



# **JOB SATISFACTION AND CHILDREN'S FUTURE PROSPECTS AMONG EASTERN COALFIELD LIMITED WORKERS: A STUDY IN PASCHIM BARDHAMAN DISTRICT.**

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## **Abstract**

This study explores the relationship between job satisfaction among employees of Eastern Coalfields Limited (ECL) and its impact on the future prospects of their children, focusing on the Paschim Bardhaman district in West Bengal. Key workplace factors such as the work environment, supervisory relationships, and grievance mechanisms are examined alongside their influence on workers' attitudes toward their children's education and aspirations. The findings highlight significant regional disparities: workers in the Kenda area demonstrate a proactive approach to their children's education, investing in academic and professional growth, while those in Chora face challenges stemming from limited awareness. This research underscores the critical role of job satisfaction in fostering intergenerational progress and emphasizes the need for targeted interventions to address disparities in educational aspirations and opportunities.

**Keywords:** Job satisfaction, Eastern Coalfields Limited, employee welfare, children's future, workplace environment, educational aspirations.

## **Introduction:**

Job satisfaction is a critical aspect of organizational and individual success, deeply influencing employee motivation, productivity, and overall well-being. It reflects the extent to which employees feel fulfilled and content with their work environment, roles, and responsibilities. Porter and Lawler (1968) emphasized the distinction between internal and external satisfaction factors, where internal factors are directly related to the nature of the work itself—such as job roles, responsibilities, and achievements—while external factors pertain to external conditions like pay, policies, and workplace culture. Understanding and enhancing job satisfaction is essential for improving employee commitment and organizational effectiveness.

In the context of India's industrial landscape, the coal industry serves as an intriguing case study to understand job satisfaction and its evolution over time. Eastern Coalfields Limited (ECL), a fully owned subsidiary of Coal India Limited (CIL), stands as a prominent entity in this sector. Established in 1975 after the nationalization of coal mines, ECL inherited the private coal mining operations of the historic Raniganj Coalfield. The company operates extensively across West Bengal and Jharkhand, managing vast reserves and numerous mining projects.

The history of coal mining in India dates back to 1774, when John Sumner and Suetonius Grant Heatly of the British East India Company first discovered coal near Ethora in the Raniganj Coalfield. Over the years, coal mining operations expanded under private ownership. Companies such as Alexander & Co., Carr, Tagore & Co., and Bengal Coal Company played significant roles in the development of the coal industry. Despite their contributions, the early phases of coal mining were marked by exploitative labor practices, including grueling working hours, poor wages, and unsafe working conditions. Miners worked for 16–18 hours a day without proper safety measures, and workplace accidents were frequent, with minimal accountability from private owners.

Labor unrest began to surface in the early 20th century, as workers organized strikes and protests to demand better wages, safety measures, and working conditions. This led to the introduction of key reforms such as the Mines Acts of 1901 and 1952, which regulated child labor, prohibited women from working in mines, and set minimum standards for safety and working hours. However, these measures did not fully address the plight of workers, and private owners continued to prioritize profit over worker welfare.

The nationalization of the coal industry in the 1970s was a turning point that aimed to address these longstanding issues. In 1971, coking coal mines were taken over for management, and in 1973, non-coking coal mines were added. ECL is one of the companies of Coal India Limited, a holding company that was established in 1975. Significant progress was achieved to enhance miners' living and working conditions after nationalization. Workers' wages were equalized, safety measures were enhanced, hospitals and housing facilities were established, and permanency in jobs provided a sense of security. These reforms also included the introduction of modern technologies such as mechanized bord-and-pillar mining, continuous miners, and powered support longwalls, which aimed to increase productivity while ensuring worker safety.

Despite these improvements, challenges remain in the coal industry, particularly in terms of worker health and safety. Miners face occupational hazards such as pneumoconiosis (black lung disease) due to prolonged exposure to coal dust. While advancements in safety measures have reduced accidents, the implementation of stringent health policies and compensation mechanisms for affected workers is still an area of concern. Additionally, issues like temporary hiring practices, debt traps, and inadequate welfare programs continue to affect job satisfaction among employees.

