44.45      |

The above Table No.38 states that an individual respondent may have the possibility of getting scores as high as 3 (three) and as low as 0 (zero). Therefore, his score range for all the questions varies from 0-3. The higher scores indicate satisfactory attitude toward subordinate and the lower scores unsatisfactory attitude.

The following Table No.39 shows the distribution of individual scores obtained for this aspect only.

Table 39

Table showing the distribution of individual officers scores obtained from them for attitude toward subordinate aspect.

| Sl No | Questions |    |    | Total | Level of satisfaction | weight |
|-------|-----------|----|----|-------|-----------------------|--------|
|       | Q1        | Q2 | Q3 |       |                       |        |
| 1.    | 1         | 1  | 0  | 2     | M                     | 2      |
| 2.    | 1         | 1  | 1  | 3     | H                     | 3      |
| 3.    | 0         | 0  | 1  | 1     | L                     | 1      |
| 4.    | 1         | 1  | 0  | 2     | M                     | 2      |
| 5.    | 1         | 1  | 0  | 2     | M                     | 2      |
| 6.    | 1         | 1  | 1  | 3     | H                     | 3      |
| 7.    | 1         | 0  | 0  | 1     | L                     | 1      |
| 8.    | 1         | 0  | 1  | 2     | M                     | 2      |
| 9.    | 0         | 1  | 1  | 2     | M                     | 2      |

Table 40

Table showing the level of satisfaction of officers with regard to attitude toward subordinate aspect.

| Score | Level of satisfaction | weight | Frequency | Percentage |
|-------|-----------------------|--------|-----------|------------|
| 3     | High                  | 3      | 2         | 22.22      |
| 2     | Middle                | 2      | 5         | 55.55      |
| 0-1   | Low                   | 1      | 2         | 22.23      |

The Table 40 is generated from the Table No.39. The score range have been separately divided into 3,2 and 0-1 and the score divisions ranked as "high", "medium" and "low" respectively.

The Table No.40 reveals that 22.2 percent officers have high satisfactory attitude toward subordinates, 55.6 percent have medium satisfactory attitude and 22.2 percent officers low satisfactory attitude.

### 5.3.3 Relationship with management.

The relationship with management aspect consists of three questions. The scores were given according to the positive and negative answers with the questionnaire items.

The following Table shows the distribution of officers in percentage according to the questions and answers.

The Table 41 indicated that an individual may have the possibility of getting scores as high as 4 (four) and as low as 0 (zero). Thus, the score range varies from 0-4. The higher scores indicate greater satisfactory relationship with management and lower scores least satisfactory relationship with management.

The following table shows the distribution of individual scores obtained from them for relationship with management aspect.

Table 41

Table showing the distribution of officers according to the questions and answers in percentage with regard to relationship with management aspect.

| Question                                                                                                                | Answer     | Score | Frequency | Percentage |
|-------------------------------------------------------------------------------------------------------------------------|------------|-------|-----------|------------|
| 1. Do you think that the managing committee-board of directors should consult you before promoting the company policy ? | Yes        | 1     | 3         | 33.33      |
|                                                                                                                         | No         | 0     | 6         | 66.67      |
| 2. Does your superior officer like to consult with you regarding your shortcomings in performance ?                     | Always     | 2     | 3         | 33.33      |
|                                                                                                                         | Some-times | 1     | 6         | 66.67      |
|                                                                                                                         | Never      | 0     | X         | X          |
| 3. Do you feel free to discuss departmental problems with your boss ?                                                   | Yes        | 1     | 9         | 100.00     |
|                                                                                                                         | No         | 0     | X         | X          |

The Table 41 indicates that an individual may have the possibility of getting scores as high as 4 (four) and as low as 0 (zero). Thus, his score range varies from 0-4. The higher scores indicate greater satisfactory relationship with management and lower scores least satisfactory relationship with management.

The following Table shows the distribution of individual scores obtained from them for relationship with management aspect.

Table 42

Table showing the distribution of scores obtained from each individual for relationship with management aspect.

| Sl No. | Questions |    |    | Total | Level of satisfaction | weight |
|--------|-----------|----|----|-------|-----------------------|--------|
|        | Q1        | Q2 | Q3 |       |                       |        |
| 1.     | 0         | 1  | 1  | 2     | L                     | 1      |
| 2.     | 1         | 2  | 1  | 4     | H                     | 3      |
| 3.     | 0         | 1  | 1  | 2     | L                     | 1      |
| 4.     | 0         | 1  | 1  | 2     | L                     | 1      |
| 5.     | 1         | 2  | 1  | 4     | H                     | 3      |
| 6.     | 0         | 1  | 1  | 2     | L                     | 1      |
| 7.     | 0         | 1  | 1  | 2     | L                     | 1      |
| 8.     | 0         | 1  | 1  | 2     | L                     | 1      |
| 9.     | 1         | 2  | 1  | 4     | H                     | 3      |

Table - 43

Table showing the level of satisfaction of the officers with regard to relationship with management aspect.

| score | Level of satisfaction | weight | frequency | percentage |
|-------|-----------------------|--------|-----------|------------|
| 4     | High                  | 3      | 3         | 33.33      |
| 3     | Middle                | 2      | 0         | 0.00       |
| 0-2   | Low                   | 1      | 6         | 66.67      |

The Table No.43 has been constructed with the help of Table No.42. The score range has been divided into 4,3 and 0-2 and the score divisions ranked as high, medium and low respectively.

The Table No.43 indicates that 33.3 percent officers have high satisfactory relationship with management and 66.7 percent officers have low satisfactory relationship. However, there was none who had moderate satisfactory relationship with management.

#### 5.3.4 Facility aspect.

Facility aspect consists of three questions. They were asked to indicate their negative and positive reply and were scored accordingly.

The following Table shows the distribution of officers in percentage according to questions and answers.

Table -44

Table showing the distribution of officers according to questions and answers with regard to facility aspect.

| Questions                                                                | Answer | Score | Frequency | Percentage |
|--------------------------------------------------------------------------|--------|-------|-----------|------------|
| 1. Did you get reward from the organization of your better performance ? | Yes    | 1     | 3         | 33.33      |
|                                                                          | No     | 0     | 6         | 66.67      |
| 2. Did you get any promotion throughout your service career ?            | Yes    | 1     | 8         | 88.88      |
|                                                                          | No     | 0     | 1         | 11.12      |
| 3. Did you get any training within the organization or outside ?         | Yes    | 1     | 7         | 77.77      |
|                                                                          | No     | 0     | 2         | 22.23      |



In Table No.44 scores were given as if the answer is positive, the score is one and if negative, the score is zero. Here, an individual might have the possibility of getting as high as 3 (three) and as low as 0 (zero). Thus, his score range varied from 0-3 for facility aspect. The higher scores indicate higher satisfaction with facilities and lower score indicate lower satisfaction with facilities.

The following Table No.45 shows the distribution of scores obtained from each individual for facility aspect only.

Table - 45

Table showing the distribution of scores obtained from each individual respondent for facility aspect

| Sl No. | Questions |    |    |       | Level of satisfaction | weight |
|--------|-----------|----|----|-------|-----------------------|--------|
|        | Q1        | Q2 | Q3 | Total |                       |        |
| 1.     | 1         | 1  | 1  | 3     | H                     | 3      |
| 2.     | 0         | 1  | 1  | 2     | M                     | 2      |
| 3.     | 0         | 1  | 1  | 2     | M                     | 2      |
| 4.     | 1         | 1  | 1  | 3     | H                     | 3      |
| 5.     | 0         | 1  | 1  | 2     | M                     | 2      |
| 6.     | 1         | 1  | 0  | 2     | M                     | 2      |
| 7.     | 0         | 0  | 0  | 0     | L                     | 1      |
| 8.     | 0         | 1  | 1  | 2     | M                     | 2      |
| 9.     | 0         | 1  | 1  | 2     | M                     | 2      |



Table - 46

Table showing the level of satisfaction of officers with regard to facility aspect.

| Score | Level of satisfaction | weight | frequency | percentage |
|-------|-----------------------|--------|-----------|------------|
| 3     | High                  | 3      | 2         | 22.22      |
| 2     | Middle                | 2      | 6         | 66.66      |
| 0-1   | Low                   | 1      | 1         | 11.12      |

The Table No.46 has been constructed on the basis of Table 45. Here, the score range has been divided into 3, 2 and 0-1 and ranked as high, medium and low respectively.

The ultimate result comes that 22.2 percent officers have high satisfaction with the facilities, 66.7 percent medium satisfaction and 11 percent low satisfaction.

From the earlier Tables researcher has obtained the individual respondents' scores on the five different job aspects separately. As per procedure of estimation i.e. job satisfaction is the total effect of all the job aspect, researcher has already divided the scores into level of satisfaction and already given them weight on each job aspect separately. The following Table No.47 has been constructed on the basis of weight given for each job aspect, and for each individual respondent. The columns A1 A2 A3 A4 indicate the job aspects respectively.

