

# “A Study on Factors Influencing Job Satisfaction in Employees”

Prof. Nutan Joshi , Sunidhi Shukla, Khushi Solanki, Dr. Bijal Zaveri

MASTER IN BUSINESS ADMINISTRATION  
Assistant Professor, Faculty of Management Studies  
Dean, Faculty of Management Studies  
PARUL UNIVERSITY, FACULTY OF MANAGEMENT STUDIES

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## DECLARATION

We, Sunidhi Shukla and Khushi Solanki, enrolment number 210617200243 and 21061700247 from MBA, Semester 3 of the Faculty of Management Studies, Parul University, Vadodara, hereby declare that this report based on our Comprehensive Project at INOX CVA Industry, is true to its sense and the same has not been submitted to any other institute for the award of any other degree.

## PREFACE

Nowadays, management studies are highly known throughout the world. The practical applicability of the theories is the area that has received the most research due to the growing fields and new areas of management. The Parul University of Management Studies enables students to improve their personal and professional life by assisting them in exploring their areas of interest in a variety of technological, practical, and theoretical aspects.

Every organisation needs proper management for the efficient and effective growth of the organisation. The management area is extensive. Managers, not CEOs, are directly in charge of a company's expansion. Any organization's management is a reflection of both the organization's and its employees' growth. The workers are either directly or indirectly employed by the business for the effective growth of organization.

Managers, not CEOs, are directly in charge of a company's expansion. Any organization's management is a reflection of both the organization's and its employees' growth. Any company that wants to lead the organisation through its employees must adopt a precise and pertinent management style and method as the

employees either directly or indirectly work for the company.

The Comprehensive Project has given us a huge platform in learning about the desired area of interest in a thorough manner, by not only studying about the same but also by collecting the facts through on-field data collection in the organization. This study on Job Satisfaction in Employees has stated some raw factors on several factors that influence the satisfaction level of employees such as, working conditions, culture of organization, communication levels, salary and incentives, performance appraisal and rewards, job security, work-life balance and promotions. The research is done on the descriptive and explorative basis using both primary and secondary sources of data. The research has helped in finding the strong impact of job satisfaction on the organization's development and profit and how the most essential and crucial factor- Employees, affect the growth of organization. It is important for the organization to consider employees satisfaction level and put strong efforts in enhancing and encouraging employees' growth.

## ACKNOWLEDGMENT

The report has been prepared by Sunidhi Shukla and Khushi Solanki with adding all the required and additional details about the company as well the work we performed as the researchers on this topic of Job Satisfaction.

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#### **ABSTRACT**

Job Satisfaction is very important for any organization because it represents the clear notion of the level of contentment employees feel while performing their job. Job Satisfaction is not just a terminology to understand but a whole concept that makes an impact in the growing organization. It represents the physical and mental well-being of employees and how they feel for having a stable job, opportunistic career growth and most importantly a comfortable work life balance. Employees feel more engaged in the organization when they are given attention and thus it is necessary for employers to seek into employees' lives and gather information about their thoughts about the organization and requirements from the employers. The job satisfaction may include certain particular aspects like employee engagement, respect and authority imparted, fair compensation, motivation and employee life needs and growth. When the employees are given autonomy, job growth and career inclined opportunity, trainings as per their needs and expertise, responsibilities and authority they tend to feel respected in the organization and feels valued by their managers as well as subordinates. Job Satisfaction is affected sometimes by loss of business opportunities, administrative problems, productivity loss and poor service, etc. and so to lessen the negative impact, employers should dig into the problem and find the best solution to retain the employees and maximize their satisfaction levels. Also now a days with the enhanced thoughts and application of various different strategies and theories, the organizations are able to provide a wide range of opportunities to employees in order to gain their trust and respect and create an extraordinary image in the eyes of employees to maintain a good retention rate and increase satisfaction among them. Various new and

unique ideas are used by employers to keep employees relaxed and enjoy their job role without any grievances. Thus, it is very important to understand the concept of Job Satisfaction and bring that to use in the best possible manner.

#### **I. CHAPTER 1: INTRODUCTION** **INTRODUCTION TO JOB SATISFACTION**

Before understanding the term Job Satisfaction, it is important to understand the terms Job and Satisfaction. The terms are really simple when we read them but the meaning of both the words create a real depth while working in the organization as they happen to build the core element of the organization that is 'Employee'. The word 'Job' means any work or task that is need to be performed at a particular time and 'Satisfaction' means fulfilment of one's wishes, expectations, or needs, or the pleasure derived from this.