Eastern Coalfields Limited has been proactive in addressing some of these challenges through research and development initiatives and the adoption of new technologies. The company has also focused on improving the productivity of underground mines by introducing semi-mechanized and fully mechanized systems. However, the shift from underground to opencast mining in recent decades has brought new challenges, including environmental concerns and the displacement of communities.

The legacy of Raniganj Coalfield, as the birthplace of coal mining in India, underscores the importance of continuous improvement in worker satisfaction and welfare. The journey of ECL, from its origins in private mining operations to its current status as a nationalized entity, highlights the critical role of job satisfaction in driving organizational success. This study seeks to explore the factors influencing job satisfaction in ECL, examining how internal and external factors shape employee perceptions and contribute to the company's productivity and sustainability. By analyzing these aspects, the study aims to provide insights into the broader implications of job satisfaction for the Indian coal industry and its workforce.

## REVIEW OF RELATED LITERATURE

**Ghazi et al. (2010)** conducted "the study on university instructors' job satisfaction in Pakistan's North West Frontier province." The study's goal was to evaluate university instructors' overall satisfaction levels. Herzberg's two-factor

theory and a questionnaire approach served as the study's theoretical foundation. The main findings indicate that university instructors were largely happy with their positions.

**Economics & Sociology 11(1) 2018**, The study's goal was to examine the job satisfaction of instructors in Lahore's public and private higher education institutions. The survey method with a quantitative approach served as the foundation for the study's methodology. The main conclusion of the study showed that there were statistically significant differences in opinions about things like salary, promotions, benefits, coworkers, and internal communication.

**Industrial Engineering Letters, volt No. 3, 2011**, carried out the study on "How HR Practices Affect Employment! Evidence of university teacher satisfaction from Pakistani universities. The study looks on the dynamic mechanism by which university HR practices affect people's patterns of job satisfaction over time. The study's approach was The main conclusions of the survey indicated that these HR practices do not predict teacher satisfaction. Therefore, a few more elements influence satisfaction.

**ZENITH International Journal of Multidisciplinary Research. 4(4), 2014**, carried out the study on "Indian university teachers' job satisfaction." The study's goals were to find out how satisfied university instructors were with their jobs in the Delhi area. The study's approach was The main conclusions of the descriptive analysis The gender of a teacher was shown to have no bearing on job satisfaction, suggesting that married teachers are happier than single ones.

**International Journal of Health Care management 2016**, carried out the research for the "Public Hospital Commitment and Job Satisfaction Studies." Albanian settings. The study's goal was to characterize nurses' job satisfaction and organizational commitment from a variety of angles. The study used a demographic questionnaire approach as its methodology. According to the study's main findings, nurses are generally content with their wages and quality, but they are not as satisfied with prospects for advancement or coworkers.

**Malik et al. (2010)**. conducted an investigation into "the organization commitment and job satisfaction of university teachers in Pakistan's public sector." The study's goal was to determine how instructors' opinions of organizational commitment in Pakistan's public universities were influenced by their work satisfaction levels. The study employed a survey-based descriptive research design as its methodology, and its key findings demonstrated that faculty members' job happiness, supervision quality, and salary satisfaction all had a significant favorable impact on them.

**Bulletin of education and research 2013**, carried out the study on university instructors' work satisfaction across all demographics. The study's goal was to analyze university professors' job satisfaction levels according to their experience, job type, and cadre. The study used a descriptive technique as its methodology. The main conclusions of the study show that visiting contract and permanent university faculty personnel differ significantly.

**Women in Management Review 2005**, carried out a study on American university instructors' work satisfaction. Examining how gender affects academics' job happiness in the US was the aim of the study. The study used an index questionnaire approach as its methodology. The study's main conclusions demonstrate that there are gender variations in the job satisfaction levels of university instructors who were polled for the study. The results also showed that rankings play a key role in explaining the respondents' job happiness and gender differences.

**Journal of managerial psychology 1997**, carried out a study on organizational members' job satisfaction with the aim of determining how rank affected academics' job satisfaction in the United Kingdom. A demographic questionnaire served as the study's methodology, and additional analysis reveals a substantial relationship between rank and gender and satisfaction with compensation and promotions.

