

A Live Study of Employee Satisfaction and Growth Analysis: Tata Steel

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Abstract

Employee satisfaction is supremely important in an organization because it is what productivity depends on. Satisfied employees are more likely to be creative and innovative and come up with breakthroughs that allow a company to grow and change positively with time and changing market conditions. The objectives of the paper are: - i) to measure the level of employee satisfaction at Tata Steel, ii) to see the effect of the measures being taken to enhance employee satisfaction and employee growth in the organization. In the study, the dimensions across which it was measured were – Superior-Subordinate relationship, Role, Culture, Career Development, Training, Goals and Motivation. Various aspects of these dimensions were listed down and converted into a questionnaire to conduct a survey on the employees of a private sector organization. Few trainers and trainees were interviewed to understand the system of training as training was the factor which contributed to employee satisfaction more than other factors. There has been quantitative analysis of the results of questionnaire done through Mean-SD Score, Correlation of inter and intra items of each parameter under consideration, the factor analysis has been done after that to find out the items which uniquely determine the employee satisfaction in the organization.

Keywords: satisfaction, employee growth, training, motivation, career, innovation, contribution.

1. Introduction

Employee satisfaction and retention have always been important issues for organizations. High levels of absenteeism and staff turnover can affect the bottom line of the organization, as temps, recruitment and retraining take their toll. The term Employee Satisfaction refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job tend to be more productive, creative and committed to their employers while a person who is dissatisfied with his or her job holds negative attitudes about the job. Organizations that can create work environments that attract, motivate and retain hard-working individuals will be better positioned to succeed in a competitive environment that demands quality and cost-efficiency. By creating a positive workplace for their employees, they can increase their employees' job satisfaction.

Employee satisfaction can be characterized by job involvement and organizational commitment. Job involvement measures the degree to which a person identifies psychologically with his or her job and considers his or her perceived performance level important to self-worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do. High levels of job involvement are related to fewer absences and lower resignation rates.

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

Quality of Life improves with job satisfaction. The employee is content and happy with the kind of job done and hence, overall well being for the employee and the family.

Employee contributes willingly to the profits of the company. He feels responsible towards the return to the company. He delivers his best and his performance level rises. He shows commitment towards work. He works with full honesty and loyalty. He reduces absenteeism to the minimum as the work he does is of his interest and he willingly does it. So there is no attendance problem.

Backed by 100 glorious years of experience in steel making, *Tata Steel* is among the top ten steel producers in the world with an existing annual crude steel production capacity of 30 Million Tonnes Per Annum (MTPA). Established in 1907, it is the first integrated steel plant in Asia and is now the world's second most geographically diversified steel producer and a Fortune 500 Company. Tata Steel has a balanced global presence in over 50 developed European and fast growing Asian markets, with manufacturing units in 26 countries. It has 35,870 employees at present. It is driven by its own people and the company stresses a lot on employee satisfaction because it is not possible that without their satisfaction the company would perform well. Its productivity is affected by the efficiency of people. Their satisfaction is of utmost importance to the company and it has taken many initiatives to keep its employees happy and content. It was therefore, felt by the author to study these initiatives taken by the company and evaluate its effectiveness and determine which process/processes contribute most to employee satisfaction.

2.Review of Literature

Ashraf Shikdar & Biman Das (2003) concluded Worker satisfaction improved significantly as a consequence of the provision of the assigned and participative standards with performance feedback in a repetitive industrial production task. The maximum improvement in worker satisfaction was found for the participative standard and feedback condition. Only this condition had a significant positive effect on worker job attitudes. Monetary incentive, when provided with an assigned or participative standard with feedback, added no incremental worker satisfaction or job attitudes gain. The participative standard with feedback condition emerges as the optimum strategy for improving worker satisfaction and job attitudes in a repetitive industrial production task.

Edward E. Lawler III & Richard J. Hackman (1971) did research on "corporate profits and employee satisfaction". The authors examined the notion that executives would rather maximize their profits rather than invest in their employee's job satisfaction. They discuss how the simplification of many work processes, while intended to improve an organization's profits, often result in a lack of satisfaction on the employee's end. The breaking down of work into small tasks makes the worker's job repetitive and easily replaceable. While this process is designed to improve quality it also results in a decrease in morale. The authors examined how it is actually not profitable for companies to continue to use these practices because of the costs related to turnover, absenteeism and the eventual drop in product quality.

