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Study Of Job Satisfaction in Selected Tourist Complexes in Haryana

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ABSTRACT

This study examines employee satisfaction and organisational behaviour at HTDC with a focus on key dimensions such as managing productive behaviour and communication within the organisation. The research is based on primary data collected through a structured questionnaire administered to employees, along with secondary data obtained from organisational records and relevant literature. The study aims to assess the level of job satisfaction among employees and understand their attitudes towards organisational practices, values, and work environment.

The findings indicate that a significant proportion of employees are satisfied with the organisation's management of productive behaviour and communication systems. In particular, a majority of respondents reported being very satisfied with communication practices, while responses related to productive behaviour also showed a generally positive trend. However, a small proportion of employees expressed neutrality or dissatisfaction, suggesting areas for further improvement in organisational effectiveness and employee engagement.

Overall, the study highlights that HTDC maintains a relatively positive work environment with effective communication and satisfactory employee relations, though continuous efforts are required to address minor concerns and enhance overall job satisfaction.

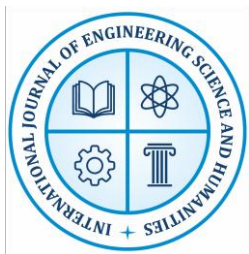
Keywords

Employee Satisfaction, Organisational Behaviour, Communication, Job Satisfaction, Human Resource Management, HTDC, Work Environment, Productive Behaviour.

1. INTRODUCTION

Haryana may not have the popular historical and cultural monuments to attract tourists, nor does it possess the rich flora and fauna that attract domestic as well as foreign tourists. However, the geographical location of Haryana is of great importance, as the National Highways passing through the State are among the busiest in the country. This prompted the planners to develop an excellent concept, which proved to be highly successful. Today, Haryana may be regarded as the pioneer in the field of Highway Tourism in India. Besides this, adventure tourism and rural tourism have also been promoted. It can, therefore, be said with confidence that tourism in Haryana is likely to experience remarkable growth in the years to come.

Haryana, often described as "Heaven on Earth," was brought on the tourist map by a public sector enterprise, namely the Haryana Tourism Corporation (HTC), which was registered under the Companies Act, 1956 on 1st May, 1974. However, it started its actual functioning on 1st



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September, 1974 with 25 tourist complexes. The Corporation also manages non-commercial units such as motels, huts and tourist bungalows on behalf of the Government of Haryana.

The Corporation has a subsidiary, HTC Hotels Ltd., which looks after the management of three tourist complexes, namely Hotel Raj Hans, Suraj Kund and The Hermitage. The tourism industry in Haryana has contributed significantly to the State economy in terms of economic, social, educational and other benefits. Through a network of 44 tourist complexes, spread across every nook and corner of the State (except the Hornbill Tourist Complex, which is situated at Mussoorie), Haryana has successfully developed itself into a tourist destination. This has been made possible through the tireless efforts of the Haryana Tourism Corporation. Most of these tourist complexes have been named after birds, symbolising the State's rich natural heritage.

The success of the State tourism industry is evident from the growth of domestic and foreign tourist traffic. Domestic tourist arrivals increased from 17.45 lakh and foreign tourist arrivals from 0.69 lakh in 1980–81 to 46.76 lakh and 1.51 lakh, respectively, in 1991–92. Likewise, 872 persons were directly employed in the Haryana Tourism Corporation and the Haryana Tourism Department in 1980–81, and this number increased to 1,693 in 1991–92. The employment figure rises to 4,402 when indirect employment is also taken into account.

The foreign exchange earnings of Hotel Raj Hans increased from a modest ₹0.21 lakh in 1983–84 to ₹12.60 lakh in 1992–93. Moreover, Haryana Tourism has gradually shifted its emphasis from transit tourists, who dominated during the 1970s and 1980s, to destination tourists by providing excellent facilities and services for adventure, convention, hill and pilgrimage tourism within the State.

