

that individuals seek to reconcile divergent attitudes and align their attitudes and behaviour so that they appear rational and consistent. When there is an inconsistency, forces are initiated to return the individual to an equilibrium state.

Cognitive Dissonance Theory: This theory sought to explain the linkage between attitudes and behaviour. Dissonance means an inconsistency. Cognitive dissonance refers to any incompatibility that an individual might perceive between two or more of his or her attitudes, or between his or her behaviour and attitudes.

Moderating Variables: The most powerful moderates have been found to be the importance of the attitude; specially, its accessibility, whether there exist social pressures, and whether a person has direct experience with the attitude. Important attitudes are one's that reflect fundamental values, self-interest, or identification with individuals or groups that a person values. Attitude that individuals consider important tend to show a strong relationship to behaviour.

2. Significance of the Study

- Job Satisfaction is an important output that employees work for Organization.
- It comprises of extrinsic and intrinsic factors and helps to maintain an able and willing work forces.
- It is an interesting and significant area for conducting research.
- The study made on the topic of Job Satisfaction will reveal the factor of feelings of employees.
- This report is useful to the management of the company to know the satisfaction levels of employees and they can take measures to increase productivity.
- This report may be useful to the management students for reading, and may be useful in preparing their report on the job satisfaction" In business concerns, public organization etc.

3. Review of Literature

Robbins (2003) defined attitudes as evaluative statements and they can be either favourable or unfavourable concerning objects, people, or events. Therefore they reflect how one feels about something. The favourable statements may provide positive effects regarding the concerned object, person or event whereas unfavourable statement may provide negative effects. An attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person's response to people, objects and situations. This definition of attitude has certain implications for managers. First, attitudes are learned. Second, attitudes define one's predispositions toward given aspects of the world. Third, attitudes provide emotional basis of one's interpersonal relations and identification with others. And fourth, attitudes are organized and are closed to the core of personality. Some attitudes are persistent and enduring; yet, like each of the psychological variables, attitudes are subject to change (Fishbein and Ajzen, 1975).

According to Smith, Kendall and Hulin (1969), job

satisfaction is the extent to which a person is gratified or fulfilled by his or her work. Extensive research on job satisfaction shows that personal factors such as an individuals needs and aspirations determine this attitude, along with group and organizational factors such as relationships with co-workers, supervisors, working conditions, work policies, and compensation. Job satisfaction is referred to an individuals general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job; a person who is dissatisfied with his or her job holds negative attitudes about the job (Robins, 2003).

4. Research Problem

Attitudes have significant effects on the behaviour of a person at work. Some of the areas of attitudes that a person in the world of work is concerned with are superior, subordinates, peers, supervision, pay, benefits, promotions or anything that leads to trigger positive or negative reactions. These attitudes reflect a particular persons likes and dislikes towards other people, objects, events and activities in that persons surrounding environment. Some of the strong attitudes are likely to affect persons behaviour and this makes the enthusiasm to study and know about attitudes.

5. Research Objectives

- To know the employees' attitude towards the organization.
- To know the reasons for the employees' positive attitude.
- To know the reasons for the employees' negative attitude.
- To know the employees' expectations from the organization.
- To make suggestions to improve the attitude of the employees to the management.
- To study the attitude of the employees towards their work.

6. Research Methodology

Primary data was used for the present study. The primary data was collected from 180 sample respondents from Alstom Power Projects Limited, Durgapur. For collecting the first-hand information from the respondents, sample respondents were chosen by convenience sampling method. Questionnaire was the main tool used to collect the pertinent data from the selected sample respondents. For this purpose, a well structured questionnaire was framed. Field survey method was employed to collect the primary data from the selected sample respondents. Secondary information was collected from sources like website, articles from magazines, news papers and journals. The statistical tools used for the study are Percentage and frequency, Chi-square test and ANOVA .

1. Age Profile of Respondents

Table 1

Age Group	Frequency	Percentage (%)
31 to 40	13	7.2
41 to 50	113	62.8
51 to 60	54	30.0
Total	180	100.0



Interpretation:

The table shows that 93.3% of the respondents are highly satisfied of working hours, 6.1% of the respondents are satisfied on working hours, and only 0.6% of respondents are neither satisfied nor dissatisfied on working hours.

10. Shift Timing of the Respondents

Table No. 10

Shift Timing	Frequency	Percentage (%)
Highly Satisfied	173	96.1
Satisfied	7	3.9
Total	180	100.0



Interpretation:

The table shows that 96.1% of the respondents are highly satisfied of shift timings, while only 3.9% of the respondents are satisfied on shift timing.