Donald P. Schwab & Marc J. Wallace Jr. (1974) examined many aspects of job satisfaction investigated in recent years, satisfaction with pay appears to be most deserving of additional study. Employee satisfaction with pay should be of particular importance to organizations if for no other reason than that pay constitutes a substantial --often the major--cost of doing business. Despite its importance, however, considerable controversy has surrounded discussions of satisfaction with pay, and only recently have we begun to learn something about the personal and organizational factors associated with pay satisfaction. This study examines six personal and organizational correlates of pay satisfaction of both male and female nonexempt employees in a large firm manufacturing durable consumer goods. In general, the results indicate that although satisfaction with pay is related to several of the observed variables, the vast majority of the variance in pay satisfaction is not explained with the variables used in this study.

Richard D. Arvey, H. Dudley Dewhirst & Edward M. Brown (1978) examined two hundred and forty-five working level scientists and engineers participated in a longitudinal study in which their managers had been trained in a Management by Objectives program. Subjects completed two questionnaires, the latter being completed 21 months after the first designed to assess perceptions of their managers' goal setting behavior along four dimensions derived using factor analytic procedures (Goal Clarity and Planning, Subordinate Freedom, Feedback and Evaluation, Participation in Goal Setting) and their reported intrinsic, extrinsic and total satisfaction. Dynamic correlations (Vroom, 1966) were computed between changes in the goal setting factors and changes in the satisfaction variables and significant positive relationships were observed. In addition, results indicated that job task (research vs. development) demonstrated a moderating influence on the goal setting-satisfaction relationships. An unexpected finding was that there was a significant decrease in perceived managerial behavior on the Goal Clarity and Planning factor over the 21 months. However, a significant increase occurred on the Feedback and Evaluation factor.

Chris Silva (2006) focuses on a decrease in the satisfaction of workers towards their benefit levels. In the 2006 Rewards of Work survey of Segal Co., there is a decrease in employee satisfaction with all types of benefits which include retirement benefits, health care, benefit administration satisfaction and benefit level satisfaction.

John M. Larsen Jr & W.A.Owens Jr (1965) discusses the variation in both the attitudes and effectiveness of employee groups as a function of the quality of supervision, tenure, education, the ages of the group members, the dynamic interplay of individual personalities and the emerging social aspects of the job. The requirement of anonymity usually dictates that only group criteria can be obtained and the outcome is a heavy preponderance of group studies. Thus, in providing an individual criterion of satisfaction, it might then be possible to investigate both between-group and within-group satisfaction in an interesting and current theoretical frame.

Angelia Herrin (2004) states that the management literature is full of advice for executives who want to deliver effective performance reviews of employees, however, employees are not using review sessions to talk about what they want and need. In this article, the author discusses the need for employee satisfaction in their workplace. To carry out the employees' concerns with regards to their job, they must have the skills to voice it out during performance reviews. They must understand that workplace satisfaction is a two-way street in this article, the author also stresses out the role of managers in making the employees understand that declaration of dissatisfaction will not get much reaction rather proposals to help solve a problem will get an immediate response. To do such, the author listed some of the best approaches in carrying out the employees' concerns during meetings.

Matt Wagenheim & Stephen Anderson (2008) states that the purpose of the study was to explore the relationship between front-line employee job satisfaction and customer orientation. Data for this study were collected through the use of a survey instrument completed by 146 front-line employees of a regional theme park in the southeast United States. Simple Linear Regression analysis was used to test the relationships under review. Results of this study showed that employees who are more satisfied with the relationship they enjoy with co-workers have a higher customer orientation. Significant relationships were not found between any other dimension of job satisfaction (including overall job satisfaction) and employee customer orientation. In addition, no significant relationship was found between any demographic characteristics reviewed and customer orientation. The results of this study suggest that employees of recreation-related organizations respond differently to job satisfactions as they relate to customer orientation rather than employees of other business types. Results of this study may help theme park managers better facilitate customer orientation through improved relationships between front-line employees.

Kurt Matzler & Birgit Renzl (2006) states that employee satisfaction is considered as one of the most important drivers of quality, customer satisfaction and productivity. In this study we investigate an important driver of employee satisfaction. We argue that interpersonal trust (trust in management and trust in peers) strongly influences employee satisfaction and, as a consequence, employee loyalty. To test the relationships between these constructs we measured trust in management and trust in peers, satisfaction and loyalty of employees of an Austrian company in the energy sector.