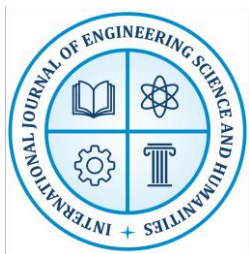
The prestigious ventures of Haryana Tourism include Hotel Raj Hans (Suraj Kund), a complete health resort that has earned international recognition by being declared a Five-Star Hotel and by becoming a member of the Hotel and Restaurant Association of India. It attracts both international tourists and affluent domestic visitors seeking a natural environment. Other important tourist complexes of Haryana Tourism include Badkhal Lake, nestling amidst the rocky Aravalli Hills; Yadavindra Gardens, Pinjore; Damdama Lake; Sohna, a health resort with natural sulphur springs; Kingfisher (Ambala) with its Health Club Complex; Karna Lake; Neelkanthi (Kurukshetra), catering to the needs of pilgrimage tourists by providing low-priced accommodation; Magpie, equipped with modern convention and conference facilities; Kala Teetar (Abu Shahar); and the Sultanpur Bird Sanctuary, one of the best-known bird sanctuaries in Asia.

2. TOURIST COMPLEXES OF HARYANA

1. Magpie

Situated on National Highway No. 2 at Faridabad.

Facilities:



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- Motel
- Restaurant
- Bar
- Gift Shop
- Banquet Hall

2. Karna Lake

Situated on National Highway No. 1, about 124 km from Delhi and Chandigarh. A well-equipped conference hall forms an integral part of the complex.

Facilities:

- Motel
- Restaurant
- Bar
- Luxury Cottages
- Boating Lake
- Snack Counter
- Green Lawns
- Conference Hall

3. Parakeet

Situated about 152 km from Delhi. The complex provides traditional tourist facilities for accommodation and catering.

Facilities:

- Motel
- Restaurant
- Bar
- Conference Hall
- Garden

4. Red Bishop

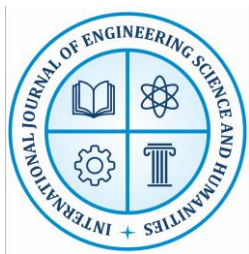
Situated in the developing township of Panchkula. The nearby modern Cactus Garden is a major attraction.

Facilities:

- Restaurant
- Bar
- Conference Facilities
- Lawns for Garden Parties

5. Neelkanthi Krishna Dham Yatri Niwas

Located at Kurukshetra, providing accommodation mainly for pilgrims.



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Facilities:

- Dormitories
- Guest Rooms
- Meditation Hall
- Restaurant
- Cloak Room
- Luggage Lockers

6. Badkhal Lake

Situated about 32 km from Delhi, Badkhal Lake is surrounded by the rocky Aravalli Hills and offers excellent accommodation and recreational facilities.

Facilities:

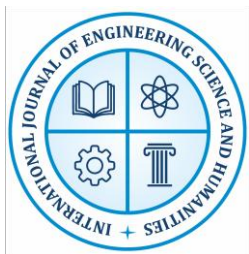
- Motel
- Restaurant
- Mini-Vet Huts
- Camper Huts
- Conference Hall
- Luxury Launch for Boating
- Filling Station
- Children's Park
- Bank Extension Counter
- Adventure Sports including Canoeing, Kayaking, Rock Climbing and Trekking

7. Oasis

Situated at Uchana. The complex is beautifully landscaped with well-maintained green lawns, a giant wheel and swings for children.

Facilities:

- Camper Cottages
- Fast Food Centre
- Filling Station
- Gift Shop
- Dispensary
- Post Office
- Bank
- Restaurant
- Juice Corner
- Space for Pitching Tents



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8. Kingfisher

Situated at Ambala. A special attraction of Kingfisher is its Health Club with a swimming pool, massage facilities and exercise equipment. The complex is built on a double-storeyed plan.

Facilities:

- Motel
- Restaurant
- Bar
- Conference Hall
- Health Club
- Ice Cream Parlour
- Gift Shops
- Coffee Shop
- Lawns

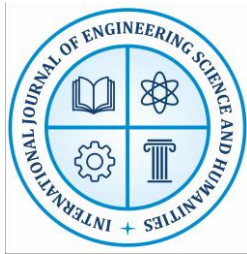
3. IMPORTANCE OF HRD IN THE SERVICE SECTOR

Unlike goods manufactured in the agricultural and industrial sectors, a service is intangible and perishable, in the sense that a consumer cannot store a service. This implies that service organizations are responsible not only for producing services but also for delivering them immediately to the consumer. In other words, in the service sector, the production and delivery of services are carried out simultaneously. The consumer, therefore, is an integral part of the entire service delivery system. The services of a doctor or a teacher, for example, necessarily involve the active participation of the consumer.