The following Table shows the distribution of score obtained from each individual on each job aspects according to weight.

Table 47

Table showing the distribution of officers scores obtained from them on different job aspect.

| Sl No | A1 | A2 | A3 | A4 | Total | Level of satisfaction |
|-------|----|----|----|----|-------|-----------------------|
| 1.    | 1  | 2  | 1  | 3  | 7     | M                     |
| 2.    | 1  | 3  | 3  | 2  | 9     | M                     |
| 3.    | 2  | 1  | 1  | 2  | 6     | L                     |
| 4.    | 1  | 2  | 1  | 3  | 7     | M                     |
| 5.    | 2  | 2  | 3  | 2  | 9     | M                     |
| 6.    | 1  | 3  | 1  | 2  | 7     | M                     |
| 7.    | 1  | 1  | 1  | 1  | 4     | L                     |
| 8.    | 1  | 2  | 1  | 2  | 6     | L                     |
| 9.    | 1  | 2  | 3  | 2  | 8     | M                     |

Table - 48

Table showing the level of job satisfaction of the officers.

| Score | Level of satisfaction | frequency | percentage |
|-------|-----------------------|-----------|------------|
| 10-12 | High                  | X         | X          |
| 7-9   | Middle                | 6         | 66.66      |
| 4-6   | Low                   | 3         | 33.34      |

The Table No.48 has been constructed basing on Table No.47. Here, the scores have been divided into three groups as 10-12, 7-9, and 4-6. Again these divisions have been ranked as high, medium and low respectively. Thus, the score range varies from 4-12 i.e. an individual may have the possibility of getting as high as 12 and as low as 4.

Thus, Table No.48 depicts that 66.7 percent officers have medium level of job satisfaction and 33.3 percent workers have low level of job satisfaction. One thing is noticed here that no officer has high level of job satisfaction.

## CHAPTER - 6

## SUMMARY AND CONCLUSIONS

The purpose of this chapter is to bring a harmonious relation with the major findings as elaborated in the earlier chapters and to draw suitable inferences therefrom. The principal aim of this investigation was to study the problem of industrial relations practices of Thakurgoan Sugar Mills Ltd. with special emphasis on the job satisfaction aspect of the employees. The study also focussed its attention on the assessment of the level of job satisfaction of the employees and to evaluate that variables which influenced the level of job satisfaction.

In this regard the broad conclusion that emerges from the present study is that no employee of the Thakurgoan Sugar Mills Ltd. has high level of job satisfaction irrespective of rank and status. More specifically, in the case of the blue collar workers 34.3 percent have medium level of job satisfaction and 65.7 percent have low level of job satisfaction.<sup>1</sup> On the otherhand, in the case of white collar workers 57.5 percent have medium level of job satisfaction and 42.5 percent low level of job satisfaction.<sup>2</sup>

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1. Chapter - 5, P- 106

2. Chapter - 5, P- 123

But, in the case of the officers, 66.7 percent officers have medium level of job satisfaction and 33.3 percent of them <sup>have</sup> low level of job satisfaction.<sup>3</sup> (It will be befitting to discuss the findings, such as opinion of the employees regarding their salary, physical working conditions, work interest, relationship with management facilities etc.) keeping in view the basic objectives of the study.)

| It is very significant from findings that almost cent percent employees were dissatisfied with their wages and salaries. Specifically in the cases of the "Blue Collar" and "White collar" workers, cent percent of them were seriously dissatisfied with their wages and salaries. But, in the case of the officers, a great majority (i.e. 77.8 percent) revealed low satisfaction with their salary and the rest of them expressed medium level of satisfaction with their salary. It is interesting enough that no officer was highly satisfied with his salary.<sup>4</sup>

The total workers both blue collar ~~workers~~ and white collar ~~workers~~ considered their wages were quite inadequate to meet their basic needs, i.e. the needs of food, clothing, and shelter and were of the view that the factory was

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3. Chapter -5, P-137

4. Chapter -5, P-137

not paying them enough considering their ability and responsibility discharged. But only in the case of the officers about 33.3 percent said that their salary was sufficient to meet their basic needs. Another 11 percent officers thought that their salary was adequate in terms of responsibility.<sup>5</sup>

A great majority of the workers i.e. blue and white collar workers thought that the main causes behind their feeling of salary inadequacy was the high price level of daily necessities. Secondly, the cause was to maintain a large family.<sup>6</sup>

In the case of the blue collar workers a great majority of them could maintain only 15 to 18 days of a month with their salary. No worker could be able to maintain the whole month with their salary.<sup>7</sup>

For the blue collar workers a great majority of the workers i.e. 57.2% had medium satisfaction with the physical working conditions, 28.6 percent high satisfaction and a very negligible proportion low satisfaction. But, in the case of the "white collar" workers 40.0 percent workers had moderate satisfaction, 17.5 percent low satisfaction with regard to physical working condition.<sup>8</sup>

5. Chapter 5, P-125

6. Chapter 4, P-56

7. Chapter 4, P-57

8. Chapter 5, P-95, 112

For the blue and white collar workers, the opinions regarding physical working conditions were judged by means of questions regarding noise, oil or grease, insufficient light, dust and hot or cold atmosphere at the work place. In the case of the blue collar workers a great majority of them did not feel disturbed for all the above stated conditions. A smaller proportion of the workers i.e. 25.7 percent felt disturbed for surplus oil or grease dropped down in the area of work place.<sup>9</sup>

For the white collar workers a smaller proportion of them felt disturbed for unpleasant working condition. Therein only 22.5 percent employees bothered a lot for noise and short-spaced accommodation of workplace.<sup>10</sup>

For the blue collar workers a vast majority of them i.e. 85.7 percent have low job interest, a smaller proportion of them have high and medium level of job interest. But, in the case of "white collar" workers, a considerable proportion i.e. 35% and 37.5% have medium and low level of job interest respectively.<sup>11</sup>

One of the main factors for low job interest is the lack of recognition for good performance. A very significant i.e. 91.4 percent workers did not get any reward for good performance.<sup>12</sup> They expressed that the maltreatment

9. Chapter 5, P- 93

10. Chapter 5, P- 100

11. Chapter 5, P- 101; 118

12. Chapter 5, P- 99

by the managerial authority and their practice of favouritism and nepotism was responsible for the same.

Another major evidence of low level of job interest was that a very significant majority of the workers wanted transfer from their present job to another job. About 80 percent workers expressed the said opinion.<sup>13</sup> On the other-hand, a very negligible proportion of them did not want transfer.

But in the case of the "white collar" workers, majority of them i.e. 55% did not want transfer from their present job to another.<sup>14</sup> Similarly, a majority of the workers i.e. 52.5% percent did not feel monotony in performing their duty.<sup>15</sup>

[It is an interesting although somewhat surprising to find that the great majority of the workers viz, 62.8 percent have unpleasant relationship with the management. About 28.6 percent workers have medium satisfactory relationship with management and a very negligible proportion of them have high satisfactory relationship.<sup>16</sup>

Another interesting finding is that almost all the white collar workers bear satisfactory relationship with management. But in the case of the officers about 66.7 Percent

13. Chapter 5, P- 99

14. Chapter 4, P- 64

15. Chapter 4, P- 69

16. Chapter 5, P- 98



have unpleasant relationship with management. On the otherhand 33.3 percent of them have pleasant relationship with management.<sup>17</sup>

(A great majority of the blue collar workers felt that the management have no sympathetic feelings for the workers. They were not prepared to consider their problems sympathetically. 65.7 percent workers identified that management was not agreed to work side-by side with them.<sup>18</sup> 62.8 percent of the workers stated that authority was not ready to consult with them concerning any fault.<sup>19</sup>

A majority of the officers complained that they had no scope to pass any comment or opinion regarding policy framing.<sup>19</sup>

(In the measurement of the attitude of the officers towards their subordinates it was found that majority of the officers had medium satisfactory attitude towards their subordinates (i.e. 55.5%). 22.2 percent officers had high and another 22.2% of officers had low satisfactory attitude.<sup>20</sup>

It appears that about 55.5 percent of the officers thought that their subordinates were always aggressive toward administration.<sup>21</sup> )

17. Chapter 5, P- 132

18. Chapter 5, P- 96

19. Chapter 5, P- 96

20. Chapter 5, P- 129

21. Chapter 5, P- 128

Further analysis reveals that a great majority of the officers i.e. 66.6 percent thought that decision should be taken by prior consultation with workers. But on the contrary 33.4 percent of them thought that major decisions should not be taken by the prior consultation of the workers.<sup>22</sup>

(The vast majority of the employees specially, blue collar and white collar workers were dissatisfied with their housing conditions. They mainly showed the causes behind their dissatisfaction as lack of water supply, sanitation, poor and kuchcha construction of the houses, congested living, unhealthy surroundings etc. The investigator visited the worker's premises and saw the conditions at first hand.)

