

CHAPTER-1

INTRODUCTION

1.1 Background Information:

Nepal is an underdeveloped and landlocked country whose economic development and industrialization is not in an advanced stage. Its per capita income is very low and more than 80% of the total population is based on agriculture & 42% of its total population remains below the poverty line. To say true, it is suffering from the strain full aura of under employment, unemployment, low income, mass poverty and so on.

As we all know that agricultural industry is still the backbone of Nepalese economy which only supports 42% of economically active population but it is not enough to solve all the unemployment problems of the country. In fact agriculture is the dependent factor of economic development. In fact government of Nepal has been introducing many five years plan to develop and modernizing the agriculture sector but the condition of agriculture sector is not satisfactory due to the unsustainable political condition of the country. In such a stage government should develop another alternate sector to produce employment opportunities and job satisfaction of employees.

In this current situation one of the main factors of progress modernization social development and to solve the employment problems of Nepal is to industrialize its economy and commerce which indicates the people life style in a country. For the development of country it's essential to develop the industrial sector infrastructure as well as appropriate technology to stop the flow up of manpower of the country. Because lack of these sector, many educated talented and uneducated human resources are going to foreign country in search of job which shows the black future of this country.

Human resources are the key factor for the success of any organization. The four factors of produce are land, labour, capital and organization. Among them labour (the human power) is

more important factor of production. Labour gives more benefit to the organization because machine cannot operate itself for the operation of machine man-power is needed. So if the man-power is satisfied with their job then organization should automatically successes.

Some studies shows the there is the connection between the economic development of a society and the level of job satisfaction. Satisfied worker are the valuable assets of the organization. So the organization should manage the worker carefully. If the worker are not satisfied then they can express if anyways and collapse the working condition of any factory and organization which really effects on the economic development of the country. So each and every organization should gives first priority to the job satisfaction of labour and employees.

The term job satisfaction came into existence in 1935 as Hoppack published his research work on job satisfaction. He stated that job satisfaction as, "any combination psychological, physiological and environment circumstances that causes a person trust fully to say, I am satisfied with my present job."

Thus, job satisfaction is one's internal feeling and general attitude towards his/her job satisfaction which indicates the positive/negative attitude of employees towards the job. High job satisfaction motivates the employees generally likes and values his job highly and shows the positive reaction to the organization and always try to do better for the smooth running of organization.

Job satisfaction is very difficult to define because it is an individual's emotional reaction and attitude towards the job. It is intangible, unseen, unobserved variable and a complex cognitive and emotional feeling which is determine by the discrepancy between individuals expect to get out of there jobs and what the job actually offers.

Employees with the higher job satisfaction typically delicues that their organization will be satisfying in long run. They will care about the quality of their work, will be more committed to the organization will be higher relation rates and will be more

productive.

As we all know that Nepal is a landlocked and underdeveloped country where the majority of the population lives in the rural areas with a low per capita income of US\$ 220, facing many production issues like, lack of technology, lack of capital, lack of positive vision, different trading rules and regulations, political instability, Nepalese industries are not doing better performance and cannot compete with foreign trade and industries. Besides this, lack of employee's job satisfaction is also affecting the performance of the organization. Thus it is necessary for the management to pay attention towards the satisfaction of employees.

So, to utilize the manpower to solve the employment problems the government of Nepal has been establishing various government, semi-government, public and private enterprises in the different fields of public utility manufacturing trading services, financial sector and so on.

So, in the sense to solve the employment crises of the country Janakpur cigarette factory, plays a vital role.

The history of cigarette industries in Nepal started in 1991 BS as a Nepal cigarette factory Birgunj. It was under the private sector with an authorized capital of 48 lakh and its production capacity is about 300 million sticks which satisfied 9% of cigarette in the country. Because of various problems it was closed.

The 2nd manufacturing private company in the country was Nepal tobacco company which was located in Kathmandu in 2017 B.S. and shifted to Hetauda in 2025 B.S. Its authorized capital was 70 lakh and its production capacity was 500 million sticks and it meets the 16% demand of cigarette.

The third and largest manufacturing company, Janakpur cigarette factory, came into existence at Janakpur in 2021 B.S. under the technical and financial assistance of the "Soviet Union" and it is an undertaking of H.G.M of Nepal. This Janakpur cigarette factory is situated at "Murli Chok" near station road Mujelia. Its authorized capital is 8 crore and production capacity is 5 arab and 25 crore sticks per

annum which is expected to meet the national demand of cigarette in total. Janakpur cigarette factory totally covers more than 10, bigghas of land with different department like manufacturing department, production department, semi-production department, sales department, marketing department, administration department, warehouse department and quarters and many more. In this factory more than thousands of workers, staff and employees are working together. In this factory the selection of higher level staffs through the goat rules and regulations the selection of workers, labours, employees through the human resources department of this factory.

The present study attempts to appraise the employee's job satisfaction of Janakpur cigarette factory. And the factory is taking it seriously and provides different facilities to its employees;

- i. Janakpur cigarette factory provide the facility of quarters, better salary, bonus and pension to its higher level staff.
- ii. It provide the over time working scheme to the worker.
- iii. It provides the facility of tea, coffee and break-fast or canteen facility to its worker.
- iv. It provides the facility of vehicle to the higher level staff and cycle stand facility to its worker, labors and employees.
- v. It provides 8 hours working duty and overtime facility.
- vi. It provides the medicine and treatment facility to its staff while injury is taking place in the factory and also provides compensation facility to injure person's family and many more.

In this way the Janakpur cigarette factory provide many other facilities to its employees job satisfaction. It has also given the authority of Labour Union Sangh. Any problems of labor and workers are solved to this union if thinks about the workers satisfaction and solve all the labor union problems. So, in this way, the factory is very much caring about its staff, workers and employees for the job satisfaction.

1.2 Focus of Study

Job satisfaction plays very important role for the success of any organization. Job satisfaction is completely the emotional response and internal feeling how one feels about his/her job. Therefore, it is difficult task to study the issue. The focus of study is on the job satisfaction level of Janakpur cigarette factory employees and other dimension of job satisfaction of employees. Similarly, the focus of study is also on some of the conditions which ensures job satisfaction and suggest the ways to improve the level of job satisfaction.

However, the focus of the study is on the other factors like nature of work, pay and promotion, quality supervision, supportive colleagues, working condition productivity, absenteeism and turnover.

1.3 Statement of the Problems

Twenty years ago the government of establish several manufacturing industries under its ownership and control with a view to creating employment opportunities for solving the existing unemployment problem and making available qualitative goods at reasonable prices to the consumer.

This study tries to point out the causes of employee's satisfaction or dissatisfaction on their jobs. An organization seeks high job performance while an individual seeks maximization of his or her own benefit.

Satisfied workers are expected to perform well in an acceptable manner to the organization while dissatisfied workers shows down the performance of the organization. So its is necessary to identify the major causes of employee's job dissatisfaction and how far the aspiration of employees is fulfilled should be observed.

The study contains the following major statement of the problem.

- i. What are the factors affecting job satisfaction?
- ii. Are, the employees of J.C.F. satisfied with their job or not?

- iii. Is there any association between the attributes of the employees and job satisfaction?
- iv. Is there any co-relation existed between satisfaction and performance?
- v. What extent of job satisfaction is full by the employees of J.C.F?

1.4 Objectives of Study

The main objectives of present study is to evaluate the employees job satisfaction of J.C.F. more specifically, the objectives of this study are as follows;

- i. To determine the factors related with satisfaction and dissatisfaction of employees.
- ii. To know the job satisfaction level of J.C.F. employees.
- iii. To show the inter-relationships between job satisfactions and other factors such as achievement, recognition, responsibility, supervision, salary, working condition co. policy and administration etc.
- iv. To know the effect of job satisfaction on employees performances.
- v. To know the need and desire of J.C.F. employees.

1.5 Assumption of the Study

The study has the following assumption;

- i. Better the rewards higher the job satisfaction and vice-versa.
- ii. There is relation between education level and job satisfaction is higher the education and vice-versa.

1.6 Limitation of the study

Job satisfaction is an emotional response to a job situation. Therefore, it is difficult task to study the issue, while conducting the research the following obstacles are considered as the limitation of the study.

- i. The study is done only for the partial fulfillment of M.B.S. programs.
- ii. The study is basically based on the primary data.
- iii. The study is conducted over the period of last 10 months.
- iv. The study is concerned only with the employees of J.C.F.
- v. The answer given by the employees may not be exact.

1.7 Importance of Study

Stud of job satisfaction is not totally a new concept in an organization. However, most of the organizations are missing this issue. Job satisfaction is very important for any organization. It can help to alert the management to sustain continuing satisfaction in their job.

- i. The study might enhance to improve the quality of performance of employees in the organization.
- ii. This study can be helpful to the future research and concerned person to explore about the factor relating job satisfaction.
- iii. This study might help the J.C.F. management foreseeing the development in future.

1.8 Scheme of Study

The study of job satisfaction of J.C.F. employ is divided into five chapter, introduction literature review, research methodology, presentation and analysis of data and summary, conclusion and recommendation.

Chapter-1 Introduction

This section introduces the subject by highlighting its special features. It includes background of the study, statement of the problem, focus of the study, limitation of study, assumption of the study, objectives of the study and importance of the study.

Chapter-2 Review of Literature

This chapter summarized the current status of research works already done. Review of books, publication and review of post studies are included. A brief summary, indicating area of agreement or disagreement in finding and the scope of study are discussed in this chapter.