When we talk about the term 'Employee', we have to understand that we are talking about the most complex and diverse element of the environment which is Human. Humans or the people factor is the tremendous concept to understand as they do not have only aspect to be focused on. People are diverse not only through genders but also by the place where they belong to, their culture, the religion they follow, their caste, their ideologies and beliefs, their perception towards the world, their intelligence, their skills and abilities, etc., and all these if not understood well than creates a negative atmosphere. People often changes on the basis on their changing nature and thus are always at the developmental stage of their life. People's mind and mood both changes according to their work environment and thus to cope up with their changing moods, for the organization it is really crucial. The organization should continuously strive to develop several ways that can help the employees feel happy and satisfied to work in the job they do.

Now, after understanding the terms, it is easy to learn about the facts of Job Satisfaction.

Job Satisfaction is the level of contentment employees feel with their job. This not only includes the work related or daily duties' aspect but also intervenes with the team members/managers, satisfaction with organizational policies, and the impact of their job on employees' personal lives.

Job satisfaction is defined as a feeling or state of mind of an employee towards his work and organization. Job satisfaction is influenced by various factors like the nature of work, quality of work, relationship with the immediate supervisor, compensation, benefits, job security, working

culture and environment. Job satisfaction represents an individual's willingness to perform his task with a positive attitude resulting in a positive outcome. In today's scenario, managing the employees is a key concern with the management. Studies and researches have demonstrated a large impact of job satisfaction on the motivation of workers, while the level of motivation has a positive impact on productivity, performance of any business organizations. Job satisfaction is a major factor in any organization to drive its employees in order to confer efficient results. Motivation is the key factor resulting in job satisfaction. Motivation theory of an organization is the best way to satisfy the employees which results in better performance and an outstanding yield which in turn leads to increased productivity in the organization. Job satisfaction plays a critical role when it comes to effectiveness and efficiency of any business. It is the employees within an organization who are considered as the best asset and the ladder to success. When the organization regards its employees considerably and keeps them satisfied then involuntarily it stays in the market for long without any conflicts/problems.

Job satisfaction is employee happiness towards their job in the work place. Where it is a psychological and physical satisfaction towards their job which has to perform in workplace in the organization. The organization provides many benefits to employees to motivate and use them for increase in productivity of the firm. Where organization provide monetary and nonmonetary benefits to the employee satisfaction to retain into the organization. To analyse the significance between the working conditions and job satisfaction level.



Job satisfaction is an element which is used to evaluate satisfaction levels of the employees in the organization. It is used to analyse the employee performance in the workplace and there are techniques which are used to estimate the fulfilment level of the employees. Every employer used to satisfy the employees with the help of different benefits providing to them either monetary or nonmonetary benefits within the organization. Job satisfaction is influenced on many areas in the organization. It will be used for employee promotion and also helps for evaluation of employee performance and provide them with a proper training and development for organizational improvement.

Job satisfaction of the employees is important if the employees are satisfied then only the organization can function smoothly increases its production, faces competition. If employees are satisfied with their job they will carry a positive attitude. Hence the study has been undertaken to assess the employee job satisfaction which is necessary for the organization in order to make sound decisions.

Many businesses fail to understand the importance of working environment for employee job satisfaction and thus face a lot of difficulties during their work. Employee is an essential component in the process of achieving the mission and vision of a business. Employees should meet the performance criteria set by the organization to ensure the quality of their work. To meet the standards of organization, employees need a working environment that allows them to work freely without problems that may restrain them from performing up to the level of their full potential. The objective of this research paper is to analyse the impact of working environment on employee job satisfaction.

Job satisfaction refers to one's feelings towards one's job. If the employees expectations are fulfilled (or) the employees get higher than what he / she feels satisfied. If the job satisfaction increases organization commitment will increased. This results in the higher productivity. The main objectives of this paper are to assess the job satisfaction: to identify the effectiveness of job satisfaction and to find out the several factors like personal and organizational factors influencing job satisfaction and to find out the several factors like personal and organizational factors influencing job satisfaction of employees. The organization should consider on the salary, relationship of employees and supervisors, grievance handling and give more opportunity for the new employees.

Job Satisfaction is an unquantifiable metric that studies about the positive-emotional response that an employee experience while perform his role is the organization.

It's important to remember that job satisfaction varies from employee to employee. In the same workplace under the same conditions, the factors that help one employee feel good about their job may not apply to another employee.

For this reason, it is essential to have a multidimensional approach to employee satisfaction, covering the following areas:

- The challenging nature of work, pushing employees to new heights
- A level of convenience (short commutes, access to the right digital tools, and flexible hours)
- Regular appreciation by the immediate management and the organization as a whole
- Competitive pay, which employees maintain a good quality of life
- The promise of career progression in sync with employees' personal growth targets

It is useful to highlight its important aspects. There are three important dimensions to employee job satisfaction.