There was a serious dissatisfaction with regard to promotion among the blue collar workers. About 50 percent of them did not get any promotion through out the length of their service career. They identified the causes for not getting the promotion due to maltreatment by officers.<sup>23</sup>

The workers had serious dissatisfaction regarding payment of over-time works. About 43.9 percent of them felt that the distribution methods of over-time works were

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22. Chapter 5, P- 128

23. Chapter 4, P- 61

biased. This was one of the potent sources of tension and antagonism.<sup>24</sup>

Almost cent percent workers strongly felt the worst conditions of the medical unit. They expressed their complain about the nature of treatment, behaviour of the doctors, availability of the medicine etc. But on the contrary when it was brought to the notice of the authority, they threw the blame against the workers saying that the workers draw medicines by false statements and sell those to open market with profits later on.

✓ The broad inference that comes into view from the present study is that the employees of the Thakurgoan Sugar Mills Ltd. have not yet achieved a high level of job satisfaction. In fact, the vast majority of them were dissatisfied with the various job aspects which directly affect the job satisfaction levels. But a negligible proportion of the employees were satisfied to some extent with the job aspects.

✓ The findings of the present survey suggest that there was no simple explanation of the low job satisfaction problems. The existence of tension between groups of workers and between workers and management, labour discontentment, antagonistic attitude of workers towards management and vice-versa were best regarded as symptoms of the low level of job satisfaction of the workers and management.

There were several reasons for these state of affairs. One important reason was the presence of salary dissatisfaction. Another reason was the attitude of the workers and management and certain maldistribution of facilities by the authority.

It has been noted earlier that the earnings of the workers were low in relations to the cost of living. They were not able to maintain the expenditures of their basic necessities for 20 days of a month with the monthly salary. The workers were also of the view that wages were inadequate considering their responsibility and experience. ✓ It may be assumed that the workers would achieve high level of job satisfaction if they were assured of a share of profit in consideration with higher productivity. It should always be kept in mind that higher wages do not necessarily mean higher costs. In fact, low wages may fail to provide management with the incentive of introducing better methods, removing wastes and re-orienting the organization. ✓

The employees, especially the blue collar and white collar workers felt financial insecurity which led their low level of job satisfaction. The salary and wage policy did not ensure any incentive to the employees. The rising living cost was the most serious threat to the adequacy of wage and salary to the employees. The managerial policy should have given adequate consideration in framing the wage and salary line with the impact of rising prices.

In this regard nation-wide consumer's price indices may not work appropriately in the individual locality.

Local indices are desirable because prices in one locality may not change in the same degree as in others. On the otherhand, proportion of individual income expended for specific items vary greatly between one locality to another and from one income group to another. So, the policy makers should keep their eyes on the local consumers price index in order to determine the wage and salary line of the employees.

Another system may be suggested in order to provide economic security to the employees, is the system of family allowances. This system refers to grant of wage suppliments based on numbers of dependant children. Many employees have identified the causes of their feeling of financial insecurity due to their large family. These state of affairs create instability of employment for those who have larger number of children. It would be very much effective if the employees were provided with family allowance to consider the effect of instability of employment.

One complicating factor in the situation to which attention of the researcher was drawn at the earliest stage of the survey is that there was a resentment among the blue and white collar workers because of the wage commission and pay scale of the Government of Bangladesh. This classification rather brought the complexity of grade absorption. In order to remove this resentment the policy makers should make all the blue collar workers salaried employees.

Some employees complained of the conditions of factory work and mentioned such factors as strenuous nature of work in dirty, dusty and heated environment, exposure of injurious gases, tension of working near high voltage of electricity etc. To this end, policy makers should pay emphasis on the improvement of these matters which may contribute materially to the job satisfaction of the employees and improvement in labour management relations.

/In order to provide extra financial facilities to the employees, the question of additional money and wherefrom these money will come may arise. Payment on the basis of result may be suggested in this state of affairs. If the performance of a employees goes high, he may be given such financial assistance. This system of payment may attract the attention of the employees toward better performance and higher production.

One of the important factors acting behind the low level of job satisfaction of the employees is the lack of recognition for good performance. The existing provisions for recognitions is limited and it is not properly distributed. Many of the employees complained about this state of affairs. The employees want recognitions of their performance in various forms e.g. rewards, increments of pay, non-financial and material payments etc. Managerial Policy should introduce the various forms of recognition for good

performance and the distribution of these rewards should be based on the proper judgement. Those who have no ability to get any form of reward they should be made aware of their deficiency and shortcomings by their supervisors with the advice of improving the performance. These sorts of approach will be of much help for individual improvement and, personal development on the part of the employees. The workers of Thakurgoan Sugar Mills Ltd. did not consider the medical facilities provided by the authority sufficient. Researcher himself investigated the medical unit of the Mill and found it in poor condition. It is the fact that the improvement of industrial relations of the Mill will contribute substantially to these facilities.

Housing facility is of fundamental importance to the well-being of the employees and good industrial relations. Therefore, proper housing policy for industrial workers is urgently called for every industrial organization. One of the real grivances of the workers is the unsatisfactory state of housing in the Mill. The workers suffer not only from congested accommodation areas but also very dirty and mud flooring housing, insufficient water supply facilities and diploable sanitary arrangements. The managerial and supervisory officials should pay attention to this aspect of employee relations and must set up policies for adequate

housing of all of its workers. Alternately Government may have a comprehensive housing programme for industrial workers of the country. Another solution may be suggested as setting up of housing estates near the mill in view of adequate availability of lands.

Recreation facilities, such as, clubs, playing grounds, libraries etc. for which there was a felt need amongst the workers were inadequate. There was no doubt that if such facilities existed in the Mill, the industrial relation would have brought about a glittering picture removing the monotonous state of affairs. The existence of the stated facilities could encourage more participation and understanding between different group of workers.

One complicating factor in the situation was noted at the earliest stage of the survey was that a majority of the workers did not have a clear view about better industrial relations. They thought that they were working reasonably and efficiently and that they could not ~~possibly~~ moderate the industrial relations by their further hard work. However, a significant majority were of the view that industrial relations could be better if greater incentives were provided by giving higher wages and other facilities to the workers. On the otherhand, they had no proper system of training either the job or on a special evening classes arranged specifically for the improvement of workers. In particular,



there was inadequate supervision for work of the unskilled labourers. The supervisors were not properly trained for their job as well. There was no systematic attempt on the part of the employer to place employees in the kind of work best suited to their abilities. Moreover, promotions in different jobs of the mill were practiced not necessarily on the basis of merit, but also of other considerations.

Many of the workers complained of the attitude of the management for delaying tactics to consider the grievances the workers. In practice, management of the mill have the old fashioned authoritative attitude toward their workers. They do not like to discuss matter relating to the efficiency and other policy questions with the workers normally. The management was apathetic to any sort of committees. Similarly, trade-unions were also hostile to committees with the blame that these might usurp power actually belonging to unions.

✓ In order to ensure an all round increase in the level of job satisfaction the following viable suggestions may be helpful. Firstly, the need of training at all levels of the mill. Secondly, courses in management must be organized for top as well as middle-level managers. Industrial relations should form an important part of such courses. The management should also arrange the extensive training for supervisors at all levels. Thirdly, the schemes of payments by results should be carefully worked

out on the basis of informations obtained by direct observation and should be installed in consultation with supervisors and workers.

Fourthly, provisions for systematic training of trade union workers is also an urgent necessity. Although the IRI courses were attended by some of the trade-union workers, but <sup>the</sup> number of them is very insignificant. Steps must be taken to see that properly trained trade-union workers emerge from among the ranks of the workers themselves. This will help to promote the interest of the workers in the constructive and right direction.

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## APPENDIX - A

Table - 1

Comparison of T.S.M. workers according to location of their house with the civilian labour force in Bangladesh by district according to census of 1974

| District            | T.S.M. workers frequency as percentage | Percentage of civilian labour force in Bangladesh by district. |
|---------------------|----------------------------------------|----------------------------------------------------------------|
| 1. Rangpur          | 2.86                                   | 7.68                                                           |
| 2. Dinajpur         | 68.57                                  | 3.82                                                           |
| 3. Bogra            |                                        | 3.02                                                           |
| 4. Rajshahi         |                                        | 5.69                                                           |
| 5. Pabna            | 2.86                                   | 3.76                                                           |
| 6. Noakhali         | 2.86                                   | 4.13                                                           |
| 7. Dacca            | 17.14                                  | 11.26                                                          |
| 8. Comilla          | 5.71                                   | 8.08                                                           |
| 9. Mymensingh       |                                        | 10.09                                                          |
| 10. Jamalpur        |                                        | 0.80                                                           |
| 11. Faridpur        |                                        | 5.48                                                           |
| 12. Tangail         |                                        | 2.71                                                           |
| 13. Chittagong      |                                        | 6.43                                                           |
| 14. Chittagong H.T. |                                        | 1.09                                                           |
| 15. Sylhet          |                                        | 7.01                                                           |
| 16. Khulna          |                                        | 4.91                                                           |
| 17. Jessore         |                                        | 4.21                                                           |
| 18. Kushtia         |                                        | 2.46                                                           |
| 19. Barisal         |                                        | 5.19                                                           |
| 20. Patuakhali      |                                        | 1.68                                                           |

Note : Based on answer to question No.(1)b in schedule -I and Statistical Year Book of Bangladesh, 1980, P-470.



