



## CONSEQUENCES OF WORKERS JOB SATISFACTION IN RURAL INDUSTRIES

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## ABSTRACT

Job satisfaction is the end feeling of a person after performing a task to the extent that a person's job fulfills his dominant needs and is consistent with his expectation and values. Job satisfaction refers to a worker's general attitude towards his job. It is the result of the pleasurable or positive emotional state of mind from the appraisal of one's job or job experience. In this paper the researcher made an earnest attempt to explain about the consequences of job satisfaction.

The satisfied workers tend to have better mental and physical health and learn new job related tasks more quickly. All things considered practicing managers and organizational behavior researchers would agree that job-satisfaction is important to an organization. On the other hand, when job-satisfaction is low, there seems to be negative effects on the organization that have been documented. There has also been considerable interest in the complex relationship between an individual's job-satisfaction and satisfaction with other aspects of his or her life.

**KEYWORDS** : Rural Industries, Satisfaction, Productivity

## Introduction

Village industries have not been defined in a comprehensive manner. The Planning Commission has defined them as "those concerned with the processing of local raw materials for local markets and with simple techniques". All these are characteristics are common to the cottage industries as well. The only difference is on the stipulation of the place of work by the artisan in the case of cottage industries which of course has been changed now. The Khadi and Village Industries Commission or the Act that resulted in the creation of the KVIC had not tried to give a comprehensive definition for village industries. Instead, it lists a few industries under its jurisdiction and treated them as village industries. According to Section 2(h) of the Khadi and Village Industries Commission Act of 1956, Village Industries mean all or any of the industries specified in its schedule. The Act imposed certain restrictions on the industries under its purview such as avoidance of power, utilization of village raw materials, location in rural areas etc. In fact, these industries can belong to the category of cottage industries also.

With the object of enlarging the area of operation of village industries and permitting the use of power-operated equipment, the KVIC has put forward a new definition for village industries in response to Khadi and Village Industries Review Committee Report 1987. As per the new definition, village industry meant any industry located in a rural area having a population which does not exceed ten thousand, which produces any goods or renders any service with or without the use of power and in which the per capita fixed capital investment does not exceed fifteen thousand rupees. According to the new definition, village industries under the purview of KVIC are no longer confined to traditional industries category.

With the passage of time, the above features of cottage and village industries had changed. Presently, they use power-operated appliances, employ outside labour, produce goods for distant markets and market them through agencies. Similarly, with the formation of industrial co-operatives, the place of work had been shifted from cottage to a common place offered by the societies. Work was undertaken on the joint responsibility of artisans. In short, the nature has been totally changed. However, the planners and administrators never tried to redefine the terms and treat all traditional industries carried out by self-employment as cottage industries.

As stated earlier, the practice among planners and administrators, even now, is to refer all traditional crafts irrespective of equipment used, place of work, labour employed, materials used etc. as village

or cottage industries. They use rural industries to describe the traditional industries. This usage was adopted to avoid confusion. The researcher proposes to accept this practice of planners and administrators in defining rural industries.

## Job Satisfaction and Productivity

The relationship between job satisfaction and productivity is not definitely established. The consensus, however, is that in the long-run job-satisfaction leads to increased productivity. The strongest implication of much of the research is that the two variables, job-satisfaction and performance, are relatively independent of each other. There seems to be at least two possible reasons for this. The first is that in many jobs variations in satisfaction cannot lead to variations in productivity. Secondly, even when correlations do appear, the associations may be spurious, since both may be associated with other factor. In other words, job-satisfaction and productivity may be well having largely separate casual paths: one set of factors (e.g. investment in technology) determines productivity; another set (e.g. perceived equity of rewards) produces job-satisfaction. There are some conditions under which high productivity more clearly leads to high job-satisfaction. One condition is that the workers perceive that intrinsic and extrinsic rewards are contingent upon their productivity. The second condition is that the extrinsic rewards (pay for example) be distributed equitably. Inequitable distribution fails to convince the workers close correlations between hard work and rewards.

There is no simple formula for predicting an worker satisfaction, because an worker who performs well in his job gets both intrinsic and extrinsic rewards which will lead to his satisfaction. A poor performer will feel worse about his incompetence and will receive fewer rewards. He will be less satisfied with his work experiences. Furthermore, the relationship between productivity and job satisfaction is not entirely clear. The critical factor is what workers expect from their jobs and what they are receiving as rewards from their jobs. Although job satisfaction itself is interested and important, perhaps the "bottom line" is the impact that job satisfaction has on organizational commitment, which affects the goals of productivity, quality, and service. If workers are committed to an organization, they are more likely to be more productive. Human resource managers contribute to improved productivity directly by finding better and more efficient ways to meet their objectives and indirectly by improving the quality of work life for workers. Productivity is the ratio of an organization's outputs (goods and services) to its inputs (people, capital, materials, and energy).