Chapter-3 Research Methodology

In this section, the research design, method of data collection sampling procedure, statistical procedure, nature and sources of data is described.

Chapter-4 Presentation and Analysis

This is a heart of research report which generally covers presentation and analysis of result. This chapter also analysis the relation between the job satisfaction and many other factor like achievement, reorganization, salary, working condition etc. through table and graphic, the data are analyzed and interpreted in detail. In fact, this chapter is the mirror of the whole research.

Chapter-5 Summary, conclusion and Recommendation

This is the last part of the report and consists of the summary, conclusions and recommendation of the various findings.

Chapter-2

REVIEW OF LITERATURE

Review of literature is an essential part of all studies. Review of literature means reviewing research studies on other relevant propositions in the related area of study so that all the past studies, their conclusions and deficiencies may be known and further research can be conducted. There are different types of sources used in most literature searches, including indexes, bibliographies, encyclopedias, handbooks etc.

2.1 Concept of job satisfaction:

Job satisfaction is an overall attitude of liking or disliking of the job. It is determined by the discrepancy between what individual expect to get out of their job and what the job actually offers. High job satisfaction implies that the employee generally likes and values his job highly and feels positively toward it. It is necessary to understand the concept of the job satisfaction. If the concept is understood all the problems related with job satisfaction can be solved.

We find considerably different views and opinions of different writers nevertheless the theme is same. Some of the opinions expressed by different people are as follows:-

According to Arnold and Feldman as quoted in Agrawal (2002:139) "Job satisfaction is the amount of overall positive feelings that individuals have towards their job."

According to Moorhead, Griffin, Irving and Coleman as quoted in Adhikari (2004:152), "Job satisfaction is the extent to which a person is gratified or fulfilled by his or her work."

According to Locke as quoted in Agrawal (2002:139), "Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience."

According to Robbins, "Job satisfaction is an individual's general attitude towards his or her job."

According to Newstrom and Davis, "Job satisfaction is a set of favorable or unfavorable feelings with which employees view their work."

Agrawal has expressed his views as; "Job satisfaction is an indication of positive or negative attitude towards the job."

In this way, one of the common things on the above definitions is that all have focused on the attitude or feelings of the employees towards their job. Though, they have defined in different styles but the theme of their definitions is same i.e. job satisfaction is all about how an employee feels about his or her job.

According to Luthans as quoted in Agrawal (2002:139), "Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important."

Herzberg, in his dual factor theory states that job satisfaction is derived from two set of factors. The first factor includes company policy, supervision, interpersonal relations, salary, job security, work conditions etc known as hygiene factors. The absence of these factors causes

dissatisfaction. They are necessary to avoid dissatisfaction. On the other hand, the second factor includes achievement, recognition, work itself, responsibility and advancement. These factors are known as "satisfiers or motivators" which causes high level of job satisfaction when present. Absence of these factors doesn't lead to dissatisfaction.

The effectiveness of the organization depends upon the proper utilization of manpower. But the human beings have several needs to which they want to satisfy. The motives of the people are basically based on their values, attitudes and beliefs. So the management should consider all the factors which help to motivate them. No one contributes the better efforts without fulfilling his wants and desires.

Vijay Prasad Gautam in his thesis has expressed that, "The job satisfaction and need satisfaction are inter-related; when the various needs of the employees are fulfilled by the management, naturally the employees may satisfy with their jobs. Because the fulfillment of their important needs makes them ready to do their works. Thus, if the goals of the employees are fulfilled, only then they would be ready to fulfill the organizational goal."

In fact high job satisfaction has become major concern of managers. Highly satisfied employees are believed to perform far better than the dissatisfied employees. Job satisfaction of the employees adversely affects the organizations.

2.2 Dimensions of Job Satisfaction:

The following are the dimensions of job satisfaction. (Agrawal, 2002: 140)

- a) **Emotional response:** Job satisfaction is an emotional response to a job situation. It cannot be seen.
- b) **Expectancy:** Job satisfaction is determined by how well outcomes meet expectations. It is the difference between the amount of rewards employee receive and the amount they expect they should receive.
- c) **Attitude:** Job satisfaction represents several related attitudes. They can be about:
- The work itself
 - wages and Salaries (pay)
 - Promotional opportunity
 - Supervision
 - work group
 - Working conditions

2.3 Determinants of Job Satisfaction:

There are many factors that may make the employees satisfied or dissatisfied in their work. In the past, several researchers have studied job satisfaction level of employee from different angles. They have found certain factors that influence job satisfaction which are similar to various employees. Some of the factors that determine the job satisfaction are as follows:-

I. Pay:

Pay is one of the important factors that influence the job satisfaction. Employees are more satisfied when they feel they are rewarded fairly for the work they do considering employee responsibilities, the effort they have put forth, the work they have done well and the demand of their job.

"Wages for securing food, clothing and shelter normally are individual's expectation, besides many other additional expectations. This expectation is universally true, for people work to attain their personal, economic, social and psychological objectives." (Mamoria, 1985: 628)

"Wages and Salaries significantly influence job satisfaction. They are instrumental in fulfilling employee need. Pay serves as a symbol of achievement and a source of recognition."(Agrawal, 2002: 141)

II. The work itself:

The work itself influences the job satisfaction. The chances to participate in interesting projects, jobs with a satisfying degree of challenge and opportunities for increased responsibility motivate the employee and he feels more satisfaction.

"The content of work is major source of job satisfaction. Worker generally wants work that is interesting and challenging" (Agrawal, 2002:141). He has further added that job variety in a moderate amount also produces job satisfaction and autonomy in doing work also provides job satisfaction.

"Most employees crave intellectual challenge on their jobs. Therefore, they prefer to do jobs that offer them challenges and an opportunity to use their skills and abilities. However, while too much challenge in job creates

Frustration and feelings of failure and too little challenge cause boredom."(Khatiwada, 2006: 16)

III. Promotions:

Employees' consider promotion as their ultimate achievement in their careers. When they achieve it, they feel satisfied with their jobs.

"The individual feels satisfaction at his job only when it offers him recognition, achievement sense, greater responsibility and opportunity for advancement."(Herzberg et al., 1959: 141)

"Promotional opportunities have a moderate impact on job satisfaction. Promotions to a higher level in executive positions are associated with higher pay, challenging work assignments and work autonomy. They increase job satisfaction." (Agrawal, 2002: 141)

IV. Supervision:

Supervision is another important factor that has a moderate influence on job satisfaction. Khanka(2005) as quoted by Khatiwada(2006:17) explained that, "quality or supportive supervision establishes cordial and supportive personal relationship with subordinates and take interest in subordinates well being. Such characteristics of supervision create satisfaction for employees on their job."

Employee survey data points out that, "Employees are more satisfied when their managers are good leader which includes motivating employees to do a good job, striving for excellence."

"Supervisor establishes supportive relationships with subordinates. They take personal interest in the welfare of the subordinates. This style contributes to the job satisfaction." (Agrawal, 2002: 142)

V. Workgroup:

Experience shows that employees get not only money or tangible achievements but gets more out of work by having opportunities for interaction with colleagues.

"The nature of the work group affects job satisfaction. It serves as a source of social support, comfort, advice and assistance to individual worker. It is a moderate source of job satisfaction." (Agrawal, 2002: 142)

S. S. Khanka (2005) as quoted in Khatiwada (2006: 17) in his thesis stated that, "work team fills the need for social interaction. Thus, having supportive colleague also leads to employee's job satisfaction."

VI. Working conditions:

"Good working conditions moderately contribute to job satisfaction. They relate to clean and attractive surroundings, lighting, ventilation, temperature etc. They provide physical comfort and influence life outside of work. Bad working conditions decrease job satisfaction." (Agrawal, 2002: 142)

S. S. Khanka (2005) as quoted by Khatiwada (2006: 18) conclude that, "Employees are concerned with their work environment for both personal comfort and facilitating doing a job. Therefore, the physical surroundings that are safe, clean, comfortable and with a minimum degree of distractions result in a good or positive feelings towards one's job reflects his or her job satisfaction."

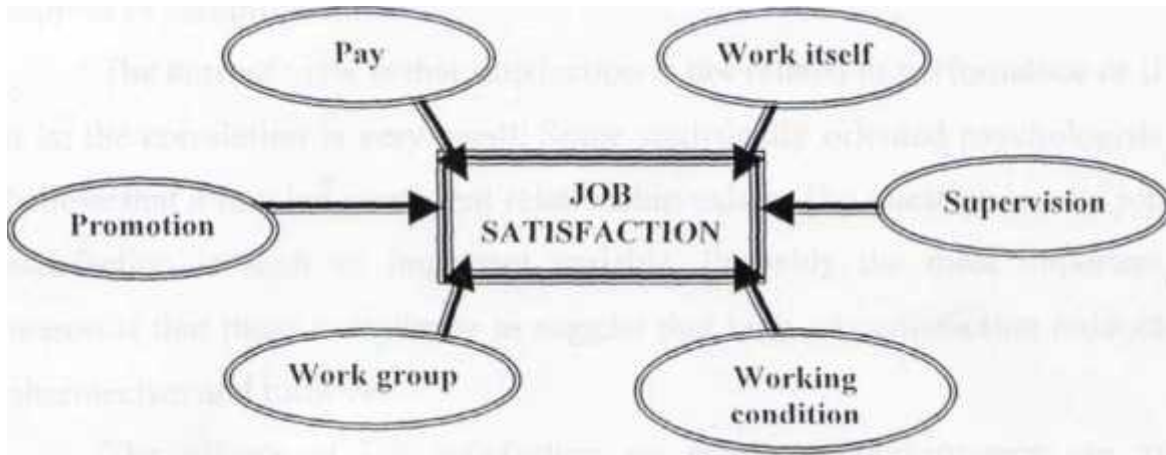


Figure 1: Determinants of Job Satisfaction

The review of the pertinent literature clearly indicate that the employee job satisfaction are determined by the nature of the work, pay system, promotion, quality supervision, work group and the working conditions. In fact, the determinant of job satisfaction is an important issue. It enables us to diagnose about the certain Factors that influence job satisfaction. Thus, we can improve the situation. Besides this, there may be other determinants such as education, additional benefits, organizational structure, stress, family size, number of service years, and number of employees in the family etc.