## APPENDIX - A

Table -2

Table showing the distribution of workers according to sex in T.S.M. and Sugar Industries of Bangladesh.

| Group     | T.S.M.<br>Frequency as<br>percentage | Sugar Industries<br>of Bangladesh<br>frequency as percenta |
|-----------|--------------------------------------|------------------------------------------------------------|
| 1. Male   | 100.00                               | 98.39                                                      |
| 2. Female | -                                    | 1.61                                                       |
| Total     | 100.00                               | 100.00                                                     |

Note: Based on answer to question 1(h) in Schedule-I and Statistical Year Book of Bangladesh, 1980.

## APPENDIX - A

Table - 3

Table showing the distribution of workers according to religion in T.S.M. and total religious personnel in Bangladesh

| Group        | T.S.M. Frequency<br>as percentage | Percentage of religious<br>personnel in Bangla-<br>desh |
|--------------|-----------------------------------|---------------------------------------------------------|
| 1. Muslim    | 97.14                             | 96.03                                                   |
| 2. Hindu     | 2.86                              | 3.38                                                    |
| 3. Christian | -                                 | 0.51                                                    |
| 4. Buddhist  | -                                 | 0.08                                                    |
| Total :      | 100.00                            | 100.00                                                  |

Note : Based on answer to question 1(f) in schedule-I and statistical year book of Bangladesh, 1980.

## APPENDIX - A

Table - 4

Comparison of T.S.M. workers according to age with the economically active population in Bangladesh.

| Age group<br>(in year) | T.S.M. workers<br>frequency in percentage | Economically active<br>population in<br>percentage. |
|------------------------|-------------------------------------------|-----------------------------------------------------|
| 10-14                  | -                                         |                                                     |
| 15-19                  | -                                         | 11.42                                               |
| 20-24                  | -                                         | 10.67                                               |
| 25-34                  | -                                         | 9.85                                                |
| 35-44                  | 57.14                                     | 21.30                                               |
| 45-54                  | 31.43                                     | 19.06                                               |
| 54-64                  | 11.43                                     | 13.41                                               |
| 65                     | -                                         | 8.36                                                |
|                        | -                                         | 5.93                                                |
| Total                  | 100.00                                    | 100.00                                              |

Note : Based on the answer to question 1(c) in Schedule-I and Statistical Year Book of Bangladesh, 1980.

## APPENDIX - A

Table - 5

Table showing the distribution of workers according to the degree of literacy.

| Group (in academic class) | Frequency as percentage |
|---------------------------|-------------------------|
| 1. I to III               | -                       |
| 2. IV to VI               | 37.14                   |
| 3. VII to Undermatric     | 57.14                   |
| 4. Matric Pass            | 5.72                    |
| 5. Intermediate           | -                       |
| Total                     | 100.00                  |

Note : Based on answer to question 1(g) in schedule-I.

## APPENDIX - A

Table - 6

Table showing the distribution of T.S.M. workers according to whether their salary is adequate or not.

| Group  | Frequency as percentage |
|--------|-------------------------|
| 1. Yes | Nil                     |
| 2. No  | 100.00                  |
| Total  | 100.00                  |

Note : Based on answer to question No.2 in schedule -I

## APPENDIX - A

Table - 7

Table showing the distribution of T.S.M. workers according to reasons stated for considering the wages as inadequate.

| Group                                                    | Frequency as percentage |         |
|----------------------------------------------------------|-------------------------|---------|
|                                                          | Staff                   | workers |
| Wages inadequate, because ;                              |                         |         |
| 1. High price level of daily necessary commodities.      | 67.50                   | 57.14   |
| 2. To maintain a large family                            | 17.50                   | 14.28   |
| 3. Amount of salary is very low                          | 15.00                   | 17.15   |
| 4. Decreasing tendency of purchasing power of money      | -                       | 8.57    |
| 5. Increasing tendency of children educational expenses. | -                       | 2.86    |
| Total                                                    | 100.00                  | 100.00  |

Note : Based on answer to question No.2 in schedule-I and question No. 2 in schedule-II.

## APPENDIX - A

Table - 8

Table showing the distribution of T.S.M. workers according to <sup>their opinion</sup> whether they are able to meet up their basic needs with their salary or not.

| Group  | Frequency as percentage |
|--------|-------------------------|
| 1. Yes | Nil                     |
| 2. No  | 100.00                  |
| Total  | 100.00                  |

Note : Based on answer to question No. 3 in schedule -I

## APPENDIX - A

Table -9

Table showing the distribution of T.S.M. workers according to number of days expenditure bear with their salary.

| Income groups    | upto<br>3 days | upto<br>6 days | upto<br>9 days | upto<br>12 days | upto<br>15 days | upto<br>18 days | upto<br>21 days | upto<br>24 days | upto<br>27 days | upto<br>30 days |
|------------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Tk. 150 to 200   |                |                |                | 60%             | 40%             |                 |                 |                 |                 |                 |
| Tk. 200 to 250   |                |                |                | 41.67%          | 41.67%          | 8.33%           | 8.33%           |                 |                 |                 |
| Tk. 250 to 300   |                |                |                | 33.33%          | 33.33%          | 33.34%          |                 |                 |                 |                 |
| Tk. 300 to 400   |                |                | 14.20%         | 14.29%          | 28.57%          | 42.86%          |                 |                 |                 |                 |
| Tk. 400 to above |                |                |                |                 | 40%             | 20%             | 20%             | 20%             |                 |                 |
| Percentage       |                | 2.86%          | 31.43%         | 37.14%          | 20%             | 5.71%           | 2.86%           |                 |                 | 100%            |

Note : Based on the answer to question No.3 in schedule-I.

## APPENDIX - A

Table -10

Table showing the distribution of T.S.M. workers according to whether they are able to save something or not.

| Group  | Frequency as percentage |
|--------|-------------------------|
| 1. Yes | Nil                     |
| 2. No  | 100.00                  |
| Total  | 100.00                  |

Note : Based on answer to question No.4 in schedule-I

Table showing the distribution of T.S.M. workers according to the reason for not saving, where all are included.

| Group                               | Frequency as percentage |
|-------------------------------------|-------------------------|
| Wages are insufficient ; December : |                         |
| 1. Heavy work load                  | 14.28                   |
| 2. Poor diet                        | 14.28                   |
| 3. More responsibility              | 14.28                   |
| 4. Rough behaviour of supervisors   | 14.28                   |
| 5. Uninterested in health           | 14.28                   |
| 6. Cannot say, no response etc.     | 14.28                   |
| Total                               | 100.00                  |

Note : Based on answer to question No.5 in schedule-I

## APPENDIX - A

Table - 11

Table showing the distribution of T.S.M. workers according to whether their salary is justified or not.

| Group | Frequency as percentage |
|-------|-------------------------|
| Yes   | Nil                     |
| No    | 100.00                  |
| Total | 100.00                  |

Note : Based answer to question No.5 in schedule -I

Table - 12

Table showing the distribution of T.S.M. workers according to reasons stated for considering wages are not justified.

| Group                             | Frequency as percentage |
|-----------------------------------|-------------------------|
| Wages are unjustified ; because ; |                         |
| 1. Heavy work load                | 37.14                   |
| 2. More risk                      | 14.28                   |
| 3. More responsibility            | 25.71                   |
| 4. Rough behaviour of supervisors | 2.87                    |
| 5. Ditritmental to health         | 8.57                    |
| 6. Cannot say, No response etc.   | 11.43                   |
| Total                             | 100.00                  |

Note : Based answer to question No.5 in schedule-I

Note : Based on answer to question 11(c) in schedule-I.