This characteristic of the service industry has important implications for the kind of human resources and human competencies required in the service sector. The emergence of the service sector has brought about a fundamental transformation in the social and economic structure of modern society.

Compared with the secondary or industrial sector, the service sector may be less labour-intensive, but it generally requires greater human-related skills and competencies. Although technology has advanced considerably, the technical and operational skills that characterized earlier agrarian and industrial societies have increasingly given way to an emphasis on human and managerial competencies, both at the macro-economic level and at the organizational level.

The service sector organizations also play a very important social role. By extending benefits to people belonging to all social and economic segments, they provide opportunities for development and help in reducing socio-economic disparities. They enable the weaker sections of society to have access to the benefits of modernisation. By providing common services to all sections of society, they reduce social and psychological distances.



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For instance, Government services such as administration and judicial services are available to all without discrimination. The professionalisation of the service industry has made services such as hospital care, legal aid, rehabilitation, etc., available to all those who can pay the prescribed fee, regardless of their social background.

Thus, as M. B. Athreya points out, the services themselves have an HRD effect—first, by developing individuals and deprived groups, and secondly, by gradually changing the societal culture towards a more egalitarian and democratic direction.

4. ROLE OF HRD IN THE SERVICE SECTOR

HRD has certain aspects that are universal to all organizations as well as some that are specific to the nature of the service industry.

5. UNIVERSAL ASPECTS

HRD is relevant to all sectors. It forms the basis of organisational effectiveness and contributes significantly to the development of human resources at all levels. Other resources, such as physical and financial resources, can only be activated through the agency of human resources. HRD is such an all-pervasive concept that there are bound to be common aspects relevant to many sectors.

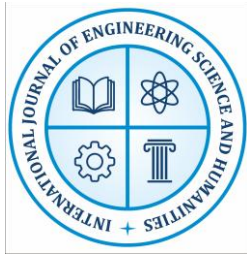
HRD aims at developing the individual and matching him to appropriate roles, both by developing the individual and by developing the role. It also aims at catalysing individual and organizational self-renewal. A generalised model of HRD includes the following sub-systems: role analysis, selection and placement, transfer and rotation, reward and punishment, performance and potential appraisal, feedback and counselling, training and development, career planning, succession planning, participative devices, and an HRD data bank.

Of these sub-systems, some are essential to all organizations in every sector, namely selection and placement, transfer and rotation, and reward and punishment. At the very least, these sub-systems need to be properly designed. If an organization wishes to move beyond a status quo bureaucracy, a stage at which many service institutions tend to become stagnant, performance appraisal, potential appraisal, and training and development become particularly relevant.

If high levels of performance are the goal, then the additional sub-systems of feedback and counselling, together with participative devices, become essential. Finally, if one is concerned with the long-term vitality of any institution, including a service institution, the remaining sub-systems also become essential, namely role analysis, career planning, succession planning, and the development of an HRD database.

6. JOB SATISFACTION

One of the most pivotal variables affecting human performance on the job is job satisfaction. A large number of factors determine an individual's level of job satisfaction, and this, to a great extent, influences both the quality and quantity of work output. It is, therefore, a matter of



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paramount importance to know whether a person perceives himself or herself as satisfied or dissatisfied with the job.

The concept of job satisfaction is difficult to define precisely, and it is not easy to provide a universally acceptable definition. The credit for popularising the term “job satisfaction” goes to Hoppock (1935).

In his classic work, Job Satisfaction, Hoppock (1935) reviewed 32 studies conducted prior to 1933 and observed that, although there was much opinion regarding job satisfaction, there were comparatively few factual studies. Hoppock (1935) aptly defined job satisfaction as:

“Any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say, ‘I am satisfied with my job.’” An individual’s functioning in an organization is affected by the totality of his or her situation. Job satisfaction is, therefore, best reflected by the employee’s adjustment to personal, social and work life.