2.4 Effect of Job Satisfaction:

Job satisfaction is important to an organization. Managerial interest in job satisfaction tends to center on its effect on employee performance. A widely held belief of human relations theory is that improving job satisfaction directly improves performance. In other word, improving employees morale cuts down turnover and absenteeism and increases

production. The Hawthorne studies are frequently cited as evidence in support of this proposition.

The current view is that satisfaction is not related to performance or if it is; the correlation is very small. Some statistically oriented psychologists believe that a low but consistent relationship exists. The question is why job satisfaction is such an important variable. Probably the most important reason is that there is evidence to suggest that high job satisfaction reduces absenteeism and turnover.

The effects of job satisfaction on employee performance are as follows:-

a) Job Satisfaction and Productivity:

Job satisfaction is an overall attitude of liking or disliking of the job. Productivity is the efficiency relationship between input and output.

"At the individual level, the evidence suggests that a happy worker is not necessarily a productive worker. Job satisfaction does not lead to job performance but job performance leads to job satisfaction. At the organization level, organization having employees with high job satisfaction tends to be more effective in terms of productivity. However, strong evidence is lacking for this 'satisfaction-causes-productivity' thesis."(Agrawal, 2002: 150)

b) Job satisfaction and Absenteeism:

Absenteeism is failure to report to work. It refers to the worker's absence from his regular task, no matter whatever the causes. It affects adversely both employee and employers. There is an inverse relationship between job satisfaction and absenteeism.

“It is also mentioning that a high degree of job satisfaction will not necessarily result in low absenteeism while low level of job satisfaction is likely to bring about high absenteeism.”(Khanka, 2005: 82)

"If employee is satisfied on his job, the rate of absenteeism will be low otherwise the rate of absenteeism will be high."(Sharma, 2003: 27)

"When job satisfaction is high, absenteeism tends to be low and when job satisfaction is low, absenteeism tends to be high." (Agrawal, 2002: 151)

c) Job satisfaction and Turnover:

Turnover is voluntarily or involuntarily permanent withdrawal by employees from the organization. Dissatisfied workers are more likely to leave their jobs.

"High job satisfaction does help to keep turnover low. Considerably job dissatisfaction leads to high turnover." (Agrawal, 2002: 151)

"People have unique values and experiences, so they react differently to the same level of job satisfaction. One dissatisfied employee may decide to put in less work effort whereas another maintains the same level of work effort while looking for employment elsewhere."(Adhikari, 2004: 161)

d) Job satisfaction and Organizational citizenship:

Organizational citizenship is discretionary behavior that is not a part of employee's formal job requirements but nevertheless promotes the effective functioning of organization.

"Satisfied employees tend to have high level of organizational citizenship behavior. They talk positively about the organization and go beyond normal expectations in their jobs." (Agrawal, 2002: 151)

Satisfied employees- particularly those are satisfied with co- workers are more likely to help the company beyond their normal job duties."

(Adhikari, 2004: 161)

Some important findings of a job satisfaction research are presented below: (Adhikari, 2004: 162).

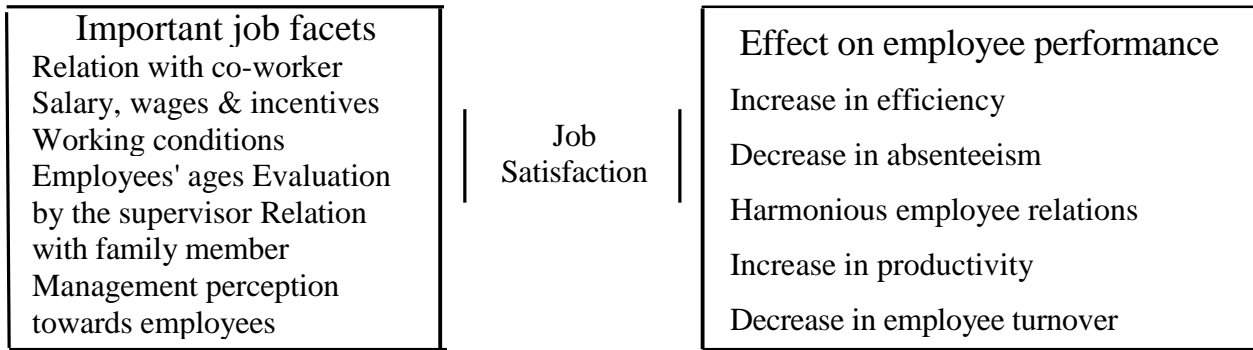


Figure 2 : Job Facets, Job satisfaction & Employee Performance

- J A good relation with co-worker has been considered the most important factors of job satisfaction.
- J The salary, ages & incentives are moderately important factors for job satisfaction.
- J The workers who have rated job facets as important factors are more satisfied with their job than those who have rated them as less important.
- J Job satisfaction is significantly greater among workers who are satisfied with their family and social lives than those who are not satisfied with these two aspects.
- J The workers who are 30 years of age or above have an overall higher job satisfaction than for those below 30 years. Job satisfaction is higher for those who have worked for more than 5

years of experience and less for those with less than 5 years of experience.

- The main reasons for dissatisfaction are: poor wages, lack of accommodation, lack of promotional opportunities, insufficient fringe benefits, poor supervisory management, lack of job security and lack of fair treatment of the management.

2.5 Management implication of job satisfaction:

The management implication of job satisfaction according to Agrawal (2005: 151) are as follows:

- ❖ Managers should be concerned with employee complaints about low pay and unchallenging work. They should introduce a system of equitable rewards and provide challenging work to employees.
- ❖ Managers should be aware that increasing job satisfaction does not necessarily lead to increasing productivity at the individual level.
- ❖ Managers should be concerned about the impact of job satisfaction on employee absenteeism and turnover. They should also find out who is leaving the organization.
- ❖ Employee surveys should be conducted to assess the level of overall job satisfaction in the organization.

It shows that high job satisfaction is a major concern of managers. They should be concerned about the job satisfaction level of the employee. Management should also properly analyze the various dimensions and effects of the job satisfaction and should take necessary actions to make their employees more satisfied.

The above review of different books, journals, thesis etc. have helped us to know more about the job satisfaction. Simply, job satisfaction is defined as the employee's attitude toward the jobs which are shaped by pay, supervisory style and age factors etc. It can be either positive or negative. Job satisfaction is an essence to an organization's productivity. Factors like nature of work, pay, promotions, supervision, work group, good working conditions are some of determinants that influence job satisfactions. It has direct relationship with productivity, absenteeism and turnover. Satisfied workers are the assets to an organization whereas dissatisfied workers are the liabilities. High job satisfaction implies that the employees generally likes and values his job highly. Highly satisfied employees are believed to perform far better than the dissatisfied employees.

Chapter-3

RESEARCH METHODOLOGY

3.1 Introduction

The basic objective of present study is to analyse the employees job satisfaction level of Janakpur cigarette factory and to recommend necessary suggestion for the improvement of weakness. To fulfill this objective of the study appropriate methodology has been followed. So this chapter concerned with the research methodology applied in conducting the study consists of research design, population, sample size data collection and data presentation and analysis

3.2 Research Design

The present study is obviously a case study of the J.C.F. It makes an intensive investigation of job satisfaction level of employees of the factory for obtaining a complete and accurate description of the existing situation. Thus descriptive research design has been used to analyse the objectives of the study.

3.3 Population

The population in this study consists of the entire work forces. There are 1300 employees (staff and workers) working in the factory. It includes all types of staffs such as co-ordinators, G.M.(General Manager), managers, supervisor, accountants, labors etc.

3.4 Sample Size

The research work is based upon the sample size of 40 workers i.e. 40 workers of different status are taken to calculate the job satisfaction level of J.C.F and from these employees' necessary data is collected. Judgmental sampling has been taken under consideration.

3.5 Data Collection

A set of structured questioner was distributed among the sample employees of J.C.F. and they were asked to fill it. The degree of satisfaction level of these employees were measured on five point's scales "highly satisfied", dissatisfied, 'neutral', dissatisfied and highly dissatisfied.

3.6 Data presentation and Analysis

After collecting the data, it is organized and presented in appropriate tables and diagrams.

After that it was analyze quantitatively and quantitatively. Descriptive analytical tools like percentage, mean and standard deviation are used to come at the appropriate findings of the study.

Chapter-4

PRESENTATION AND ANALYSIS OF DATA

4.1 Introduction

This chapter deals with the descriptive analysis of the research questions. In this analysis, the research questions are solved with the number of tables and graphs which discuss the objectives in the light of information gathered. The data has been analyzed quantitatively and qualitatively as well. In this chapter, an attempt is made to present the data relating to the job satisfaction level of Jankpur Cigarette Factor employees.

The chapter will be helpful to figure out the level of job satisfaction of J.C.F. employees. Only collecting data cannot help to understand the real picture of the level of job satisfaction. So that the collected data are present of in tables and figures and further tried to be analyzed. The analysis is done by applying various tools.