## APPENDIX - A

Table -13

Table showing the distribution of T.S.M. workers according to the reasons for liking a particular shift.

| Group                                | Frequency as percentage |
|--------------------------------------|-------------------------|
| 1. First Shift like, because :       |                         |
| a) Suitable time for work            | 20.00                   |
| b) Gets more pleasure                | 8.57                    |
|                                      | <u>28.57</u>            |
| 2. Second Shift like, because ;      |                         |
| a) Time is suitable for health       | 2.86                    |
|                                      | <u>2.86</u>             |
| 3. Ist and 2nd shift like, because ; |                         |
| a) Suitable time for work            | 5.71                    |
| b) Time suitable for health          | 2.86                    |
| c) Gets more pleasure                | 2.86                    |
| d) As it is fixed by the authority   | 14.28                   |
| e) Heavy pressure of work            | 2.86                    |
|                                      | <u>28.57</u>            |
| 4. All shifts like, because :        |                         |
| a) Gets more pleasure                | 5.71                    |
| b) As it is fixed by the authority   | 28.57                   |
| c) Willingness to do work            | 5.71                    |
|                                      | <u>40.00</u>            |
| Total                                | <u>100.00</u>           |

Note : Based on answer to question 11(c) in schedule-I.



## APPENDIX - A

Table -14

Table showing the distribution pattern of T.S.M. workers according to their views as to whether they like or dislike another same sort of job in the Mill.

| Group  | Frequency |
|--------|-----------|
| 1. Yes | 34.28     |
| 2. No  | 65.72     |
| Total  | 100.00    |

Note ! Based on answer to question 12 in schedule-I

2. Dislike another job, because :

|                                     |       |
|-------------------------------------|-------|
| a) Not a safe type of job           | 5.71  |
| b) Does not like other job          | 11.43 |
| c) No facility to gather experience | 20.00 |
| d) Lack of similar job              | 20.00 |
| e) Not very good in other           | 2.86  |
| f) Not very good in other           | 2.86  |
| g) Not very good in other           | 2.86  |
|                                     | 65.72 |

Note ! Based on answer to question 12 in schedule -I

## APPENDIX - A

Table -15

Table showing the distribution of T.S.M. workers according to the reasons for liking and disliking another job in the Mill.

| Group                                         | Frequency as percentage |
|-----------------------------------------------|-------------------------|
| 1. Like another job, because :                |                         |
| a) Through promotion                          | 2.86                    |
| b) To gather experience                       | 11.43                   |
| c) Family observation is possible             | 2.86                    |
| d) Less Risk                                  | 2.86                    |
| e) Over facility in other deptt.              | 2.86                    |
| f) Other jobs are not detrimental to health   | 11.43                   |
|                                               | <u>34.30</u>            |
| 2. Dislike another job, because :             |                         |
| a) Like this type of job                      | 5.71                    |
| b) Does not like other job                    | 11.43                   |
| c) No facility to gather technical experience | 20.00                   |
| d) Absence of similar job in other department | 20.00                   |
| e) More work load in other department.        | 2.86                    |
| f) Same salary scale                          | 2.86                    |
| g) More facility in this deptt.               | 2.84                    |
|                                               | <u>65.70</u>            |

Note : Based on answer to question 12 in schedule -I

## APPENDIX - A

Table - 16

Table showing the distribution of T.S.M. workers' according to the reasons stated for liking and disliking transfer from one job to another.

| Group                               | Frequency as percentage |
|-------------------------------------|-------------------------|
| 1. Like transfer, because :         |                         |
| a) Through promotion                | 8.57                    |
| b) To remove monotony               | 5.71                    |
| c) To gather various job experience | 17.14                   |
| d) Family observation is possible   | 5.71                    |
| e) Less risk in other works         | 2.86                    |
| f) Over facility in other deptt.    | 2.86                    |
| g) Gets more pleasure               | 2.86                    |
|                                     | <u>45.71</u>            |
| 2. Dislike transfer, because :      |                         |
| a) Likes this type of job           | 11.43                   |
| b) Does not like other job          | 20.00                   |
| c) Facility to gather experience    | 5.71                    |
| d) Adjustment problem may arise     | 5.71                    |
| e) To become unskilled              | 2.86                    |
| f) Absence of same sort of job      | 8.58                    |
|                                     | <u>54.29</u>            |
| Total                               | 100.00                  |

Note : Based on answer to question 14 in schedule -I

## APPENDIX - A

Table -17

Table showing the distribution of T.S.M. workers according to the degree of feeling disturb for load physical working condition.

| Group                                        | Bothered<br>a lot | Bothered to<br>some extent | Not bothered<br>at all | Total   |
|----------------------------------------------|-------------------|----------------------------|------------------------|---------|
| Feel disturb due<br>to following<br>reasons: |                   |                            |                        |         |
| a) Noise at<br>workplace                     | 8.57              | 20.00                      | 71.43                  | 100.00% |
| b) Oil and<br>Grease                         | 25.71             | 28.57                      | 45.71                  | 100.00% |
| c) Insufficient<br>light                     | 5.71              | 34.29                      | 60.00                  | 100.00% |
| d) Dust at<br>workplace                      | 14.28             | 65.72                      | 20.00                  | 100.00% |
| e) Hot or cold                               | 11.43             | 65.72                      | 22.85                  | 100.00% |

Note : Based on answers to question No.15 in schedule-I

## APPENDIX - A

Table - 18

Table showing the distribution of workers' according to their views whether they have got promotion or not with different income group.

| Group             | Frequency as percentage |
|-------------------|-------------------------|
| Income groups     |                         |
| 1. Tk.150 to 200  |                         |
| a) Yes            | -                       |
| b) No             | 14.28                   |
| 2. Tk. 200 to 250 |                         |
| a) Yes            | 11.43                   |
| b) No             | 22.86                   |
| 3. Tk. 250 to 300 |                         |
| a) Yes            | 8.57                    |
| b) No             | 8.57                    |
| 4. Tk. 300 to 350 |                         |
| a) Yes            | 11.43                   |
| b) No             | -                       |
| 5. Tk. 350 to 400 |                         |
| a) Yes            | 5.71                    |
| b) No             | 2.86                    |
| 6. Tk. 400 to 450 |                         |
| a) Yes            | 8.57                    |
| b) No             | -                       |
| 7. Tk. 450-500    |                         |
| a) Yes            | 2.86                    |
| b) No             | -                       |
| 8. Tk. 500 to 550 |                         |
| a) Yes            | 2.86                    |
| b) No             | -                       |
| Total             | 100.00                  |

Note : Based on answer to question 16(B) in Schedule -I

## APPENDIX - A

Table - 19

Table showing the distribution of T.S.M. workers' according to their views as to number of times they got promotion.

| Group             |  | Frequency as percentage |
|-------------------|--|-------------------------|
| Income Group      |  |                         |
| 1. Tk. 150 to 200 |  | -                       |
| a) Once           |  | -                       |
| b) Twice          |  | -                       |
| c) Thrice         |  | -                       |
| 2. Tk. 200 to 250 |  |                         |
| a) Once           |  | 22.26                   |
| b) Twice          |  | -                       |
| c) Thrice         |  | -                       |
| 3. Tk. 250 to 300 |  |                         |
| a) Once           |  | 16.67                   |
| b) Twice          |  | -                       |
| c) Thrice         |  | -                       |
| 4. Tk. 300 to 350 |  |                         |
| a) Once           |  | 16.67                   |
| b) Twice          |  | 5.56                    |
| c) Thrice         |  | -                       |
| 5. Tk. 350 to 400 |  |                         |
| a) Once           |  | -                       |
| b) Twice          |  | 5.56                    |
| c) Thrice         |  | 5.56                    |
| 6. Tk. 400 to 450 |  |                         |
| a) Once           |  | -                       |
| b) Twice          |  | 16.63                   |
| c) Thrice         |  | -                       |
| 7. Tk. 450 to 500 |  |                         |
| a) Once           |  | 5.56                    |
| b) Twice          |  | -                       |
| c) Thrice         |  | -                       |
| 8. Tk. 500 to 550 |  |                         |
| a) Once           |  | -                       |
| b) Twice          |  | -                       |
| c) Thrice         |  | 5.56                    |
| Total.            |  | 100.00                  |

Note : Based on answer to question 16(B) in schedule -I.

## APPENDIX - A

Table -20

Table showing the distribution of T.S.M. workers according to whether their supervisors help them when they face problem or not.

| Group        | Frequency as percentage |
|--------------|-------------------------|
| Yes (Always) | 31.43                   |
| No. (Never)  | 4.71                    |
| Sometimes    | 63.57                   |
| Total        | 100.00                  |

Note : Based on the answer to question No. 10 in schedule-I.

## APPENDIX - A

Note : Based on Table -21 to question No. 28 in schedule-I.

Table showing the distribution of T.S.M. workers according to their opinion whether their supervisor work side by side with the workers or not.

| Group     | Frequency as percentage |
|-----------|-------------------------|
| Always    | 45.71                   |
| Never     | 5.71                    |
| Sometimes | 48.58                   |
| Total     | 100.00                  |

Note : Based on the answer to question No.28 in schedule-I

## APPENDIX - A

Table - 23

Table showing the distribution of T.S.M. workers according to their views whether trade-union leaders are honest or not.

| Group                     | Frequency as percentage |
|---------------------------|-------------------------|
| 1. Leaders are honest     | 97.14                   |
| 2. Leaders are not honest | -                       |
| 3. No response            | 2.86                    |
| Total                     | 100.00                  |

Note : Based on the answer to question No. 34 in schedule-I.