However, over the years, the definition of job satisfaction has remained a controversial issue, and every organizational climate has its own systematic perspective with regard to the definition of job satisfaction.

Pleitner (1981) construes job satisfaction axiomatically as positive in-tunedness in the job situation, the extent of which is dependent on the degree of harmony between a person’s expectations (in respect of the various individual job-related factors and in respect of the job as a whole) and their fulfilment in reality. It may be stronger or weaker, and it may also turn into its opposite, namely, job dissatisfaction.

In other words, job satisfaction can be located on a continuum ranging from satisfied to dissatisfied. The term covers not only the job activity as such but also every aspect or dimension relating the employee to his working environment. These aspects may be almost infinite in number, but they can be grouped into a finite number of dimensions (Muller and Boling, 1979).

The typical job dimensions that have been studied by previous investigators include the following:

Work. Including intrinsic interest, variety, opportunities for learning, degree of difficulty, amount of work, control over pace, methods of work, etc.

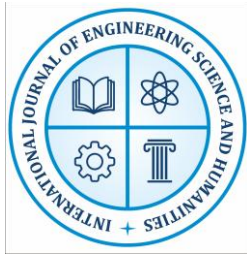
Pay. Including the amount of pay, fairness or equity, method of payment, etc.

Promotions. Including opportunities for promotion, fairness of promotion policies, basis for promotion, etc.

Recognition. Including praise for accomplishments, credit for work done, criticism, etc.

Benefits. Such as pension, medical facilities, annual leave, paid vacations, etc.

Working Conditions. Such as working hours, rest houses, equipment, temperature, ventilation, humidity, location, physical layout, etc.



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Supervision. Including supervisory style and influence, technical competence, human relations, and administrative skills, etc.

Co-workers. Including competence, helpfulness, friendliness, etc.

Two points are worth noting. Firstly, job satisfaction is an overall phenomenon and may be regarded as the sum total of satisfaction derived from the individual factors associated with the job.

Secondly, job satisfaction is determined both by the actual work situation and by the needs, expectations, and demands of the individual employee.

Job satisfaction has been related to several factors and consequences. It can be argued that various characteristics of a job interact with workplace characteristics to determine employees' attitudes and behaviour towards their jobs.

Job satisfaction affects employee turnover, absenteeism and organizational effectiveness. In some situations, it may be possible that improved job attitudes lead to an increase in performance. However, the relationship between job satisfaction and performance is influenced by several organizational and individual factors.

When the concept of attitude is applied to the work setting, it is necessary to be specific about the particular attitudes with which employees are concerned. Although a variety of work-related attitudes can be identified, attitudes relating to job satisfaction appear to be particularly important from the standpoint of management.

Job satisfaction also depends upon the personality factors possessed by an individual. The level of job satisfaction varies with personality type. For example, Type-A individuals experience job satisfaction and dissatisfaction differently from Type-B individuals. This difference in experienced job satisfaction is mainly due to the particular characteristics and traits associated with the Type-A personality.

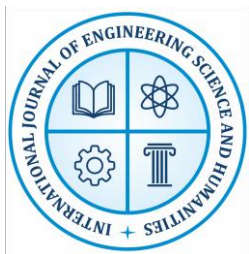
Job satisfaction, to a greater or lesser extent, determines the success of a person in his or her respective job. It is generally believed that the higher the level of job satisfaction, the greater is the likelihood of success on the job. At the same time, job satisfaction itself is influenced by the personality type of the individual.

Thus, personality factors are, to some extent, if not the only, determinants of the satisfaction experienced on a job.

7. HYPOTHESIS

The concept of job satisfaction differs from company to company. Hence, the present study aims to test the following hypothesis:

“The higher the degree of job satisfaction, the higher will be the organisational commitment and overall productivity.”



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8. OBJECTIVES

There has been phenomenal growth in the field of tourism in Haryana during the last few years. The State Government has realised the importance of tourism as an industry. It has also realised that the proper development of tourism may result in enormous economic benefits. It is in this context that the Government of Haryana set up the Haryana Tourism Development Corporation (HTDC) in 1974.