Productivity increases as an organization finds new ways to use fewer resources to produce its output. In a business environment, productivity improvement is essential for long-run success. Through gains in productivity managers can reduce costs, save scarce resources, and enhance profits. In turn, improved profits allow an organization to provide better pay, benefits, and working conditions. The result can be a higher quality of work workers, who are more likely to be motivated toward further improvements in productivity.

### Job Satisfaction and Labour Turnover

Turnover is process in which worker leave the organization and have to be replaced. Like absenteeism, turnover is related to job dissatisfaction. Turnover occurs when workers leave an organization and have to be replaced. Excessive turnover can be a very costly problem, one with a major impact on productivity. But cost is not the only reason turnover is important. Lengthy training times, interrupted schedules, additional overtime, mistakes and not having knowledgeable workers in place are some of the frustrations associated with excessive turnover.

High labour turnover is of considerable concern for employers because it disrupts normal operations, causes morale problems for that stick on, and increases the cost involved in selecting and training replacements. The employer does whatever possible to minimize turnover, making workers feel satisfied on their jobs, and being one such. The withdrawal behavior of workers is modified by certain factors. Loyalty to the organization is one such. Some workers cannot imagine themselves working elsewhere, however dissatisfied they are in their present job. Availability of other places of employment also influences turnover

### Job Satisfaction and Absences

Correlation of satisfaction to absenteeism is also proved conclusively. Workers who are dissatisfied are more likely to take "mental health" days, i.e. days off not due to illness or personal business simply stated, absenteeism is high when satisfaction is low. As in turnover, absenteeism is subject to modification by certain factors. The degree to which people feel that their jobs are important has a moderating influence on their absence. Workers who feel that their work is important tend to clock in regular attendance. Besides, it is important to remember that while high job-satisfaction will not necessarily result in low absenteeism, low satisfaction is likely to bring about high absenteeism. Absenteeism is expensive. Being absent from work may seem like a small matter to a worker but if a manager needs 12 people in a unit to get the work done, and 4 of the 12 are absent most of the time, the unit's work will probably not get done, or additional workers will have to be hired.

### Job Satisfaction and Safety

Poor safety practices are a negative consequence of low satisfaction level. When people are discouraged about their jobs, company, and supervisors, they are more liable to experience accidents. An underlying reason for such accidents is that discouragement may take one's attention away from the task at hand. Inattention leads directly to accidents. For example, many hand injuries from power tools can be attributed to the operator not paying careful attention. Job Satisfaction and Job Stress

Job stress is the body's response to any job-related factor that threatens to disturb the person's equilibrium. Prolonged stress can cause the worker serious ailments such as heart disease, ulcer, blurred vision, lower back pain, dermatitis, and muscle aches. Chronic job-dissatisfaction is powerful source of job stress. The worker may see no satisfactory short term solution to escaping this type of stress. A worker trapped in a dissatisfying job may withdraw by such means as high absenteeism and tardiness; or the worker may quit. Workers under prolonged stress stemming from job-dissatisfaction often consume too much alcohol, tobacco, and drugs. These workers are costly to the management in terms of time

lost due to frequent absences and increased payments towards medical reimbursement.

### Job Satisfaction and Unionization

The job-dissatisfaction is a major cause for unionization, dissatisfaction with wages, job security, fringe benefits; chances for promotion and treatment by supervisors are reasons, which make workers, join unions. Another dimension is that job-dissatisfaction can have an impact on the tendency to take action within the union, such as filling grievances or striking.

### Other Effects of Job-satisfaction

The satisfied workers tend to have better mental and physical health and learn new job related tasks more quickly. All things considered practicing managers and organizational behavior researchers would agree that job-satisfaction is important to an organization. On the other hand, when job-satisfaction is low, there seems to be negative effects on the organization that have been documented. So if only from the standpoint of viewing job-satisfaction as a minimum requirement or point of departure, it is of value to the organization's overall health and effectiveness and is deserving of study and application in the field of organizational behavior. There have been attempts to establish whether specific variables such as gender, age, personality and job and life satisfaction are predictive of job-satisfaction. There has also been considerable interest in the complex relationship between an individual's job-satisfaction and satisfaction with other aspects of his or her life.

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