4.2 Socio-Economic characteristics of the worker in J.C.F

The socio-economic characteristic of the worker of J.C.F is presented below:

Table 1: Socio-Economic Characteristic

| Age group(in years) | Frequency | Percentage(%) |
|-----------------------|-----------|---------------|
| 10-20 | - | - |
| 20-30 | 25 | 62.5 |
| 30-40 | 10 | 25 |
| 40-50 | 5 | 12.5 |
| Total | <u>40</u> | <u>100</u> |
| Mean | 31.75 | |
| <u>Martial status</u> | | |
| Married | <u>32</u> | <u>80</u> |
| Unmarried | 8 | 20 |
| Total | <u>40</u> | <u>100</u> |
| <u>Education</u> | | |
| Illiterate | 3 | 7.5 |
| Under SLC | 6 | 15 |
| SLC | 10 | 25 |
| PCL | 14 | 35 |
| Bachelor | 5 | 12.5 |
| Master | 2 | 5 |
| Total | <u>40</u> | <u>100</u> |

Table no. 1 shows that most of the workers are in the age group of (20-30) years. Out of 40 respondents, 25 workers i.e. 62.5% are in the age group of (20-30) and 25% are in the age group of (30-40) and remaining i.e. 12.5% are exist in the age group of (40-50) years.

In Martial status only 20% people are found to be single i.e. 8 only out of 40 and 10 of married people are 80% which shows major people are married.

In the same way in education most of the worker are gain P.C.L. Degree i.e. 35% which 14 out of 40. Similarly 7.5% are illiterate 15% are under S.L.C. Only 12.5% are gained Bachelor degree where as 5% people are hold the master Degree qualification

4.3 Family Background

| Size of Family | Frequency | Percentage |
|----------------|-----------|------------|
| 0-4 | 25 | 62.5 |
| 5-7 | 15 | 37.5 |
| 8-10 | - | - |
| Total | <u>40</u> | <u>100</u> |
| Mean | 3.3 | |

Table: 2 Family Backgrounds of Workers

| Employees in family | Frequency | Percentage |
|---------------------|-----------|------------|
| Yes | 15 | 37.5 |
| No | 25 | 62.5 |
| Total | <u>14</u> | <u>100</u> |

Table: 3 Family Background of Workers

Above table shows that out of 40 workers, 25 i.e. 62.5% workers have small size family and remaining 37.5% have middle size family.

More than half of the total respondents i.e. 62.5% did not have any employees in the family but rest of them i.e. 37.5% have other employees in their family.

4.4 Job Satisfaction and Salary

Salary is one of the important determinants of job satisfaction. The level of job satisfaction on the basis of salary is as follows:

| Satisfaction Level | No. of Employees | Percentage (%) |
|---------------------|------------------|----------------|
| Highly Satisfied | - | - |
| Satisfied | 5 | 12.5 |
| Average | 10 | 25 |
| Dissatisfied | 20 | 50 |
| Highly dissatisfied | 5 | 12.5 |
| Total | 40 | 100 |

Table no:4
Job Satisfaction & Salary

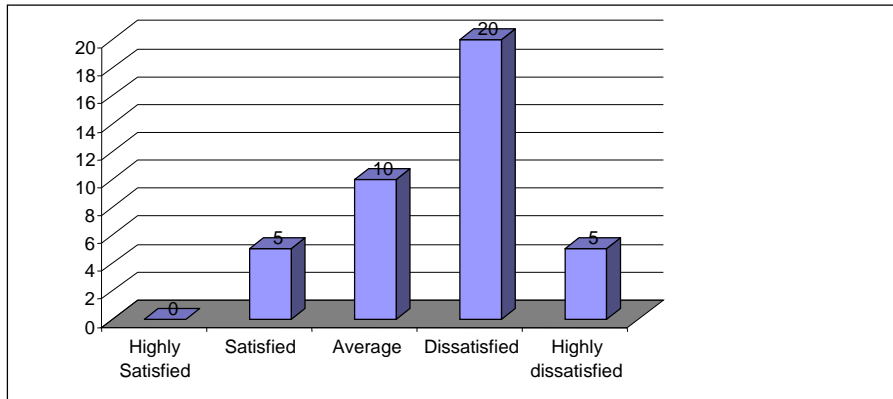


Figure no:4
Job Satisfaction & Salary

Above table and figure shows that none of the employees are highly satisfied. Only 5 employees out of 40 i.e. 12.5% are satisfied but 25% of the employees are neutral i.e. they are neither satisfied nor dissatisfied. But most of the employees i.e. 20 out of 40 (50%) are dissatisfied with the salary they receive and 12.5% employees are highly dissatisfied.

4.5 .Job Satisfaction and Supervision

Supervision is another important factor of job satisfaction. The level of job satisfaction according to supervision is as follows:

| Satisfaction level | No. of employees | Percentage (%) |
|---------------------|------------------|----------------|
| Highly satisfied | - | - |
| Satisfied | 7 | 17.5 |
| Average | 23 | 57.5 |
| Dissatisfied | 8 | 10 |
| Highly dissatisfied | 2 | 20 |
| Total | 40 | 100 |

Table: 5 J.S. & Supervision

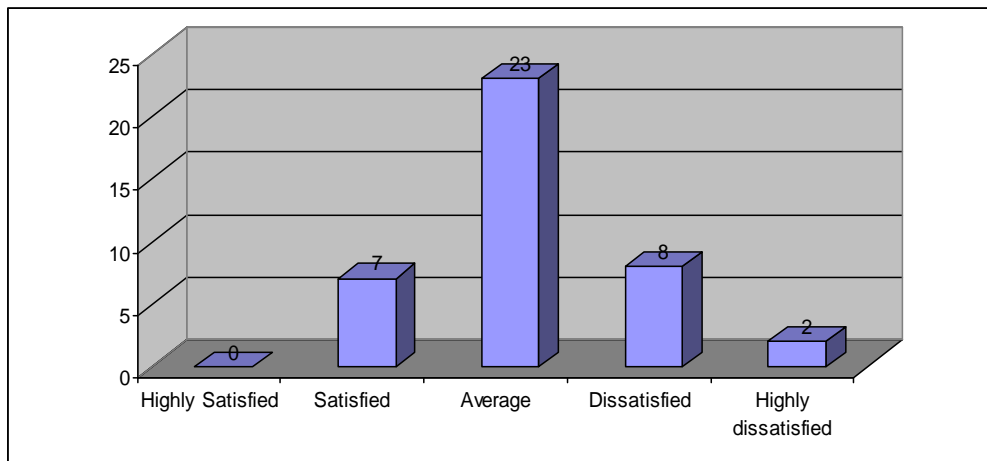


Figure: 5 J.S. & Supervision

Above table and figure shows that more than half of the total respondents i.e. 57.5% have neutral satisfaction level with their supervision. Only 17.5% of the total respondents are satisfied and the rest of them are dissatisfied with the general supervision of their department. None of the employees are highly satisfied with the supervision.

4.6 Job Satisfaction and Colleagues

Good relationship among the colleagues adds to job satisfaction. The relation between job satisfaction and colleagues is given below:

| Satisfaction level | No. of the employees | Percentage |
|--------------------|----------------------|------------|
| High | 37 | 92.5 |
| Medium | - | - |
| Low | 3 | 7.5 |
| Total | 40 | 100 |

Table: 6 J.S. & Colleagues

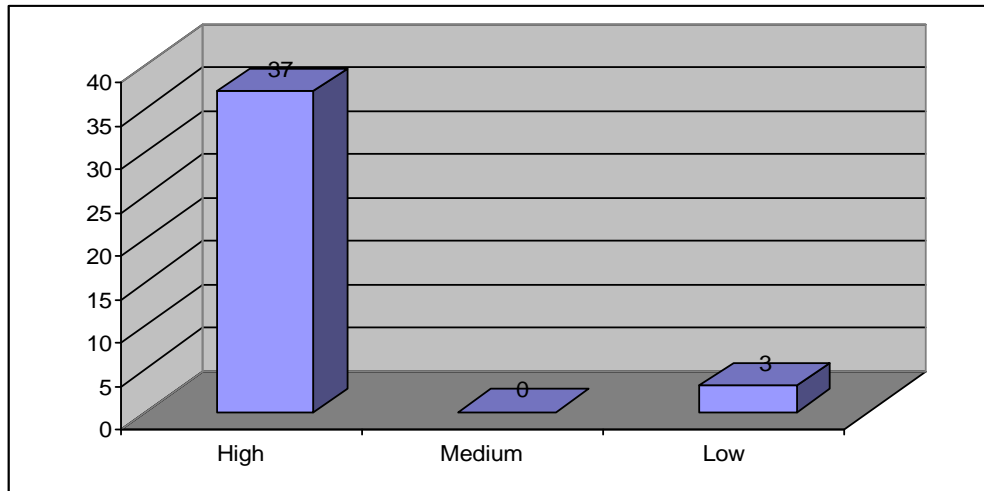


Figure: 6 J.S. & Colleagues

Above table and figure shows that almost all the respondents are satisfied with their colleagues. It shows that 37 employees out of 40 i.e. 92.5% prefer to work with their present colleagues and 1 out of 40 i.e. 7.5% are not satisfied with their colleagues. It shows that there is good relationship between the employees.