The Corporation is one of the largest organisations employing a large number of persons to manage its operations. The overall progress of the Corporation depends largely upon its employees. In this context, the present study has been undertaken to measure the level of job satisfaction among the employees with the following objectives:

- To study the employees' attitude towards the organisation.
- To pinpoint the problems faced by the employees and to suggest suitable remedial measures.

9. RESEARCH METHODOLOGY

The methodology followed in carrying out the present research is outlined as follows:

Sample Selection and Development of Questionnaire

For conducting this study, the researchers selected a sample comprising employees from four tourist complexes of the Haryana Tourism Development Corporation (HTDC). The sample consisted of 15 employees at both levels. These employees were requested to complete a structured questionnaire in order to obtain their views on the various variables of job satisfaction in the four tourist complexes.

The major job satisfaction variables included the following:

- Managing Productive Behaviour
- Communication
- Service Orientation
- Personal Growth and Development
- Performance Appraisal
- Salary and Benefits
- Organisational Integration
- Business Ethics
- Future Orientation
- Environment of the Organisation

Using the survey method, data were collected from the four tourist complexes on the basis of the above variables and analysed and interpreted by using percentage analysis. Other appropriate statistical tools were also employed for analysing the data.

A major difficulty was experienced in collecting information from the employees. Some employees were not prepared to provide the required information due to one reason or another.



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They furnished the information only after being assured that it would be used solely for academic purposes and that their identities would remain confidential.

Observations and Interpretation

I. Managing Productive Behaviour

Response	No. of Responses	Percentage
(a) Very Satisfied	6	37.50%
(b) Satisfied	4	25.00%
(c) Neutral	3	18.75%
(d) Dissatisfied	0	0.00%
(e) Very Dissatisfied	3	18.75%

Interpretation

The table reveals that the highest percentage of employees (37.50%) are very satisfied with managing productive behaviour, while none are dissatisfied. However, 18.75% expressed very high dissatisfaction, indicating scope for improvement.

II. Communication

Response	No. of Responses	Percentage
(a) Very Satisfied	10	62.50%
(b) Satisfied	2	12.50%
(c) Neutral	3	18.75%
(d) Dissatisfied	1	6.25%
(e) Very Dissatisfied	0	0.00%

Interpretation

The table indicates that the highest proportion of employees (62.50%) are very satisfied with the communication system in the organisation, reflecting a strongly positive perception of communication practices.

III. Service Orientation

Response	No. of Responses	Percentage
(a) Very Satisfied	4	25.00%
(b) Satisfied	7	43.75%
(c) Neutral	2	12.50%
(d) Dissatisfied	3	18.75%
(e) Very Dissatisfied	0	0.00%

Interpretation

The above responses indicate that the number of employees satisfied with service orientation is comparatively higher, with a combined 68.75% either satisfied or very satisfied.



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IV. Personal Growth & Development

Response	No. of Responses	Percentage
(a) Very Satisfied	1	6.25%
(b) Satisfied	11	68.75%
(c) Neutral	0	0.00%
(d) Dissatisfied	3	18.75%
(e) Very Dissatisfied	1	6.25%

Interpretation

The table depicts that the percentage of satisfied employees is higher, indicating a generally positive perception of personal growth and development opportunities in the organisation.

V. Performance Appraisal

Response	No. of Responses	Percentage
(a) Very Satisfied	1	6.25%
(b) Satisfied	1	6.25%
(c) Neutral	5	31.25%
(d) Dissatisfied	7	43.75%
(e) Very Dissatisfied	2	12.50%

Interpretation

It is clear from the table that the percentage of dissatisfied employees is the highest (43.75%), indicating a negative perception towards the performance appraisal system in the organisation.

VI. Salary & Benefits

Response	No. of Responses	Percentage
(a) Very Satisfied	2	12.50%
(b) Satisfied	5	31.25%
(c) Neutral	1	6.25%
(d) Dissatisfied	6	37.50%
(e) Very Dissatisfied	2	12.50%

Interpretation

The table indicates that a significant proportion of employees (37.50%) are dissatisfied, suggesting that salary and benefits are an area of concern within the organisation.