Paul E. Madlock (2008) examined the influence of supervisor communicator competence and leadership style on employee job and communication satisfaction. Participants were 220 individuals (116 men and 104 women) working full-time for a variety of companies in the Midwest. The findings indicated a strong relationship between supervisors' communicator competence and their task and relational leadership styles, with supervisor communicator competence being a stronger predictor of employee job and communication satisfaction. More specifically, the findings indicated that supervisor communicator competence accounted for 68% of the variance in subordinate communication satisfaction and nearly 18% of the variance in subordinate job satisfaction. More important, these findings provide an association between communication, leadership, and employee job and communication satisfaction.

Gene Milbourn Jr. & J. D Dunn (1976) article presents a study which aims to assist operating managers of small organizations in determining the need for conducting audits of employee attitudes, selecting an appropriate questionnaire to gather attitudinal data, and interpreting and using the information collected to improve managerial practices and organizational functioning. Job satisfaction is a feeling an employee has about his work, pay, promotional opportunities, supervisor, and co-workers. More specifically, it is the "pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Managerial policies and practices determine the level of worker satisfaction/dissatisfaction toward each of the five component dimensions. The abbreviated scheme above shows that managers are responsible for designing or creating a work environment where employees are able to be satisfied and productive. A managerial policy on promotion, for example, is seen to effect both job satisfactions with promotion and employee performance.

3.Research Methodology

Methods used for data collection-

1. Questionnaire
2. Interview

The type of survey conducted required a mix of both structured as well as unstructured questions. Questions included general profile of respondents, structured and subjective/ open ended type of questions.

Dimensions contributing to employee satisfaction were identified as follows:

- Superior-Subordinate relationship
- Role
- Career development
- Training
- Goal
- Motivation
- Pay and benefits
- Culture

Sample Size- 60 employees

Sampling- Random Cluster Sampling

Source of information- Primary (Questionnaire) and Secondary (Books and Internet)

Interview was in a form of a casual talk about the employee satisfaction level with the employees at the time of distribution of questionnaires. The Mean-SD score is calculated of each item under these dimensions using SPSS software. The Correlation is also calculated for all intra and inter items of the parameters mentioned. Finally the factor analysis is done to determine which element contributes most towards employee satisfaction.

4.Analysis and Findings

The questionnaire results of the objective questions had been entered in SPSS software as a part of different parameters and analyzed thereon. The following analysis has been done on the basis of results obtained from the following scores:-

1. Mean-Standard Deviation Scores
2. Factor analysis
3. Intra and Inter item correlation

The scores obtained from Mean-Standard Deviation calculation were analyzed according to the value the mean took. If the deviation was between 0.6-0.8 it has been considered to be low, 0.8-1 is moderate and 1-1.3 is high. Low standard deviation signifies that most of the responses lie along the mean. Moderate signifies that more or less responses are close to the mean. High SD means that employees have varied views regarding the statement.

For correlation, 0-0.25 Pearson Correlation signifies less relation between the two items under comparison. 0.25-0.75 means that the items are moderately correlated and values above 0.75 signify that the items under consideration are highly correlated. Intra item correlation as well as inter item correlation is calculated so that the relationship of each item can be determined against one another.

The significance levels signify how true the findings are. A 0.99 significance level means that the result is 99% valid.

In the factor analysis the Score Plot is prepared using SPSS which signifies the number of components to be retained. All items should be considered which take Eigen Value more than 1.

The item in the factor analysis result is explained. The reasons for its contribution towards high satisfaction level are understood by studying the system.

Further the analysis is related with theories on Job satisfaction and Motivation to understand its applicability in the company scenario.

Few limitations have also been cited by combining the results of the quantitative analysis with the responses of employees for the open ended questions. Categories were made according to various responses. Similar responses were clubbed together and their frequency determined whether it is true or not.

4.1 Quantitative Analysis based on Mean- SD Score

The employees exhibit different levels of satisfaction for the various parameters on which they were questioned:

<Table -1>

Maximum employees share a good relationship with their superiors in terms of the way they treat them and they are appreciated when they perform well.

Maximum employees like the kind of work they do and feel that there is enough variety in their job.

Maximum employees agree that there is spirit of co-operation, trust and mutual respect in the workplace. They are also of the view that employees regularly share and exchange ideas with one another.

Employees moderately differ in their views regarding their training needs being adequately identified by their superiors. Employees have varied opinions on the fact that the organization has provided them sufficient initial training as they required. Employees agree to the fact that the organization provides them sufficient training opportunities to develop their skills and knowledge according to the latest technology and also apply these to their work.