4.7 Job Satisfaction and Company's Policy

Company's policy has great impact on the satisfaction level of the employees. The level of job satisfaction on the basis of company's policy is as follows:

| Satisfaction Level | No. of Employees | Percentage (%) |
|--------------------|------------------|----------------|
| High | 4 | 10 |
| Medium | 13 | 32.5 |
| Low | 23 | 57.5 |
| Total | 40 | 100 |

Table:7 J.S. & Company's Policy

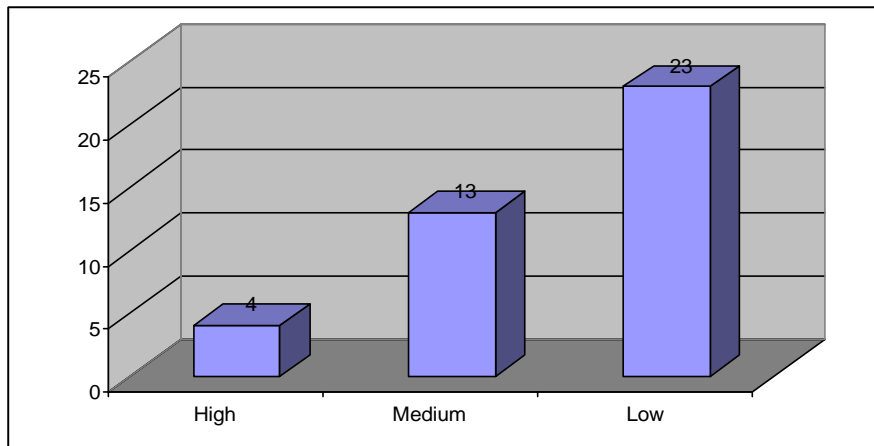


Figure: 7 J.S. & company's Policy

Above table and figure shows that out of 40 employees 4 are satisfied, 13 are medium satisfied and remaining are dissatisfied with the company's policy. It means that more than half respondents i.e. 57.5% believes that the company policy is not in the favor of employees but 32.5% believes that company's policy is neither satisfactory nor dissatisfactory and 10% believes that it is in favor of them.

It shows that maximum numbers of employees are dissatisfied with the company's policy.

4.8 Job Satisfaction and Method of increment

Method of increment is another important factor that influences the "level of job satisfaction. The level of job satisfaction according to the method of increment is as follows:

| Satisfaction level | No. of employees | Percentage |
|---------------------|------------------|------------|
| Highly satisfied | - | - |
| Satisfied | 3 | 7.5 |
| Average | 15 | 37.5 |
| Dissatisfied | 20 | 50 |
| Highly dissatisfied | 2 | 5 |
| Total | 40 | 100 |

Table: 8 J.S. & Method of inclement

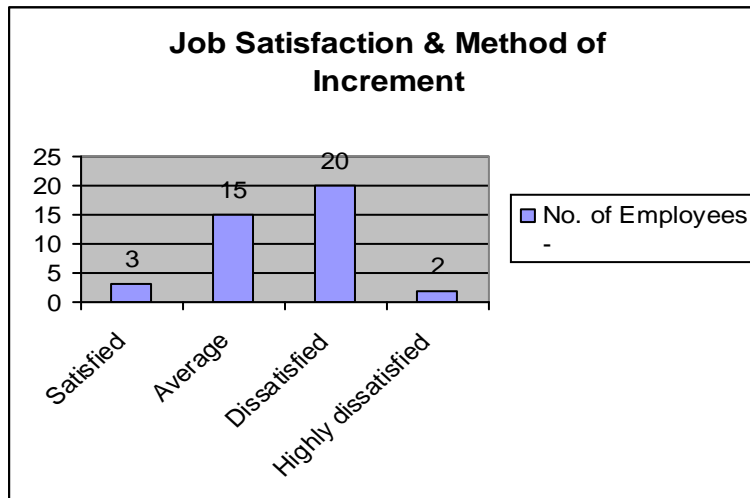


Figure: 8 J.S. & Method of increment

Above table and figure shows that most of the respondents i.e. 50% are dissatisfied with the method of increment but 37.5% are neutral. Out of 40 only 3 employees i.e. 7.5% are satisfied with the increment method and 10% are highly dissatisfied. No one is found to be highly satisfied. It indicates that the company is not giving reasonable attention towards the method of increments.

4.9 Job Satisfaction and Other benefits

Other benefit includes housing, medical, retirement, insurance etc. which has also important impact on job satisfaction. The situation of other benefits and job satisfaction level is as follows:

| Satisfaction level | No. of employees | Percentage (%) |
|---------------------|------------------|----------------|
| Highly satisfied | - | |
| Satisfied | 2 | 5 |
| Average | 7 | 17.5 |
| Dissatisfied | 15 | 37.5 |
| Highly dissatisfied | 16 | 40 |
| Total | 40 | 100 |

Table: 9 J.S. & Other benefits

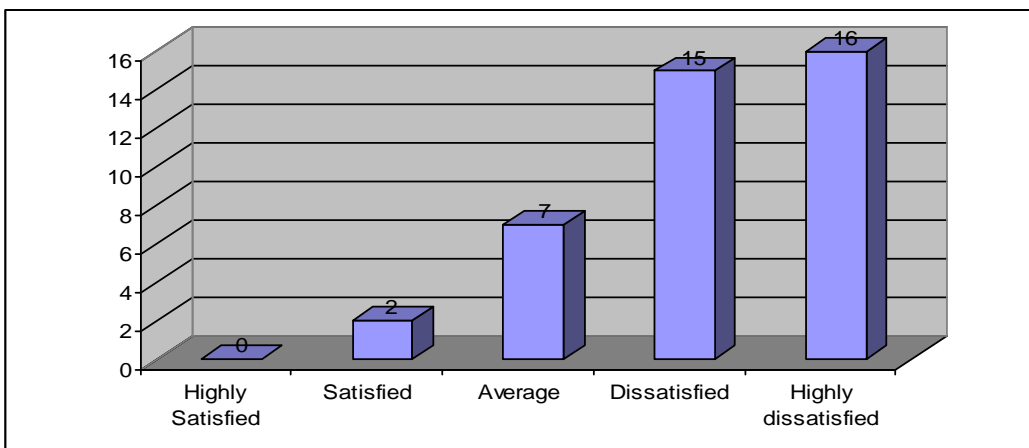


Figure:9 J.S. & Other benefits

It shows that about all employees are not satisfied with the other benefits provided by the company. About 37.5% are dissatisfied and 40% are highly dissatisfied. Only 2 out of 40 employees i.e. 5% are satisfied and 17.5% are neither satisfied nor dissatisfied.

4.10 Job Satisfaction and Work allotment

Work allotment also plays an important role in the satisfaction of the employee.

| Satisfaction level | No. of employees | Percentage (%) |
|---------------------|------------------|----------------|
| Highly satisfied | - | - |
| Satisfied | 10 | 25 |
| Average | 16 | 40 |
| Dissatisfied | 13 | 32.5 |
| Highly dissatisfied | 1 | 2.5 |
| Total | 40 | 100 |

Table: 10 J.S. & Work allotment

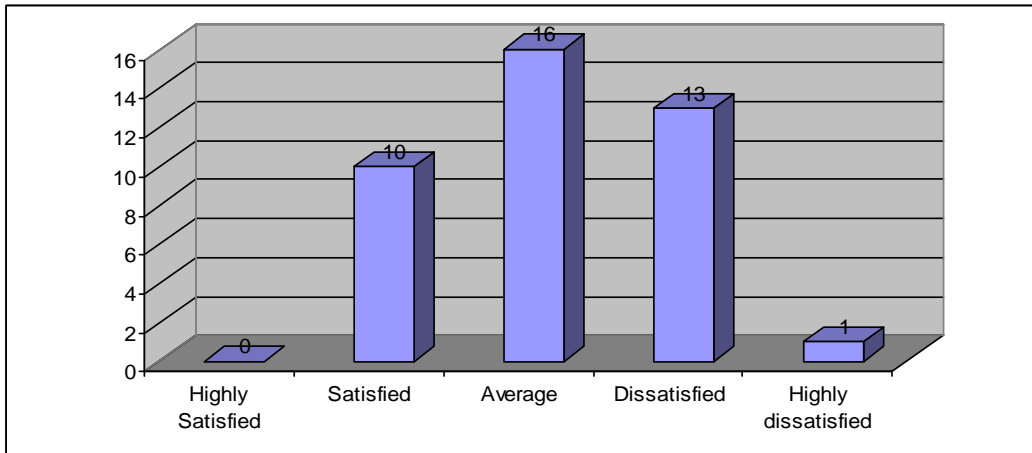


Figure: 10 J.S. & Work allotment

It shows fifty-fifty position of satisfaction level according to work allotment. Though, no one is highly satisfied, 25% are satisfied with the work allotment and 40% are neutral. 13 out of 40 i.e. 32.5% are dissatisfied and 2.5% are highly dissatisfied on the basis of work allotment.

4.11 Job Satisfaction and Personal development programme

Personal development programmes increases the satisfaction level of the employees. It can be trainings, seminars, conference and higher education.