## APPENDIX - A

Table-24

Table showing the distribution of T.S.M. workers according to reasons stated why they thought the leaders are honest.

| Group                                     | Frequency as percentage |
|-------------------------------------------|-------------------------|
| 1. Activities of leader are sincere.      | 68.57                   |
| 2. Leaders attitude are cooperative       | 25.71                   |
| 3. Proper judgement of the workers demand | 2.86                    |
| 4. No response.                           | 2.86                    |
| Total                                     | 100.00                  |

Note : Based on the answer to question No.34 in schedule-I.



## APPENDIX - A

Table - 25

Table showing the distribution of T.S.M. workers according to the reasons why they like or dislike to work jointly.

| Group                                                      | Frequency as percentage |
|------------------------------------------------------------|-------------------------|
| Like to work jointly, because                              |                         |
| 1. There is a possibility to get help from each other      | 54.28                   |
| 2. I get pleasure in group work                            | 8.57                    |
| 3. I feel initiative in group work                         | 8.57                    |
| 4. There is an opportunity to be aware of ones difficulty. | 2.86                    |
| 5. There is an opportunity to consult with others          | 2.87                    |
|                                                            | <u>77.15</u>            |
| Dislike to work jointly, because                           |                         |
| 1. To avoid disorderness or caos                           | 14.28                   |
| 2. There is a possibility of becoming inattentive          | 8.57                    |
|                                                            | <u>22.85</u>            |
| Total                                                      | <u>100.00</u>           |

Note : Based on the answer to question No.42 in schedule-I

## APPENDIX - A

Table - 26

Table showing the distribution of T.S.M. workers according to their views whether they get self satisfaction in performing duties or not.

| Group | Frequency as percentage |
|-------|-------------------------|
| Yes   | 80.00                   |
| No    | 20.00                   |
| Total | 100.00                  |

Note : Based on the answer to question No.43 in schedule-I

|                                                  |        |
|--------------------------------------------------|--------|
| 1. I am able to meet my family expenses.         | 2.88   |
| 2. I am not getting self satisfaction, because : |        |
| 1. Heavy work pressure and unsystematic.         | 2.88   |
| 2. Impossible to maintain family                 | 2.88   |
| 3. There is no possibility of promotion          | 2.57   |
| 4. I am unable to maintain                       | 5.71   |
| Total                                            | 100.00 |

Note : Based on the answer to question No.43 in schedule-I.

## APPENDIX - A

Table - 27

Table showing the distribution of T.S.M. workers according to reasons stated for getting or not getting self satisfaction in performing duties.

| Group                                                                   | Frequency as percentage |
|-------------------------------------------------------------------------|-------------------------|
| Getting self satisfaction, because :                                    |                         |
| 1. Opportunity for participation to a great extent in national welfare. | 28.57                   |
| 2. I am happy in getting a service                                      | 28.57                   |
| 3. There is an opportunity for self engagement in work                  | 14.28                   |
| 4. There is an opportunity for gathering experience                     | 5.71                    |
| 5. I am able to meet some family demands.                               | 2.86                    |
|                                                                         | <u>80.00</u>            |
| Not getting self satisfaction, because :                                |                         |
| 1. Heavy workpressure and uneconomic                                    | 2.86                    |
| 2. Impossible to maintain family                                        | 2.86                    |
| 3. There is no possibility of promotion                                 | 8.57                    |
| 4. Ditritmental to health                                               | 5.71                    |
|                                                                         | <u>20.00</u>            |
| Total                                                                   | <u>100.00</u>           |

Note : Based on the answer to question No.43 in schedule-I.

## APPENDIX - B

Table - 1

Comparison of T.S.M. Staffs according to their location of their house with the percentage of civilian labour force in Bangladesh by district.

| Group               | T.S.M. staffs<br>Frequency as percentage | Percentage of<br>civilian labour force<br>in Bangladesh<br>by district. |
|---------------------|------------------------------------------|-------------------------------------------------------------------------|
| 1. Rangpur          | 2.50                                     | 7.68                                                                    |
| 2. Dinajpur         | 72.50                                    | 3.82                                                                    |
| 3. Bogra            | -                                        | 3.02                                                                    |
| 4. Rajshahi         | 2.50                                     | 5.69                                                                    |
| 5. Pabna            | -                                        | 3.76                                                                    |
| 6. Mymensingh       | 5.00                                     | 10.09                                                                   |
| 7. Noakhali         | 5.00                                     | 4.13                                                                    |
| 8. Dacca            | 5.00                                     | 11.26                                                                   |
| 9. Comilla          | 5.00                                     | 8.08                                                                    |
| 10. Tangail         | 2.50                                     | 2.71                                                                    |
| 11. Jamalpur        | -                                        | 0.80                                                                    |
| 12. Faridpur        | -                                        | 5.48                                                                    |
| 13. Chittagong      | -                                        | 6.43                                                                    |
| 14. Chittagong H.T. | -                                        | 1.09                                                                    |
| 15. Sylhet          | -                                        | 7.09                                                                    |
| 16. Khulna          | -                                        | 4.91                                                                    |
| 17. Jessore         | -                                        | 4.21                                                                    |
| 18. Kushtia         | -                                        | 2.46                                                                    |
| 19. Barisal         | -                                        | 5.19                                                                    |
| 20. Patuakhali      | -                                        | 1.68                                                                    |

Note : Based on answer to question 1(b) in schedule-II

## APPENDIX - B

Table - 2

Table showing the distribution of staff according to sex in T.S.M. and sugar industries of Bangladesh.

| Group     | Frequency as percentage | Sugar industries in Bangladesh frequency as percentage |
|-----------|-------------------------|--------------------------------------------------------|
| 1. Male   | 97.50                   | 98.55                                                  |
| 2. Female | 2.50                    | 1.45                                                   |
| Total     | 100.00                  | 100.00                                                 |

Note : Based on answer to question 1(d) in schedule II

## APPENDIX - B

Table - 3

Table showing the distribution of staff according to religion in T.S.M. and percentage of religions people in Bangladesh.

| Religion     | Frequency as percentage | Percentage of religions personnel in Bangladesh |
|--------------|-------------------------|-------------------------------------------------|
| 1. Muslim    | 87.50                   | 96.03                                           |
| 2. Hindu     | 12.50                   | 3.38                                            |
| 3. Christian | -                       | 0.51                                            |
| 4. Buddhist  | -                       | 0.08                                            |
| Total        | 100.00                  | 100.00                                          |

Note : Based on answer to question 1(g) in schedule II.

## APPENDIX - B

Table - 4

Comparison of T.S.M. staffs according age with the Economically active population for Bangladesh.

| Age Group (in years) | T.S.M. Workers<br>Frequency as per-<br>centage | Economically<br>active popula-<br>tion in per-<br>centage |
|----------------------|------------------------------------------------|-----------------------------------------------------------|
| 10-14                | - .50                                          | 11.42                                                     |
| 15-19                | - .90                                          | 10.67                                                     |
| 20-24                | 5.00                                           | 9.85                                                      |
| 25-34                | 47.50                                          | 21.30                                                     |
| 35-44                | 40.00                                          | 19.06                                                     |
| 45-54                | 7.50                                           | 13.41                                                     |
| 55-64                | 10.00                                          | 8.36                                                      |
| 65                   | -                                              | 5.93                                                      |
| Total                | 100.00                                         | 100.00                                                    |

Note : Based on answer to question 1(c) in schedule II

## APPENDIX - B

Table - 5

Table showing the distribution of staff according to the degree of literacy.

| Group (in academic class)          | Frequency as percentage |
|------------------------------------|-------------------------|
| 1. VI to X (including undermatric) | 37.50                   |
| 2. Matriculate                     | 32.50                   |
| 3. Intermediate                    | 15.00                   |
| 4. Graduate                        | 12.50                   |
| 5. Technical qualification         | 2.50                    |
| Total                              | 100.00                  |

Note : Based on answer to question 1(b) in schedule-II

## APPENDIX - B

Table - 6

Table showing the distribution of T.S.M. staffs according to <sup>their mention</sup> how many days expenditure are maintained with their salary.

| Income group   | upto<br>3 days | upto<br>6 days | upto<br>9 days | upto<br>12 days | upto<br>15 days | upto<br>18 days | upto<br>21 days | upto<br>24 days | upto<br>27 days | upto<br>30 days |
|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Tk. 150 to 200 |                | 70.00          | 10.00          | 20.00           |                 |                 |                 |                 |                 |                 |
| Tk. 200 to 400 |                |                | 12.50          | 62.50           | 25.00           |                 |                 |                 |                 |                 |
| Tk. 400 to 550 |                |                | 6.25           | 12.50           | 50.00           |                 | 12.50           | 18.75           |                 |                 |
| Tk. 550 above  |                |                |                | 66.67           | 33.33           |                 |                 |                 |                 |                 |
| Total          |                | 17.50          | 7.50           | 32.50           | 5.00            | 7.50            |                 |                 |                 | 100.00          |

Note : Based on answer to question No.5 in schedule-II.