**Journal of Industrial Hygiene and occupational diseases 35(2), 2017**, carried out a study on university instructors' job happiness and occupational mental health in Shenyang, China. The study's goals were to find out how university instructors' occupational mental health and job satisfaction were doing at the moment. The study used a questionnaire approach as its methodology. The main conclusions of the study showed a strong correlation between university instructors' job happiness and occupational mental health.

#### **STATEMENT OF THE PROBLEM:**

**“Job Satisfaction and Children's Future Prospects Among Eastern Coalfield Limited Workers: A Study in Paschim Bardhaman District.”**

#### **DELIMITATION OF THE STUDY:**

- The study was delimited to Paschim Bardhaman District.
- The study was delimited to Raniganj Eastern Coalfield.

#### **OBJECTIVES OF THE STUDY**

1. The main objective of the study is to assess the job satisfaction of the employees in Eastern Coalfields Ltd.
2. To identify the employee's relationship with their supervisors and co-workers.
3. To determine how satisfied workers are with their workplace and surroundings.
4. To identify the level of grievance handling procedure in the organization.

#### **METHODOLOGY OF THE STUDY:**

A method refers to the systematic approach or style adopted to conduct research, determined by the nature of the problem being studied. Methods play a crucial role in ensuring the success of any research endeavor. When the chosen method and approach are appropriate, the investigation is more likely to yield valid, objective, and accurate solutions to the problem at hand. For effective progress in research, an investigator must adhere to a structured and

systematic procedure. In essence, a method serves as the strategic way to address and resolve the problem under investigation.

### **Method of the study:**

A qualitative approach was used in this study. An interview technique was used for collecting the data.

### **Population:**

Population refers to a specific group of humans or nonhuman entities, such as objects, institutions, or geographical areas, to which research findings are generalized. Studying an entire population is often impractical due to its size and dynamic nature. Instead, sampling allows researchers to make valid inferences from a smaller, manageable portion. The Paschim Bardhaman district in West Bengal is the study's population.

### **Sample and Sampling Design of the present study**

A subset of the population that is representative of the entire group is called a sample. Researchers use samples to make statistical inferences about the population. Sampling is a systematic method to select samples from the population. There are two main sampling techniques: Probability Sampling and Non-Probability Sampling, chosen based on the nature of the population and research requirements. In this study, 75 families will be selected using the Convenience Sampling technique.

### **Tool of data collection:**

A self-made questionnaire was used as a tool for collecting data in the present Study. Secondary Source was used for qualitative data collecting in this research.

## **ANALYSIS OF DATA**

Data must be analyzed after processing to assess whether the formulated hypotheses hold significance. The process of analyzing data involves scrutinizing the structured information to uncover underlying truths. To explore these new facts, the data should be examined from multiple perspectives, ensuring a comprehensive understanding. A successful analysis requires an open mind, flexibility, and a keen sense of alertness. Before the actual data collection takes place, it is highly beneficial to prepare an analysis plan. Good, Barr, and Seater (1941) proposed four useful methods to help guide the process of working with collected data, offering a strong foundation for effective analysis.

### **To analysis the history of ECL workers at kenda coalfield area at paschim bardhaman**

Kenda Area is one of the 14 operational areas of Eastern Coalfields Limited (ECL), primarily situated in the Durgapur subdivision and partially in the Asansol subdivision of Paschim Bardhaman district, West Bengal, India. The geographic coordinates of the Kenda Area are approximately 23.6673°N latitude and 87.1793°E longitude. It is bordered to the north by the rural areas of Jamuria and Pandabeswar CD Blocks, to the east by Sonpur Bazari and Bankola Area, to the south by Kajora Area, and to the west by Kunustoria Area. As of 2016, the proposed mining activity plan for Cluster 11, which includes 11 mines in the Kenda Area is as follows:

**Mining plan**

- ❖ With an annual capacity of 0.10 mt and an anticipated lifespan of more than 25 years, Chhora Block Incline (UG) and Bonbahal open cast patch have respective capacities of 0.50 mt and three years.
- ❖ With an annual capacity of 0.15 mt and an anticipated lifespan of more than 25 years, the Chhora 7, 8, and 9 pits (UG) and the Shankarpur/Jamad OC patch have respective capacities of 0.80 mt and 6 years.
- ❖ The anticipated lifespan of the new Kenda UG mine is more than 25 years, with an annual capacity of 0.05 mt. With an anticipated lifespan of six years, the West Kenda OC patch has an annual capacity of 0.75 mt. With an anticipated lifespan of eight years, the new Kenda OC patch has an annual capacity of 1.20 mt.
- ❖ Siduli has mixed feelings. Following the Siduli OC patch, which has an annual capacity of 1.2 mt and an anticipated lifespan of 6 years, will be the Siduli UG mine, which has an annual capacity of 1.02 mt and an anticipated lifespan of more than 25 years).
- ❖ Within the Shankarpur Project, Shankarpur UG mining, which has an annual capacity of 1.16 mt and an anticipated life of more than 25 years, will come after OC mining, which has an annual capacity of 2.00 mt and an anticipated life of 4 years.

**Open cast mine at Kenda**

A study on the feasibility of an open cast mine at Kenda highlighted that the R-V and R-VI seams had been extensively developed and mined underground for years, leaving 13.6 million tonnes of good-quality coal blocked in pillars. Open cast mining was proposed to extract this coal and also access coal from the virgin R-VIIB seam, which was otherwise challenging to mine due to its low thickness. After coal extraction from the upper seams, the quarry would be backfilled to enable underground mining of the lower seams.

The coal block covers about 7 km<sup>2</sup>, with 300 acres of land needed for the project. Landowners showed interest in the proposal, supported by compensation and employment opportunities, which exceeded the number of landowners. The project also promised CSR benefits for the area, with ongoing water supply arrangements for Kenda mouza. As of 2018, the West Kenda OCP is operational near the new Kenda colliery.

**Fire in New Kenda Colliery in 1994**

On January 25, 1994, at around 3:30 p.m., a fire broke out in the workings of the Dobrana seam at New Kenda Colliery, marking one of the worst fire disasters in Indian mining history. The fire started in the main intake airway near the downcast shaft and caused the spread of smoke and noxious gases to the working areas, resulting in the death of 55 workers. Efforts to extinguish the fire were unsuccessful, leading to the sealing of the fire area. The fire eventually died down after approximately 1.5 years, leaving behind significant roof collapses in the sealed galleries.

At the time of the catastrophe, the 7.31-meter-thick Kenda seam, which had been opened in 1907, was being depillared by hydraulic sand-stowing. The Dobrana seam (5.4 m thick), located 55 m below the Kenda seam, was opened in 1962 and had undergone extensive development, with depillaring conducted over a decade ago on the rise side. This seam, classified as a second-degree gassy seam, had no history of spontaneous combustion and was considered moderately susceptible to heating. However, the Kenda seam had a history of heating and fires.

The fire in the Dobrana seam was likely caused by spontaneous heating of roof coal. The large airflow diluted signs of heating, such as smoke and CO, until hot coal fell from the roof, igniting the fire. Immediate firefighting efforts failed due to unavailability of water and a cable fault affecting the pumps. Attempts using stone dust and nitrogen (both liquid and gaseous) were unsuccessful. The fire area was eventually sealed off in February, enclosing the affected levels.

Subsidence has been a significant issue in the Kenda area due to voids left after coal extraction. According to CMPDIL, there are nine subsidence points in the Kenda Area, affecting 120.96 hectares of land.

### **To find out the level of job satisfaction among the ECL workers at kenda area**

ECL workers, from senior to junior levels, expressed satisfaction with their jobs. They shared that the organization provides all necessary tools and machines for their tasks. Senior mining sardars encourage them, recognize their efforts with rewards, and treat everyone equally. Workers appreciate opportunities for growth, fair promotions, and supportive co-workers.

ECL offers comprehensive benefits, including health insurance, housing, and various loans like educational and home loans. Additionally, they receive bonuses for three consecutive months. In case of accidents or problems, the organization ensures full support, prioritizing workers' health and safety. Seniors go beyond their duties to motivate and assist workers, fostering a positive work environment. Due to these factors, employees feel valued, stress-free, and happy, which reflects in their dedication to their work.