Employees are neutral on the fact that their career development is established in the company. If half the employees felt that they have a good career development, the other half differed.

Employees are somewhere between neutral and in agreement when they are asked about their satisfaction with the compensation they receive.

The employees agree with the fact that their goals are clear and that the company provides meaningful direction to them. There are however, moderate disparity in their opinions.

Maximum Employees enjoy the freedom of work they get at the workplace and get a feel of accomplishment from work. Employees are however, not fully motivated with the schemes provided by the company such as Long Service Awards, Rewards, Salary Structure. But, it should be noted that employees have highly disparate views on these aspects.

4.2 Analysis based on factor analysis

The component matrix resulted in training as the most essential factor contributing towards employee satisfaction.

Component Matrix (a)

<Table -2>

After doing the factor analysis it is essential to discuss the major factor for employee satisfaction i.e. training. As discussed in the beginning of the project, the company gives lots of opportunities to the employees to train them. Information was collected on reading documents of the company about training and interviewing few people in the training section to know about their system more and hence, derive reasons as to why training gives employees utmost satisfaction.

To help the company realise its vision, **training strategies** are reformulated as follows:

- Embed performance culture
- Enhance the Leadership Development process through training, mentoring and nurturing talent.
- Cultural integration across acquired units and derive synergy through technical competence.
- Promote higher education and training in steel technology

The present approach to training is not generic in nature. It is training for result and the **current state of training** can be summarized below:

- Training programmes are designed with end result in mind.
- Participants are sent for training by their superior after discussing with him or her the expected training outcome.
- Participants come prepared for the training programme after reading the on-line study material, multi media synopsis and other e-learning packages related to the subject on company's intranet.
- Training is delivered using blended learning.
- Participants develop action plan for implementing the knowledge and skills gained during the training at their workplace.
- Line managers help the participants in implementing the action plan.
- Improvement in participants' performance is reported by their superiors.
- Improvement in plant performance is compared with the stated business objectives.

4.3 Analysis based on correlation

<Table -3>

Superior-Subordinate relationship has moderate correlation with the parameters like role of the employees, culture of the organization, training and goals. This finding is of high significance. Superior-Subordinate relationship has low correlation with Career Development, Pay and Benefits and Motivation of employees. This finding is highly significant.

Role has moderate correlation with Training, Pay and Benefits and Goals.

There is little relation in role and culture of the organization, employee's career development and motivation level.

Culture of the organization has moderate correlation with other items like training, career development, pay and benefits, goals and motivation.

Training also has a moderate correlation with other items like career development, pay and benefits, goals and motivation.

Career development has moderate correlation with pay and benefits, goals and motivation.

Pay and benefits moderate correlation with goals and motivation.

Goal has a moderate correlation with motivation.

Motivation has low correlation with super-subordinate relationship and role. It has a moderate correlation with other items.

4.4 Findings & Discussion

It was an exploratory research. The superior- subordinate relationship is quite satisfactory and this relationship facilitates high performance and it affects the goals of individuals to a big extent. It contributes majorly to a good organizational culture as work is done in co-operation and through exchange of ideas.

Maximum employees like the kind of work they do and enjoy the variety in work. This develops learning instincts in the employee and the employee is encouraged to undergo training to gain more skills and knowledge in the area of work.

The organization culture promotes trust, co-operation and mutual respect in the work place. The employee is willing to perform well, deliver his best to contribute to the growth of the organization. This impacts the pay structure and there is continuous up gradation of the salary.

The employees are trained according to the contemporary requirement in the company and are encouraged by the superiors to achieve high performance. This helps in career development of the employees.

There is a mixed feeling among employees regarding career development and promotional policy. The pay is also not very satisfactory as there is a high correlation amongst these items.

The company provides meaningful direction to the employees to achieve their goals. Individuals are very clear about their own goals and the company's goals. This means the employees are highly motivated to achieve the goals.

The reward and recognition policy of the organisation promotes involvement in improvement initiatives, participation in events that enhance company's image. It ensures equity and uniformity in various kinds of rewards and recognitions in the company.

5. Conclusion

The employees expressed satisfaction with the following features at Tata Steel when the quantitative analysis results were combined with subjective answers results:

Freedom to work in team - The employees are provided enough opportunities to initiate implementation of various ideas leading to improvement in working processes, improved productivity, cost reduction, work simplification which they develop through teamwork by forming task forces. The plan of implementation is presented to the management and the management is generally very supportive in this regard.