## APPENDIX - B

Table - 7

Table showing the distribution of T.S.M. staffs according to agree or disagree with the term "salary should be increased in relation to the price increase.

| Group | Frequency as percentage |
|-------|-------------------------|
| Yes   | 52.50                   |
| No    | 47.50                   |
| Total | 100.00                  |

Note : Based on answer to question No. 6 in schedule-II

## APPENDIX - B

Table - 8

Table showing the distribution of white collar workers according to the reasons stated for liking and disliking to change one job to another,

| Group                                                         | Frequency as percentage |
|---------------------------------------------------------------|-------------------------|
| 1. Like to change one job to another, because :               |                         |
| a) To gather various job experience                           | 35.00                   |
| b) Absence of overtime duty in other department.              | 2.50                    |
| c) Scope of promotion in other deptt.                         | 7.50                    |
| d) To reduce workload                                         | 2.50                    |
| e) To reduce monotony                                         | 2.50                    |
| f) Maltreatment of qualification                              | 2.50                    |
| g) Monetary benefits                                          | 2.50                    |
|                                                               | <u>55.00</u>            |
| 2. Dislike to change one job to another, because              |                         |
| a) Present job is a technical job                             | 30.00                   |
| b) Absence of same sort of job                                | 2.50                    |
| c) Less workload involved in present job                      | 2.50                    |
| d) To do same work in other deptt                             | 5.00                    |
| e) To be more experienced in doing the present job repeatedly | 5.00                    |
|                                                               | <u>45.00</u>            |
| Total                                                         | 100.00                  |

Note : Based on the answer to questions No.21 in schedule-II.

## APPENDIX - B

Table - 9

Table showing the distribution of T.S.M. staffs according to the degree of feeling disturb for lead physical working condition.

| Group                                    | Bothered<br>a lot | Bothered<br>to some<br>extent | Not bothered<br>at all | Total |
|------------------------------------------|-------------------|-------------------------------|------------------------|-------|
| Feel disturb due<br>to following reasons |                   |                               |                        |       |
| 1. Noise at workplace                    | 22.50             | 32.50                         | 45.00                  | 100%  |
| 2. Insufficient<br>weight                | 2.50              | 15.00                         | 82.50                  | 100%  |
| 3. Dust at<br>work                       | 10.00             | 27.50                         | 62.50                  | 100%  |
| 4. Condition of<br>staff room            | 22.50             | 35.00                         | 42.50                  | 100%  |

Note : Based on the answer to question No.22 in schedule-II.

## APPENDIX - B

Table - 10

Table showing the distribution of T.S.M. staffs according to their views whether they like their job or not.

| Group                          | Frequency as percentage |
|--------------------------------|-------------------------|
| 1. Like the job                | 67.50                   |
| 2. Like the job very much      | 27.50                   |
| 3. Don't like the job          | 5.00                    |
| 4. Never like the job          | -                       |
| 5. Like to some extent the job | -                       |
| Total                          | 100.00                  |

Note : Based on the answer to question No.9 in schedule-II.

| Group | Frequency as percentage |
|-------|-------------------------|
| Yes   | 17.50                   |
| No    | 82.50                   |
| Total | 100.00                  |

Note : Based on the answer to question No.11 in schedule-II.

## APPENDIX - B

Table - 11

Table showing the distribution of T.S.M. staffs according to their views whether they feel monotony in performing their duties or not.

| Group | Frequency as percentage |
|-------|-------------------------|
| Yes   | 52.50                   |
| No    | 47.50                   |
| Total | 100.00                  |

Note : Based on the answer to question No.10 in schedule-II

## APPENDIX - B

Table -12

Table showing the distribution of T.S.M. staffs according to their views whether their officers aloways try to give them more workload or not.

| Group | Frequency as percentage |
|-------|-------------------------|
| Yes   | 17.50                   |
| No    | 82.50                   |
| Total | 100.00                  |

Note : Based on the answer to question No.11 in schedule-II.

## APPENDIX - B

Table - 13

Table showing the distribution of T.S.M. staff according to their views regarding whether superior officers subscribe the views for extending facilities

| Group | Frequency as percentage |
|-------|-------------------------|
| Yes   | 50.00                   |
| No    | 50.00                   |
| Total | 100.00                  |

Note : Based on the answer to question No.17 in schedule-II.

|                                                      |       |
|------------------------------------------------------|-------|
| 1. Officers think facilities are equally distributed | 17.50 |
| 2. Officers do not feel necessary                    | 13.00 |
| 3. Officers believe in nepotism and in corruption    | 5.00  |
| 4. Officers did not take into account                | 12.00 |
| Total                                                | 47.50 |

Note : Based on the answer to question No.18(a) & (b) in schedule -II.

## APPENDIX - B

Table - 14

Table showing the distribution of T.S.M. staffs according to reasons mentioned for subscribing views or not subscribing views for extending facilities.

| Group                                                | Frequency as percentage |
|------------------------------------------------------|-------------------------|
| Subscribe views, because :                           |                         |
| 1. To advocate for promotion                         | 10.00                   |
| 2. To advocate for awarding financial incentives     | 5.00                    |
| 3. To advocate for quarter facility                  | 25.00                   |
| 4. Medical facility                                  | 2.50                    |
| 5. Others                                            | 7.50                    |
|                                                      | <u>50.00</u>            |
| Did not subscribe, because :                         |                         |
| 1. Officers think facilities are equally distributed | 17.50                   |
| 2. Officers do not feel necessary                    | 15.00                   |
| 3. Officers believe in nepotism and favouratism      | 5.00                    |
| 4. Officers did not take into account                | 12.50                   |
|                                                      | <u>50.00</u>            |
| Total                                                | 100.00                  |

Note : Based on the answer to question No.17(a) & (b) in schedule -II.

## APPENDIX - B

Table - 15

Table showing the distribution of T.S.M. staffs according to <sup>their members</sup> whether their supervisors and they work together in planning their future action or not.

| Group      | Frequency as percentage |
|------------|-------------------------|
| Yes        | 70.00                   |
| No         | 30.00                   |
| Total<br>U | 100.00                  |

Note : Based on the answers to question No.16 in schedule-II.

## APPENDIX - B

Table - 16

Table showing the distribution of T.S.M. staffs according to <sup>their members</sup> whether they receive criticism from their supervisors or not.

| Group     | Frequency as percentage |
|-----------|-------------------------|
| Always    | -                       |
| Sometimes | 27.50                   |
| Never     | 72.50                   |

Note : Based on the answer to question No.14 in schedule-II.



# INDUSTRIAL RELATIONS PRACTICES OF THAKURGOAN SUGAR MILLS LTD. DINAJPUR

## SCHEDULE - I - For Workers (i.e. Blue Collar Workers)

1. a) Name of the respondent : b) Address : c) Age :  
 d) Designation : e) Salary : f) Religion :  
 g) Educational qualification : h) Sex :
2. Do you think your salary is adequate ? Yes/No  
 Why ?
3. Do you able to meet up your basic needs with the salary ?  
 (i.e. need for food, clothing and shelter) Yes/No  
 If yes, How and what is the percentage ?
4. Do you effort to save some money for future out of your salary ? Yes/No  
 If yes, what is the percentage ?
5. Do you think your salary is reasonable in relation to your responsibilities and duties ? Yes/No  
 Why ?
6. Are you satisfied with the salary determined by New National Pay Commission ? Yes/No  
 Why ?
7. How had you been selected for your job ?
8. Were the duties and responsibilities of your job explained to you clearly when you first joined your duties ?  
 Yes/No/Uncertain
9. Were the salary, terms and others benefits clearly defined to you ? Yes/No
10. Do you get any help from your supervisor when you face any problem ? Yes/No/Sometimes
11. How many shifts are there in the season period ? Time.  
 b) How are the shifts selected for a worker ?  
 c) Which shift you like best ? Why?
12. Do you like other jobs of the same level ? Yes/No  
 Why ?
13. Which part of your duty you like best ? why ?