### **To find out the educational qualification of the family member of ECL workers**

I surveyed 20-30 families of ECL workers and found that most families are well-educated, with some members even more qualified than the workers themselves. Many children are pursuing higher education in fields like journalism, mining, B.Ed., and ITI, reflecting a strong focus on academics. Some family members are employed in the same mining profession, while others are engaged in teaching or running businesses. On average, the families have a good educational background, although a few members are less educated. Mining sardars generally hold diplomas in mechanical fields, and their family members are also pursuing higher studies. Similarly, engineers in the collieries possess advanced degrees in mechanical or mining sectors, and their families are equally accomplished, holding qualifications in various disciplines. This highlights a culture of education and professional growth within the families of ECL workers.

### **To identify the parenter attitude/opinion about the future of their child**

In the Shankarpur area, workers are deeply committed to their children's future and provide unwavering support for their education. They encourage their children to explore new opportunities, participate in various activities, and develop skills through learning. Every worker harbors dreams for their children's success. While some wish for their

children to join the coal industry and carry on the family legacy, others avoid this due to the inherent risks and instead aspire for their children to become teachers, doctors, or engineers in safer fields.

In contrast, workers from Chora, often from underprivileged backgrounds with limited education, lack awareness of the importance of education. They believe financial stability alone can secure their children's future and thus have fewer aspirations for their children's educational achievements.

However, workers in Kenda set an inspiring example by actively supporting their children's education and holistic development. They invest generously in their children's studies, ensuring admission to esteemed institutions like engineering, medical, or law colleges. They encourage participation in cultural and educational events, aiming for their children to achieve degrees, secure respectable jobs, and build successful, independent careers. This dedication reflects their determination to break barriers and create brighter futures for the next generation.

### Findings:

- ECL employees reported overall high levels of job satisfaction, attributed to the organization's supportive policies. Factors like fair promotions, positive workplace relationships, and comprehensive benefits, including health insurance and bonuses, played a critical role in fostering a sense of security and contentment among workers.
- Many employees have prioritized the education of their children, with family members pursuing higher studies in fields such as journalism, engineering, and teaching. This reflects the influence of job satisfaction on workers' motivation to support their children's academic and professional pursuits.
- Workers in Kenda demonstrate remarkable dedication to their children's education, often investing heavily in ensuring access to esteemed institutions and opportunities for holistic development. On the other hand, workers from less privileged areas, such as Chora, exhibit limited educational awareness, focusing primarily on immediate financial stability rather than long-term academic goals.
- While some workers encourage their children to join the coal industry and continue the family legacy, a significant number aspire for their children to enter safer and more prestigious professions, such as medicine, engineering, and law.
- Limited awareness and fewer resources in less privileged areas hinder workers' ability to support their children's education effectively, creating disparities in opportunities for future generations.

### Conclusion

The study emphasizes that job satisfaction plays a critical role in enhancing employees' well-being and influencing their families' future prospects. Eastern Coalfields Limited (ECL) has created a positive work environment through fair promotions, comprehensive benefits, and effective grievance-handling mechanisms. These factors contribute to high job satisfaction among workers, which in turn motivates them to invest in their children's education and overall development. Families of ECL workers, especially in regions like Kenda, show strong aspirations for academic and professional growth, with many children pursuing higher education in fields such as engineering, medicine, and

teaching. This demonstrates how job satisfaction extends its impact beyond the workplace, fostering intergenerational progress.

However, the study also identifies regional disparities in educational awareness and aspirations. While workers in Kenda actively support their children's education, those from less privileged areas, such as Chora, often lack awareness of its long-term benefits and prioritize immediate financial needs. Addressing these disparities requires targeted initiatives such as educational awareness programs, scholarships, and community engagement. By bridging these gaps, ECL can ensure equitable opportunities for all workers and their families. In conclusion, job satisfaction not only drives organizational success but also shapes the socio-economic fabric of communities. ECL's efforts to enhance worker satisfaction have created a foundation for long-term societal growth. By addressing challenges such as regional disparities and limited awareness, ECL can further empower workers and their families, contributing to sustainable development and a brighter future for the next generation.

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