VII. Organisational Integration

Response	No. of Responses	Percentage
(a) Very Satisfied	1	6.25%
(b) Satisfied	2	12.50%



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(c) Neutral	12	75.00%
(d) Dissatisfied	1	6.25%
(e) Very Dissatisfied	0	0.00%

Interpretation

The table clearly depicts that the majority of employees (75%) are neutral towards organisational integration, indicating a lack of strong positive or negative perception. Overall, the level of satisfaction is moderate.

VIII. Business Ethics

Response	No. of Responses	Percentage
(a) Very Satisfied	3	18.75%
(b) Satisfied	8	50.00%
(c) Neutral	1	6.25%
(d) Dissatisfied	2	12.50%
(e) Very Dissatisfied	2	12.50%

Interpretation

The table indicates that a majority of employees (50%) are satisfied, showing a generally positive perception of business ethics in the organisation. However, a combined 25% dissatisfaction suggests that there is still scope for improvement.

IX. Employee Satisfaction (Overall)

Response	No. of Responses	Percentage
(a) Very Satisfied	5	31.25%
(b) Satisfied	7	43.75%
(c) Neutral	2	12.50%
(d) Dissatisfied	1	6.25%
(e) Very Dissatisfied	2	12.50%

Interpretation

The results indicate that a majority of employees are satisfied (43.75%), followed by very satisfied (31.25%). Overall, the level of employee satisfaction is positive, as satisfied employees are more in number compared to dissatisfied employees.

X. Future Orientation

Response	No. of Responses	Percentage
(a) Very Satisfied	5	31.25%
(b) Satisfied	7	43.75%
(c) Neutral	3	18.75%



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(d) Dissatisfied	0	0.00%
(e) Very Dissatisfied	1	6.25%

Interpretation

The responses indicate that a majority of employees are satisfied (43.75%), followed by very satisfied (31.25%). This shows a positive outlook among employees regarding the future orientation of the organisation.

XI. Environment of Organisation

Response	No. of Responses	Percentage
(a) Very Satisfied	5	31.25%
(b) Satisfied	8	50.00%
(c) Neutral	0	0.00%
(d) Dissatisfied	2	12.50%
(e) Very Dissatisfied	1	6.25%

Interpretation

The table depicts that employees satisfied with the organisational environment are in the majority. Overall, the organisational environment is perceived positively by employees, as the combined percentage of satisfied and very satisfied respondents is significantly higher than that of dissatisfied respondents.

XII. Personnel Policy, Communication and Organisational Practices

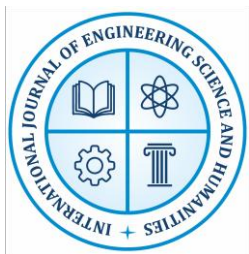
The basic objective of personnel policy in an organisation is to ensure consistency of action and equity in its relations with employees. These policies constitute the basis for sound personnel practices. Any weakness in personnel policy may result in dissatisfaction among employees.

10. FINDINGS

The present research study reveals that communication in the tourist complexes is very effective. Employees are highly satisfied with it. It is felt that employees are free to express themselves at their own level as well as with other levels. This shows that lower, middle, and upper-level employees interact with each other and exchange their views. There is no restriction regarding communication.

Besides this, employees of one department are well aware of the work of other departments. Employees not only focus on fulfilling the responsibilities of their own department but are also concerned about the work and objectives of other departments. This is clearly reflected in the percentage of satisfied respondents with organisational integration.

However, the study also reveals some negative aspects. The policies with regard to performance appraisal are very weak, indicating that job evaluation and job-rating techniques are not effective. The worth of employees is not properly assessed. For some extraordinary performance, no proper record is maintained, nor are any extra incentives provided.



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It has been found that there is a need to strengthen the performance appraisal system so that employee contributions can be properly recognised and rewarded. This will further improve motivation and organisational effectiveness.

The employees of Haryana Tourist complexes are dissatisfied with the pay structure, particularly with respect to compensation, i.e., wages and salaries. This indicates that the existing wage and salary structure is not satisfactory to a significant section of employees.

The response towards future orientation is neutral, as employees do not find clear prospects regarding the future growth and development opportunities within the organisation. This reflects uncertainty among employees about career advancement and long-term stability.

As far as promotion and benefits are concerned, they are time-bound in nature. Employees feel that promotions and associated benefits are not based on performance or merit but are largely linked to tenure and fixed time intervals.