The data related with personal development programmes is given below:

| Satisfaction level | No. of employees | Percentage (%) |
|---------------------|------------------|----------------|
| Highly satisfied | - | - |
| Satisfied | 2 | 5 |
| Neutral | 5 | 12.5 |
| Dissatisfied | 20 | 50 |
| Highly dissatisfied | 13 | 32.5 |
| Total | 40 | 100 |

Table: 11 J.S. & Personal development programmes

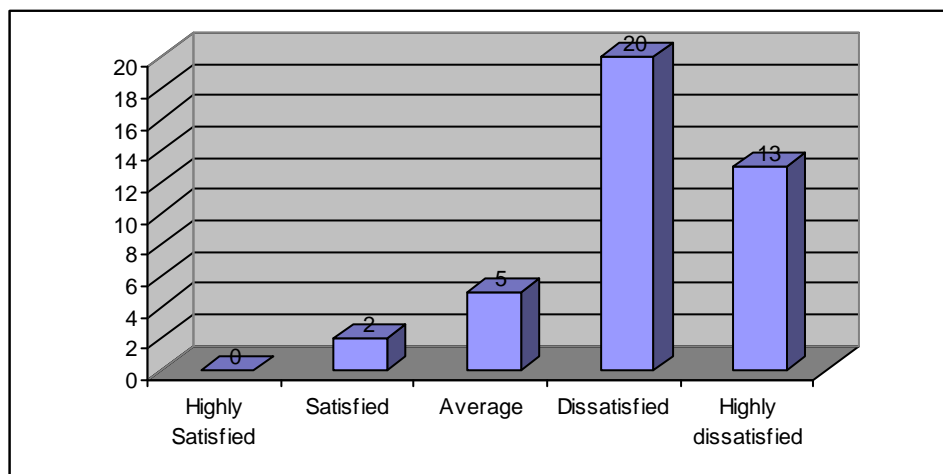


Figure: 11 J.S. & Personal development programmes

Above table and figure shows that majority of sampled respondents are dissatisfied with personal development programmes. 50% are dissatisfied and 32.5% are highly dissatisfied. Only 2.5% of the total.

respondents are satisfied but no one is highly satisfied with personal development programmes. Out of 40, only 5 employees i.e. 12.5% are neutral on the personal development programmes.

4.12 Job Satisfaction and Security

Employees feel satisfied if they secured in their job. So, security is also one of the important factors of job satisfaction.

| Satisfaction level | No. of the employees | Percentage (%) |
|--------------------|----------------------|----------------|
| High | 15 | 37.5 |
| Medium | 5 | 12.5 |
| Low | 20 | 50 |
| Total | 40 | 100 |

Table: 12 J.S. & Security

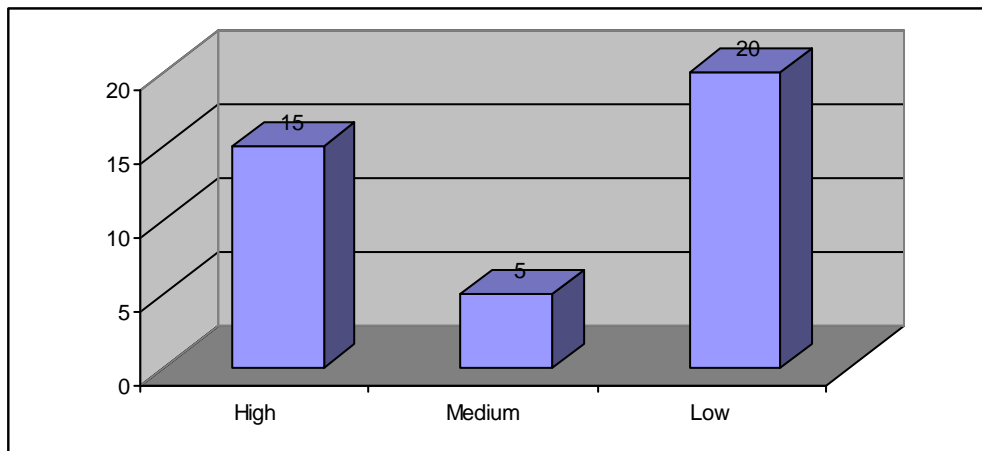


Figure: 12 J.S. & Security

In the above table and figure shows that 50% of the total respondents are unsatisfied. It means that they feel unsecured in their job but 37.5% feel secured in their job and are satisfied in their job. Only 12.5% are neutral regarding their job security.

4.13 Job Satisfaction and Recognition

Recognition is also an important factor of job satisfaction. If the recognition is high their satisfaction level is also high and if their recognition is low, their satisfaction level is also low. It is presented below:

| Satisfaction level | No. of the employees | Percentage (%) |
|--------------------|----------------------|----------------|
| High | - | - |
| Equal | 38 | 95 |
| Low | 2 | 5 |
| Total | 40 | 100 |

Table: 13 J.S. & Recognition

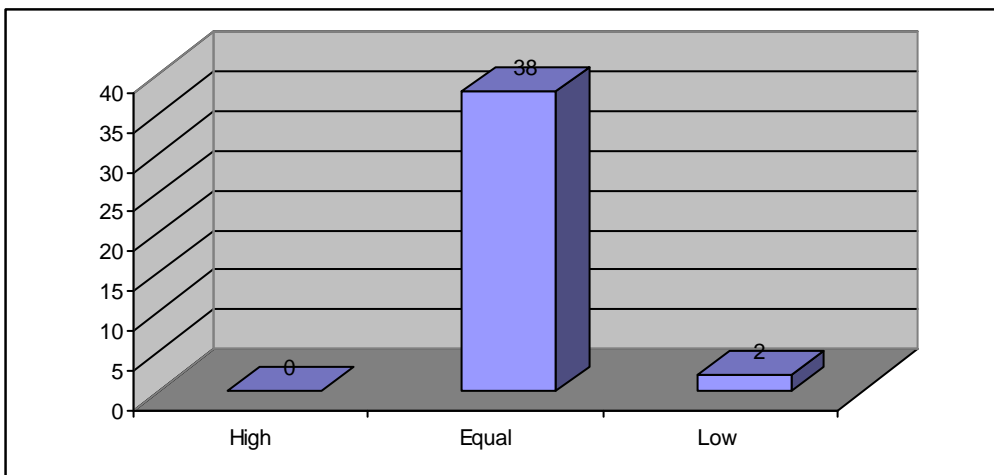


Figure: 13 J.S. & Recognition

Above table and figure shows that almost all respondents i.e. 95% perceived equal status from their peer group due to this job. Some of them i.e. 5% considered themselves having low status compared to their peer group but no one feel that they have higher recognition compared to their peer group.

4.14 Job Satisfaction and Promotion

Promotion also plays vital role in the satisfaction level of employees. The level of satisfaction on the basis of promotion is as follows:

| Satisfaction level | No. of employees | Percentage (%) |
|---------------------|------------------|----------------|
| Highly satisfied | - | - |
| Satisfied | 2 | 5 |
| Neutral | 15 | 37.5 |
| Dissatisfied | 20 | 50 |
| Highly dissatisfied | 3 | 12.5 |
| Total | 40 | 100 |

Table: 14 J.S. & Promotion

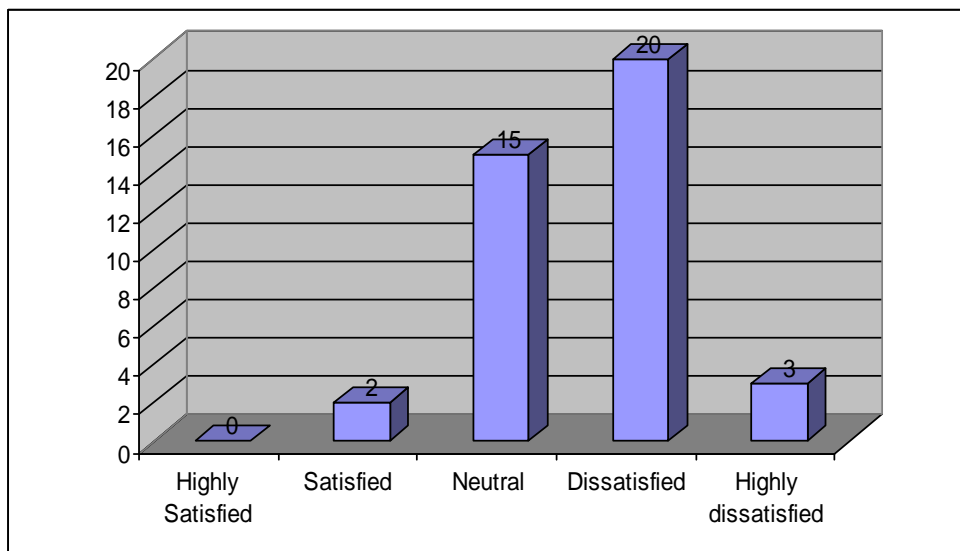


Figure: 14 J.S. & Promotion

It shows that most of the respondents i.e. 50% are not satisfied in term of promotion. Some of them i.e. 37.5% are neutral whereas 12.5% are highly dissatisfied. Only 2 out of 40 i.e. 5% are satisfied in term of promotion and no one seems to be highly satisfied.