14. Do you like transfer from one job to another ? Yes/No  
Why ?

15. How much are you affected in doing your job by each of the things listed below ?

|                   | Bothered a lot | Bothered to some extent | Not bothered at all |
|-------------------|----------------|-------------------------|---------------------|
| a) Noise          | -              | -                       | -                   |
| b) Oil or Grease  | -              | -                       | -                   |
| c) Lighting       | -              | -                       | -                   |
| d) Dust           | -              | -                       | -                   |
| e) Hot or cold    | -              | -                       | -                   |
| f) Accommodation  | -              | -                       | -                   |
| g) Others, if any | -              | -                       | -                   |

16. Is there any scope of promotion for you ? Yes/No  
if yes, what type of ?

b) Did you get any promotion throughout your service career ? Yes/No  
Description of promotion :

17. Is there any opportunity of over time duty ? Yes/No

18. How is it distributed ?

19. What types of additional facilities are available here?  
a) Children education : b) Provident fund : c) Medical facility : d) transport : e) Canteen : f) Rationing  
g) Bonus : h) Others :

20. Is there any medical centre ? Yes/No

21. What is the condition of medical centre ?  
a) Number of doctor : b) Availability of medicine  
c) Quality of service :

22. Is there any school sponsored by the Mill for the children of workers ? Yes/No  
If yes, what is the condition of it ?

23. Is there any canteen within the campus? Yes/No

24. What is the price of tiffin ?  
a) Price is very high. b) Price is slight high. c) Price is reasonable d) Price is slight low. e) Price is very low

25. Is there any prayer room within the mill campus ? Yes/No  
If yes, how much time is permitted for prayer ?

26. Do you get casual leave ?  
How and for what time ? Yes/No
27. Do you get remuneration against this leave ? Yes/No
28. Does your supervisor work side by side with you ?  
Always/Never/Sometimes.
29. Did you get any reward from your supervisor or mill  
authority ? Yes/No  
Description of reward :
30. Does your supervisor talk with you regarding your fault ?  
Always/Never/Sometimes.
31. Is there any housing facility provided by the authority?  
How is it distributed ? Yes/No
32. How many workers avail this housing facility?
33. Is there any trade-union ? Yes/No
34. Do you think that the trade-union leaders are honest ? Yes/No  
Why ?
35. Do you able to discuss directly with the leaders regarding  
your problem? Yes/No
36. Do you feel that the trade-union is effective in  
settling disputes ? Yes/No
37. What is your opinion about the leaders ?
38. Do you think that the trade-union leaders possess all  
the required qualities ? Yes/No
39. Do you get any financial help at the time of need from  
the mill authority ? Yes/No
40. Is there any training facility for the employees ? Yes/No  
If yes, where and what is the method of training ?
41. Do you think that the unfavourable conditions of your  
work are possible to remove ? Yes/No  
why and how ?
42. Do you find pleasure in doing your work collectively with  
your colleagues ? Yes/No why ?
43. Do you get self satisfaction in performing your duties ? Yes/No
44. What is your opinion about your colleagues ?

Investigator

# INDUSTRIAL RELATIONS PRACTICES OF THAKURGAON SUGAR MILLS LTD. DINAJPUR

## SCHEDULE -II - For Staffs (i.e. white collar workers):

1. (a) Name of the respondent, (b) Address, (c) Age, (d) Sex, (e) Designation, (f) Salary : (g) Religion (h) Educational qualification
2. Do you think your salary is adequate : Yes/No  
If no, why ?
3. Do you think that salaries are uniform in relation to responsibilities performed by different staff of a similar job in the organisation ? Yes/No
4. Is there any instance that a junior colleague gets more salary than the senior in this organisation ? Yes/No  
If yes, which deppartment and why ?
5. Do you think your salary is sufficient to meet up your basic needs (e.g. needs of food, clothing and shelter, etc.) If not, what is the percentage ? Yes/No
6. Do you agree that the salary should be increased in relation to the price increase ? Yes/No  
why ?
7. Do you think the rate of salary fixed by the wage commission is good for you ? Yes/No  
why ?
8. Is there any opportunity for your advancement in this organisation ? Yes/No  
a) If yes, state the probable position you can hold :  
b) Did you get any promotion throughout the space of your service career ?
9. Do you like your job ? Yes/No  
Like/Like very much/Don't like/Never like /Like to some extent.
10. Do you feel monotony in performing your duties ? Yes/No  
why ?
11. Does your officer always try to give more work-load ? Yes/No  
If yes, why ?
12. Were the duties and responsibilities of your job explained to you clearly when you first joined your duties ? Yes/No/Uncertain

13. Did you know your immediate superior before assuming duties to this organisation ?  
If yes, what was the source ? Yes/No
14. Did you receive criticism of your work from your superior ?  
why ? Always/Sometimes/Never
15. List the type of fringe benefits that are available to the staff of this organisation ?  
(a), (b), (c), (d), (e), (f).
16. Do your supervisor and you work together in planning your future work assignment ?  
If yes, why ? Yes/No
17. Does your superior officer subscribe the views of your further training and extend facilities for this objective ?  
Yes/No
- (a) If yes, specifically mention  
(b) If no, why ?
18. Do you feel free to talk with your colleagues regarding any problems ?  
If no, why ? Yes/No
19. Do you think your colleagues are co-operative minded ?  
Yes/No
20. Do your colleagues whisper against the higher officers frequently ?  
why ? Yes/No
21. Would you like to change one job to another from time to time ?  
why ? Yes/No
22. How much are you bothered on your job by each of the things listed below : (check each one):  

|                |                         |                     |
|----------------|-------------------------|---------------------|
| Bothered a lot | Bothered to some extent | Not bothered at all |
|----------------|-------------------------|---------------------|
- (a) Noise  
(b) Lighting  
(c) Dust  
(d) Conditions of staff room (accommodation)
23. Is there any opportunity for overtime duty ? Yes/No
24. Do you think, overtime works are distributed without bias ?  
If no, why ? Yes/No
25. Do you think there are some conditions concerning your job that could be improved ?  
why and how ? Yes/No

Investigator

# INDUSTRIAL RELATIONS PRACTICES OF THAKURGAON SUGAR MILLS LTD. DINAJPUR

## SCHEDULE -III (For Officers)

1. (a) Name of the respondent : (b) Address : (c) Age :  
(d) Sex : (e) Designation : (f) Salary :
2. Do you think your salary is adequate in terms of your responsibility ?  
why ? Yes/No
3. Do you think your salary is sufficient to meet up your basic needs ? (e.g. needs of food, clothing, shelter, etc.) Yes/No  
If not, what percentage not meet ?
4. Can you satisfy your secondary needs (e.g. social and other needs) with this salary ?  
why ? Yes/No
5. Do you think the salary fixed by the wage commission is good for you ?  
why ? Yes/No
6. Do you get real enjoyment in performing your job ? Yes/No  
why ?
7. Do you feel free to discuss departmental problems with your Boss ?  
why ? Yes/No
8. Do you think that the employees are always aggressive towards administration in getting their demands fulfilled ?  
why ? Yes/No
9. Is there any trade union in your organisation ? Yes/No
10. Do the workers come to you individually or collectively through the Union regarding their problems ? Yes/No
11. Do you think that the trade union leaders always support the workers cause in the bargaining table ?  
why ? Yes/No
12. How do you deal with the issues brought by the trade union leaders ?
13. Do you think that the trade union leaders of your zone possess the required qualities of a leader ? Yes/No
14. Do you think that the trade union of your Mill is active in settling industrial conflicts ? Yes/No
15. List the occurrence of lock-out in your organisation : Yes/No  
Year : Cause : Solution :

16. List the occurrence of strike in your organisation : Yes/No  
 If yes : Year Cause  
 If not, was there any violence : Year Cause Solution
17. What type of previlages are available to the officers of this organisation ?  
 (a) Bonus, (b) Club, (c) Transportation facilities for official use/private use, (d) Cafeteria and (e) Others.
18. Is there any medical centre for the benefit of the officers' family ? Yes/No  
 If yes, what is the form of it ?  
 (a) Number of doctor, (b) Stock of medicine and (c) Nature of treatment.
19. Is there any school for the children of the employees including the officers which is sponsored by this organisation ? Yes/No  
 If yes, where ?
20. Is there, any scope of recreational activities for the members of the officers' family ?  
 (a) Sports (yearly), (b) Cultural function and (c) Others.
21. Is the planning of your organisation chalked out by the participation of all officers ? Yes/No  
 Why ?
22. Do you like to work side by side with the subordinates ? Yes/No  
 why ?
23. Are all officers provided with housing ? Yes/No  
 If no, what is the percentage of housing accommodation ?
24. Does your superior officer like to consult with you regarding your short-comings in performance ?  
 Always/Never/Some times.
25. Did you ever get reward from the organisation for your better performance ? Yes/No  
 If yes, what type of reward ?
26. Do you get the chance to express your own opinion on any problem that arises from time to time ? Yes/No  
 If no, why ?
27. Do you think that the Managing Committee/Board of Directors should consult you before formulating the company policy ? Yes/No  
 If yes, why ?



28. Do you have any opportunity for promotion ? Yes/No
29. Did you get any promotion throughout your service career ? Yes/No  
If yes, what is the extent ?
30. Is there any opportunity for further training either within the organisation or outside ? Yes/No
31. Do you think that the major decisions of this organisation should be taken by the prior consultation with the workers ? Yes/No  
If yes, why ?

Investigator

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