Image of the organization - The employees derive lot of pleasure in working in the organization which has a long track record of adopting modern technology, caring for society in and around Jamshedpur, adopting fair business practices and following high ethical standards in all its business activities, thereby establishing itself as a highly respected company worldwide.

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

Attrition is low - This is because the quality of life at Jamshedpur is very good. All specialists are available. Medical treatment is free. Tata Steel gives financial assistance to schools and hence better standard of studies for children and education expenses are low. The critical medical cases are referred to top hospitals in the country and entire expenses are borne by the company for employees and their dependents. The commuting is very easy for employees as the entire town is situated in a radius of 7 Kms. There is uninterrupted water and electricity supply at subsidized rates for employees.

When all such facilities are available to employees the obvious consequence of it is employee satisfaction.

It can be concluded by saying that the project objectives were met through the understanding of various practices done by Tata Steel for enhancing Job Satisfaction, and study of results obtained through SPSS analysis. Through the analysis, the level of employee satisfaction was measured. Various components were

analyzed through various scores obtained- Mean-Standard Deviation score, Correlation (both intra and inter item) and Factor analysis. The effect of the measures adopted by the company was automatically reflected in the analysis.

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7. Tables:

<Table -1>

Dimensions	Mean	SD
Superior-Subordinate Relationship	3.868056	0.960883
Role	3.816667	1.070591
Culture	3.963333	0.889547
Training	3.793333	1.086842

Career Development	3.120833	1.299333
Pay and Benefits	3.576667	1.065162
Goal	3.891667	0.933016
Motivation	3.760417	1.057282

<Table -2>

	Component
	1
ss	.632
r	.585
c	.698
t	.770
cd	.686
pb	.764
g	.692
m	.641

<Table -3>

Correlations									
		Sup Sub	Role	Cul	Train	Car Dev	Pay Ben	Goals	Motiv
Sup Sub	Pearson Cor Sig. (1-tailed) N	1 288	0.2879 3E-06 240	0.2946 2E-07 288	0.2517 8E-06 288	0.1369 0.017 240	0.2322 3E-05 288	0.3107 0.0003 120	0.23998 1.9E-05 288
Role	Pearson Cor Sig. (1-tailed) N	0.28789 2.9E-06 240	1 .	0.1863 0.0019 240	0.3148 3E-07 240	0.1574 0.0073 240	0.324 1E-07 240	0.4455 2E-07 120	0.22657 0.0002 240
Cul	Pearson Cor Sig. (1-tailed) N	0.29463 1.8E-07 288	0.1863 0.0019 240	1 .	0.3346 1E-09 300	0.3071 6E-07 240	0.3612 6E-11 300	0.3819 8E-06 120	0.28483 2.6E-07 300
Train	Pearson Cor Sig. (1-tailed)	0.25173 7.7E-06	0.3148 3E-07	0.3346 1E-09	1 .	0.3453 2E-08	0.3922 9E-13	0.4706 3E-08	0.46308 1.2E-17

	N	288	240	300	300	240	300	120	300
Car Dev	Pearson	0.1368	0.157	0.307	0.345		0.375	0.401	0.2967
	Cor	6	4	1	3	1	7	8	1
	Sig. (1-tailed)	0.0170	0.007						1.4E-
	N	4	3	6E-07	2E-08	.	9E-10	3E-06	06
	N	240	240	240	240	240	240	120	240
Pay Ben	Pearson	0.2322		0.361	0.392	0.375		0.510	0.3882
	Cor	1	0.324	2	2	7	1	5	7
	Sig. (1-tailed)	3.5E-							1.6E-
	N	05	1E-07	6E-11	9E-13	9E-10	.	1E-09	12
	N	288	240	300	300	240	300	120	300
Goals	Pearson	0.3107	0.445	0.381	0.470	0.401	0.510		0.2536
	Cor	2	5	9	6	8	5	1	3
	Sig. (1-tailed)	0.0002							0.0025
	N	8	2E-07	8E-06	3E-08	3E-06	1E-09	.	9
	N	120	120	120	120	120	120	120	120
Motiv	Pearson	0.2399	0.226	0.284	0.463	0.296	0.388	0.253	
	Cor	8	6	8	1	7	3	6	1
	Sig. (1-tailed)	1.9E-	0.000					0.002	
	N	05	2	3E-07	1E-17	1E-06	2E-12	6	.
	N	288	240	300	300	240	300	120	480

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