4.15 Job Satisfaction and Age

The data related to age and the satisfaction level of the employees is presented below in the table and figure:

| Age | H.S. | Satisfied | Neutral | D.S. | H.D.S. | Total |
|-------|------|-----------|---------|------|--------|-------|
| 20-30 | - | 3 | 10 | 5 | 2 | 20 |
| 30-40 | - | 2 | 5 | 5 | - | 12 |
| 40-50 | - | 4 | 1 | 3 | - | 8 |
| Total | - | 9 | 16 | 13 | 2 | 40 |

Table: 15 J.S. & Age

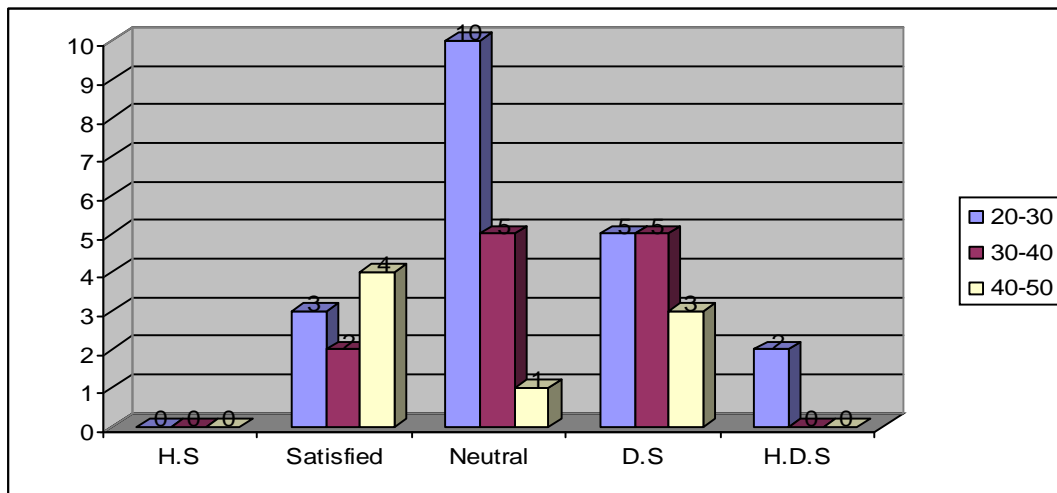


Figure: 15 J.S. & Age

It shows that age group has not much impact on the level of satisfaction. In the age group of (20-30) years, out of 20, 5 are dissatisfied, 2 are highly dissatisfied, 10 are neutral and 3 are satisfied with their work. In the age group of (30-40) years, out of 12, 5 are dissatisfied, 5 are neutral and 2 is satisfied and no one is highly satisfied with the work. Similarly, in the

age group (40-50) years, out of 8, 3 are dissatisfied, 1 is neutral and 4 are satisfied with their work.

4.16 Job Satisfaction and Designation

Designation also has great impact on the satisfaction level. The relation between designation and satisfaction level is presented below:

| Designation | H.S. | Satisfied | Neutral | D.S. | II.D.S. | Total |
|-------------|------|-----------|---------|------|---------|-------|
| Manager | - | 2 | - | - | - | 2 |
| Officer | - | 1 | 1 | 2 | - | 4 |
| Incharge | - | 2 | 4 | 10 | - | 16 |
| Supervisor | - | - | 1 | 1 | 2 | 4 |
| Operator | - | - | 3 | 1 | - | 4 |
| Helper | - | - | 10 | - | - | 10 |
| Total | - | 5 | 19 | 14 | 2 | 40 |

Table: 16 J.S. & Designation

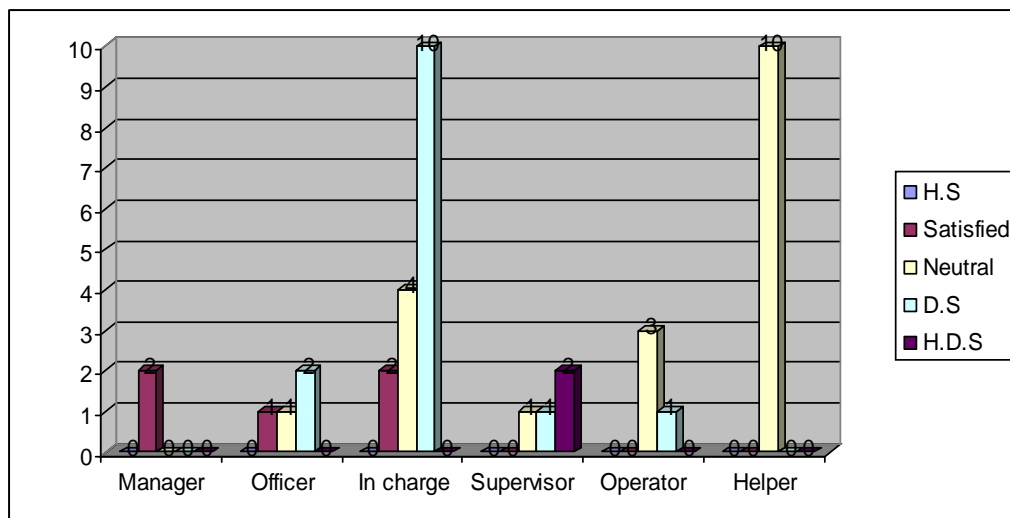


Figure: 16 J.S. & Designation

It shows that out of 2 managers, 2 are satisfied with their job and out of 4 officers, 1 is neutral and 2 are dissatisfied and 1 are satisfied with their job. Out of 16 incharge, 2 are satisfied, 4 are neutral and 10 are dissatisfied with the job. Similarly, out of 4 supervisors, 1 is neutral, 1 is dissatisfied and 2 are highly dissatisfied with their job. Likewise, out of 4 operators, 3 are neutral and 1 are dissatisfied with their current job and all the helper is found to be neutral in their job.

4.17 Job Satisfaction and Education

The relation between the level of job satisfaction and education is presented below in table and figure:

| Education | H.S. | Satisfied | Neutral | D.S. | H.D.S. | Total |
|------------|------|-----------|---------|------|--------|-------|
| Illiterate | - | - | 2 | - | - | 2 |
| Under SLC | - | 1 | 5 | - | - | 8 |
| SLC | - | - | 3 | 3 | - | 4 |
| PCL | - | 1 | 2 | 4 | 1 | 9 |
| Bachelor | - | 4 | 1 | 6 | 1 | 16 |
| Masters | - | - | 1 | 1 | - | 1 |
| Total | - | 6 | 14 | 14 | 2 | 40 |

Table: 17 J.S. & Education

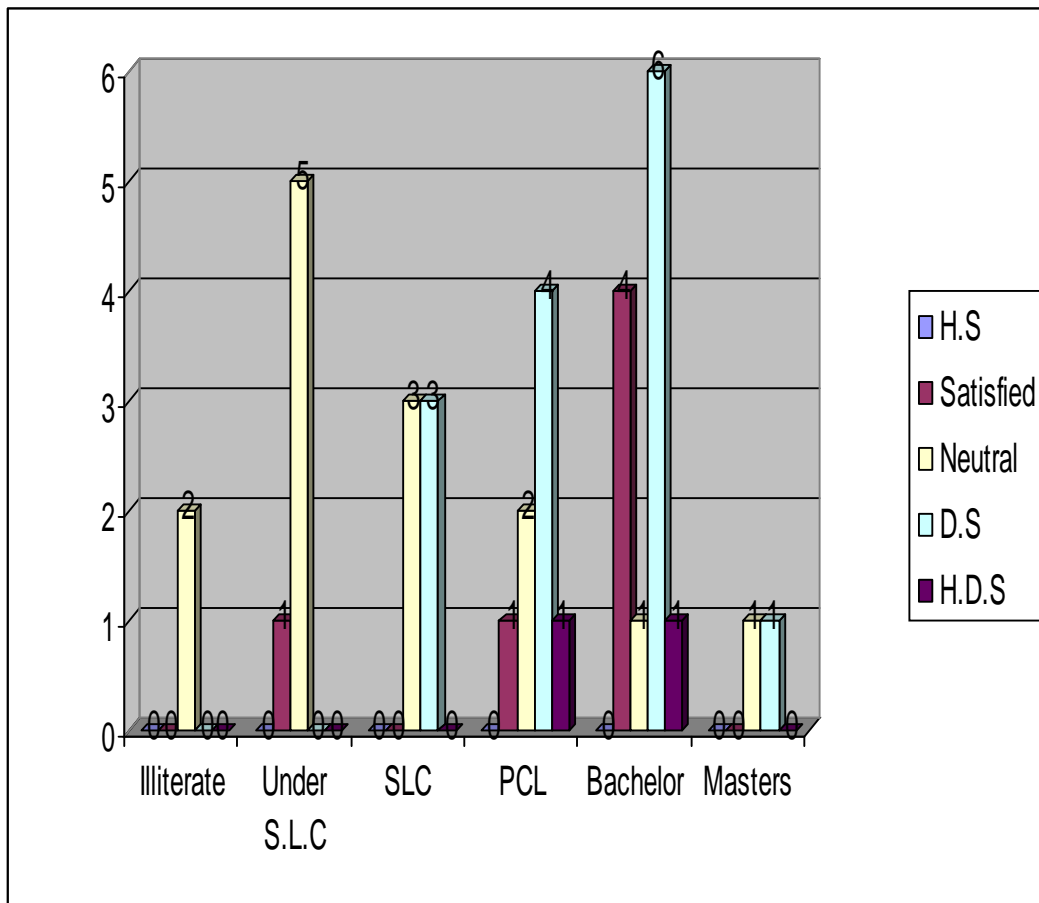


Figure: 17 J.S. & Education

It shows that higher the education, lower the satisfaction level. Higher educated one feels that they should be provided more responsibilities and authority. If they are not given the power and authority, they feel dissatisfied in their job.