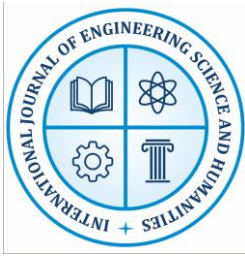
By assessing and analysing the above facts revealed through the information collected from various complexes, the following opinions emerge in the form of suggestions:

11. SUGGESTIONS

- The organisation should arrange training and development programmes from time to time to make employees aware of new technological and other changes which are important for their personal growth and development.
- Every employee thinks about his future in the organisation. Therefore, there should be internal examinations or interviews on the basis of which promotions can be given, so that employees may feel that if they contribute towards the organisation, there will be better prospects for their future.
- The environment of the organisation should be such that every individual, at any level, is free to express his views and receives support and encouragement from his colleagues and seniors. This will help in increasing job satisfaction among employees.
- An employee should be given knowledge regarding all aspects of the various functions of the organisation, i.e., a complete idea of all departments should be provided through orientation programmes. This will help in better interaction with other employees and, if required, he can also assist in other departments.
- Effective communication is very much required for the smooth functioning of the organisation. Therefore, proper communication channels should be developed and maintained to ensure clarity, coordination, and efficiency in all organisational activities.

12. DETAILED RECOMMENDATIONS

1. Employee Satisfaction and Expression of Views



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Employees should be given adequate freedom to express their views at all levels of management, i.e., lower, middle, and top levels. Unnecessary restrictions should be avoided, as open communication helps in improving employee satisfaction and job involvement.

2. Benefits and Pay Structure

Salary or wages should be fixed according to the nature and responsibility of the job assigned to employees. It should be competitive and comparable with other organisations in the same industry. In addition, various benefits such as overtime compensation, incentives, and social security measures should be provided. Both monetary and non-monetary rewards play an important role in enhancing employee satisfaction and motivation.

3. Organisational Integration

Employees of different departments should show cooperation and concern for each other's work, keeping in view the common organisational goals such as growth, profitability, and market position. A sense of unity, coordination, and teamwork should be developed to ensure smooth functioning of the organisation.

4. Performance Appraisal

The HRD manager should adopt effective techniques for evaluating employee performance. Based on such evaluation, employees should be encouraged to improve their performance and may be provided with suitable incentives and facilities. Regular performance appraisal helps in identifying strengths and weaknesses and contributes to the overall development of employees.

5. Interpersonal Relationships and Work Environment

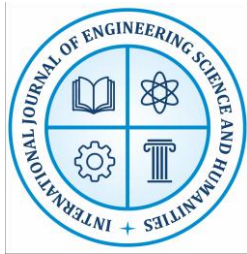
The organisation should focus on developing healthy interpersonal relationships among employees. A positive and friendly work environment should be created where cooperation, mutual respect, and understanding are encouraged. This helps in reducing conflicts, improving coordination, and increasing overall organisational efficiency.

6. Ethical Values and Organisational Behaviour

Along with rules and regulations, ethical values and morality should also be followed in the organisation. These ethical standards should be applicable both towards employees and consumers. The organisation should not focus only on profit earning, but also on goodwill, employee satisfaction, and long-term sustainable relationships.

7. Psychological Contract and Relationship Development

A favourable mutual impression is necessary to develop long-term relationships within the organisation. This positive impression helps in improving interaction among parties and in developing mutually agreeable expectations regarding roles and performance. Honouring psychological contracts is essential, as it ensures continuity and stability in relationships between employer and employees.



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8. Organisational Conduct and Morality

Organisations should not function only on the basis of legal rules, but should also follow moral and ethical principles. These values should guide behaviour towards employees, customers, and society at large.

9. Organisational Objective Balance

The organisation should maintain a balance between profit earning and employee welfare. Profit should not be the only motive; equal importance should be given to employee satisfaction, development, and goodwill.

10. Development of Long-Term Relationships

A favourable mutual impression is required to develop long-term relationships within the organisation. This positive impression supports effective interaction among parties and helps in developing mutually acceptable expectations regarding roles and performance. Honouring psychological contracts is essential, as it ensures continuity and stability.

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