11. Treatment by the Management to the Respondents

Table 11

Treatment By The Management	Frequency	Percentage (%)
Highly Satisfied	166	92.2
Satisfied	13	7.2
Neither Satisfied Nor Dissatisfied	1	0.6
Total	180	100.0



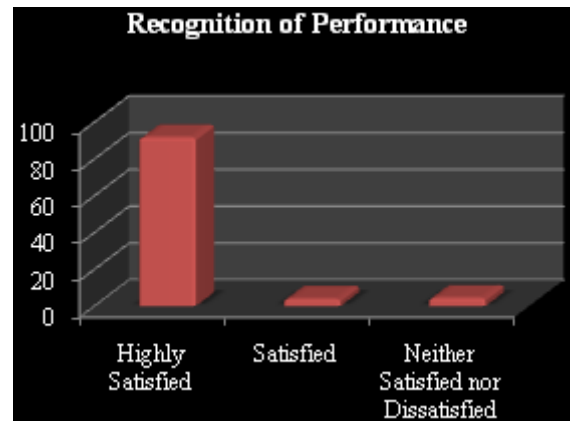
Interpretation:

The table shows that 92.2% of the respondents are highly satisfied of treatment by management, 7.2% of the respondents are satisfied on treatment by management, and only 0.6% of respondents are neither satisfied nor dissatisfied on treatment by management.

12. Recognition of Performance of the Respondents

Table 12

Recognition of Performance	Frequency	Percentage (%)
Highly Satisfied	165	91.7
Satisfied	7	3.9
Neither Satisfied Nor Dissatisfied	8	4.4
Total	180	100.0



Interpretation:

The table shows that 91.7% of the respondents are highly satisfied of recognition by performance, 3.9% of the respondents are satisfied on recognition by performance and only 4.4% of respondents are neither satisfied nor dissatisfied on recognition by performance.

13. Job Security of the Respondents

Table 13

Job Security	Frequency	Percentage (%)
Highly Satisfied	161	89.4
Satisfied	19	10.6
Total	180	100.0

Interpretation:

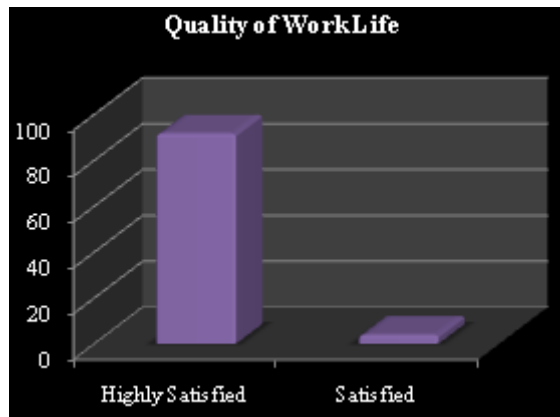
The table shows that 89.4% of the respondents are highly satisfied of acceptance of job security while only 10.6% of

the respondents are satisfied on job security.

14. Quality of Work Life of The Respondents

Table 14

Quality of Work Life	Frequency	Percentage (%)
Highly Satisfied	167	92.8
Satisfied	13	7.2
Total	180	100.0



Interpretation:

The table shows that 92.8% of the respondents are highly satisfied of acceptance of quality of work life and only 7.2% of the respondents are satisfied on quality of work life.

7. Conclusion

Job Security is a potential tool for the motivation of the employees which in this study shows that, the employees have a negative attitude towards it. The management may make the employees understand that they are the partners of the business and the employees' organization life depends up on the constructive contributions made by them. Only half of the respondents are satisfied with the medical facilities and safety procedures provided in the organization which means that the remaining half of them are not satisfied. Therefore, the management with regard to the medical facilities along with ESI may offer a minimal amount exclusively for the medical expenditure as a special package for different levels of employees. This may motivate them and restrict them to avail leave. As per the respondents' opinion, safety procedures followed are not up to the mark which also is one of the reason for regular absenteeism. The respondents also feel that the leave facilities provided are also not adequate. Management in this regard may identify the ways by which leave facilities may be improved without disturbing the regular schedule of work, by giving restricted holidays, by increasing the number of paid holidays etc. Therefore, the management may formulate strategies based on the Workers' Participation in Management bill or prepare a tailor-made guideline for the extent of participation by the workers in the management decisions because when decision maker execute, the execution proves worthy.

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