4.18 Job Satisfaction considering overall factors

Job satisfaction level considering the overall factors is presented below in table and figure:

| Satisfaction level | No. of employees | Percentage (%) |
|---------------------|------------------|----------------|
| Highly satisfied | - | - |
| Satisfied | 4 | 10 |
| Neutral | 15 | 37.5 |
| Dissatisfied | 15 | 37.5 |
| Highly dissatisfied | 6 | 15 |
| Total | 40 | 100 |

Table: 18 Job satisfaction considering overall factors

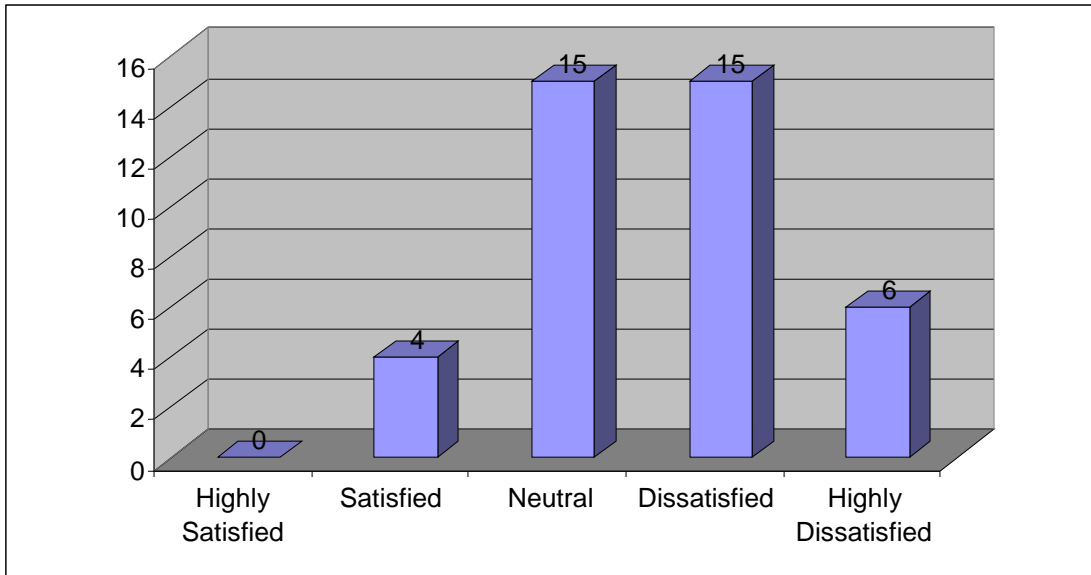


Figure: 18 Job satisfaction considering overall factors

Above table and figure shows that there is equal division among the respondents i.e. 37.5% whose level of job satisfaction is neutral and those who have dissatisfaction. Only 10% of total respondents belong to satisfied group. There is no one in the highly satisfied group though 15% are highly dissatisfied with their current job.

Chapter-5

SUMMARY, CONCLUSION & RECOMMENDATION

5.1 Summary

Employees are the most valuable assets of the organization. Employees are the backbone of the economic development of the country. Without employees, production is impossible. Though, they haven't been provided respected place in the organization. As a result, employees feel dissatisfaction towards their job which adversely affect the organization to achieve their objectives.

It is necessary to know the factors causing the dissatisfaction and satisfaction. So, researcher has tried to study the job satisfaction level of Hulas Wire Industry. The study is mainly focused on salary, supervision, security, recognition, promotion, opportunity, age, education, designation, colleagues, company's policy, benefits etc. which affect the satisfaction of the employees.

In this study, descriptive research design was employed. A set of structural questionnaire was distributed among the sample group of 40 employees of J.C.F. through judgmental sampling.

Out of 40 respondents, 25 were of the age group (20-30) years, 10 were of age group (30-40) and 5 were of age group (40-50) years. Of the 40 respondents, 27 had small family size (0-4), 15 had medium family size

(5-7). Out of all respondents, 13 of them had other employees in the family and remaining of them did not have.

Out of total respondents, 38 of them were married and rests of them were single. Only 3 respondents were illiterate, 25 had the qualification of SLC, 35 had Certificate level, 15 had completed their Diploma and only 2 respondent had done Masters.

After analyzing the collected data, it has been found out-

- Average age of the workers is 31.75 years.
- Avg. number of family is 3.3.
- Most of the respondents are dissatisfied with their current salary.
- Most of the respondents are neutral regarding their supervision in the industry.
- Almost all of the employees are highly satisfied with the present colleagues.
- Most of the employees are found to be dissatisfied with the company's policy.
- Method of salary increment is also found dissatisfactory.
- Benefits provided by the company to its employees are not satisfactory.
- Satisfaction level seems to be fifty-fifty on the basis of the work allotment.
- Employees are low satisfied related to personal development programmes.
- Almost all respondents perceived equal status from their peer group due to their job.

- Most of respondents are not satisfied in term of promotion opportunity.

5.2 Conclusion

Some of the major conclusions of the study are as follows:-

- ❖ Job satisfaction plays the vital role in any organization to have better management relation and better productivity.
- ❖ There are some factors affecting the satisfaction level of employees such as wages and salaries, promotional opportunities, supervision, work group, work allotment, method of increment etc.
- ❖ The employees of J.C.F. are seemed to be well satisfied with the factors colleagues, recognition. Similarly, they are neutral with supervision, work allotment and seem to be dissatisfied with the factors like salary, method of increment, benefits, promotion, personal development programmes, company's policy.
- ❖ The employees of J.C.F were mostly found in neutral and dissatisfaction level. Few were found in satisfaction and other in highly dissatisfaction level.

If we analyze each and every portion, we can say that position of satisfaction level of J.C.F. employees is fifty-fifty in neutral and dissatisfaction level.

5.3 Recommendation

The following recommendations based on the findings of this study can bring improvement in the level of job

satisfaction among the workers:

- ✓ There should be timely increment in the salary according to the market inflation.

- ✓ To generate interest and for better understanding in their work, various trainings, seminars, conferences should be held. There should be equal chance for availing such opportunities.
- ✓ Work should be allocated according to qualification and capability.
- ✓ To make the employees alert and aware of their work, rules of reward and punishment should be maintained.
- ✓ Working environment in the industry should be improved.
- ✓ Workers should be promoted according to their qualifications and ability.
- ✓ Company's policy should be in favor of the employees to encourage them to reach their target.

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APPENDIX-II

FORMULA USED

1. Mean = $\frac{fx}{N}$

2. Percentage = $\frac{\text{Received Score}}{\text{Total Score}} \times 100$

APPENDIX-III

Questionnaire

Dear respondents,

I will be extremely obliged if you kindly help me to fulfill my objectives of undertaking research on job satisfaction by answering the following set of questions. Your answers will be kept strictly confidential.

Please check the answers of each questions and tick mark

✓ in which group you and your answers belongs.

Name:

Age:

Sex:

Marital status: Married () Unmarried ()

Education:

Designation:

1. How satisfied are you with the salary you receive?

- | | | | |
|---------------------|-----|------------------------|-----|
| a. Highly satisfied | () | d. Dissatisfied | () |
| b. Satisfied | () | e. Highly dissatisfied | () |
| c. Neutral | () | | |

2. Do you believe that if you work efficiently you will not lose your job?

a. Yes ()

b. No ()

c. Don't know ()

3. How much satisfied are you with the general supervision of your department?

- a. Highly satisfied () d. Dissatisfied ()
b. Satisfied () e. Highly dissatisfied ()
c. Average ()

4. Do you prefer to work with your present colleagues?

- a. Yes () b. No () c. Uncertain ()

5. What sort of recognition do you perceive from your peer group due to this job?

- a. High () b. Equal () c. Low ()

6. What is the size of your family?

- a. Small (up to 4) () b. Medium (5 to 7) () c. Large (8 or more) ()

7. Is any of your family members employed?

- a. Yes () b. No ()

8. If yes, how many of them are employed? ()

9. Do you believe that the company's policy is in favor of employees?

- a. Yes () b. No () c. Don't know ()

10. How satisfied are you with the method of allocation of your increments?

- a. Highly satisfied () d. Dissatisfied ()
b. Satisfied () e. Highly dissatisfied ()
c. Neutral ()

11. Do you feel that this organization behave? its employees worse than other organization?

- a. Yes () b. No () c. Undecided ()

12. What do you think about your income in compare to other similar organization?

- a. Very less () d. Very n . i larger ()
b. Somewhat less () e. Somewhat larger ()
c. About the same ()

13. How satisfied are you with the chances of promotion in your organization?

- a. Highly satisfied () d. Dissatisfied ()
& Satisfied () e. Highly dissatisfied ()
c. Neutral ()

14. How much satisfied are you with the personal development programmes in this organization?

- a. Highly satisfied () d. Dissatisfied ()
b. Satisfied () c. Highly dissatisfied ()
c. Neutral ()

15. What kind of relation is between the staff union and management?

- a. Very good () d. Bad ()
b. Good () e. Very bad ()
c. Neutral ()

16. Are you satisfied with the housing, retirement and other benefits?

- a. Highly satisfied () d. Dissatisfied ()
b. Satisfied () e. Highly dissatisfied ()
c. Neutral ()

17. Do you have the scope of using personal initiative under this job?

- a. Yes () b. No () c. Don't know ()

18. How satisfied are you with the allotment of work in your department?

- a. Highly satisfied () d. Dissatisfied ()
b. Satisfied () e. Highly dissatisfied ()
c. Neutral ()

19. Do you feel you are given maximum facilities for doing your work properly?

- a. Yes () b. No () c. Uncertain ()

20. Do you feel your superior gives reasonable attention to your suggestions in term of work?

- a. Yes () b. No () c. Don't know ()

21. What level of job satisfaction do you feel under your present job?

- a. Highly satisfactory () d. Dissatisfactory ()

22. Please write if you have any suggestions to your office management regarding the job satisfaction.

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ANITA YADAV

M.B.S.

Faculty of Management

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