1. Employee job satisfaction refers to ones feeling towards ones job. It can only be inferred but not seen.
2. Employee job satisfaction is often determined by how well Outcomes meet or exceed expectations satisfaction in one's job Means increased commitment in the fulfilment of formal Requirements. There is greater willingness to invest personal Energy and time in job performance.
3. The terms of employee job satisfaction and job attitudes are typically used interchangeably. Both refer to effective orientations On the part of individuals towards their work roles, which they are presently occupying. Positive attitude towards the job are conceptually equivalent to employee job satisfaction and negative attitudes towards the job indicate employee dissatisfaction.

Though the terms employee job satisfaction and attitudes are used interchangeably, there are difference between the two. Attitudes, as was mentioned earlier, refer to predisposition to respond. Employee job satisfaction, on the other hand, relates to performance factors. Attitudes reflect ones feeling towards individuals, organizations and objects. But satisfaction refers to ones attitudes to a job. Employee job satisfaction

is, therefore, a specific subset of attitudes. Attitudes endure generally, but employee job satisfaction is dynamic, it can decline even more quickly that it developed. Managers, therefore, cannot establish the conditions leading to high satisfaction now and then neglect it, for employee satisfaction constantly.

In the ever-changing business world, with increasing competition and continuous demands from the stakeholders, employees are believed to be the most valuable asset in any organization, capable of meeting such uncertain demands. Employees bring the abilities, acquired knowledge and skills represented by each individual employee. It is, the employee's performance which contributes towards attainment of organizational goals. It is, therefore, imperative to utilize the employees' capabilities to the maximum possible extent, in order to achieve individual and organizational goals. In this context, it has been argued that, employees' performance, to a large extent, is influenced by motivation and job satisfaction.

#### Definition of Job Satisfaction Among Employees By Eminent Authors:

- **Hoppock** offered one of the earliest definitions of job satisfaction when he described the construct as being any number of psychological, physiological, and environmental circumstances which leads a person to express satisfaction with their job.
- **Smith et al. (1969)** defined job satisfaction as the feeling an individual has about his or her job.
- **Locke (1969)** suggested that job satisfaction was a positive or pleasurable reaction resulting from the appraisal of one's job, job achievement, or job experiences.
- **Vroom (1982)** defined job satisfaction as workers' emotional orientation toward their current job roles.
- **Schultz (1982)** stated that job satisfaction is essentially the psychological disposition of people toward their work.
- Finally, **Lofquist and Davis (1991)**, defined job satisfaction as "an individual's positive affective reaction of the target environment as a result of the individual's appraisal of the extent to which his or her needs are fulfilled by the environment".

The definition of job satisfaction has visibly evolved through the decades, but most versions

share the belief that job satisfaction is a work-related positive affective reaction.

- **Wexley and Yukl (1984)** stated that job satisfaction is influenced by many factors, including personal traits and characteristics of the job. To better understand these employee and job characteristics and their relationship to job satisfaction, various theories have emerged.

Early traditional theories suggested that a single bipolar continuum, with satisfaction on one end and dissatisfaction on the other, could be used to conceptualize job satisfaction. Later revisions of the theory included a two-continuum model that placed job satisfaction on the first scale, and job dissatisfaction on the second.

These later theories focused more on the presence or absence of certain intrinsic and extrinsic job factors that could determine one's satisfaction level. Intrinsic factors are based on personal perceptions and internal feelings, and include factors such as recognition, advancement, and responsibility. These factors have been strongly linked to job satisfaction according to

#### **O'Driscoll and Randall (1999).**

Extrinsic factors are external job related variables that would include salary, supervision, and working conditions. These extrinsic factors have also been found to have a significant influence on job satisfaction levels according to **Martin and Schinke (1998)**.

According to **Spector (1997)**, there are certain common facets, which encompass the concept of job satisfaction: Appreciation, Communication, Co-workers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision. There are three important dimensions to job satisfaction:

- 1) Job satisfaction refers to an individual employee's feeling towards his/her job. It can only be inferred but not seen.
- 2) Job satisfaction can also be determined by how well outcomes meet or exceed expectations. This results into increased commitment in the fulfilment of formal performance requirements.

- 3) The terms, job satisfaction and job attitudes are often used synonymously. Both indicate positive and affirmative orientations of the individuals towards their job.

#### **The concept of job satisfaction may be defined in several ways:**

- It may be defined as how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision (**Spector, 1997**).
- **Hulin and Judge (2003)** suggested that the concept of job satisfaction was the multidimensional psychological responses to one's job in question.
- One of the most popular definitions of job satisfaction has been proposed by **Locke (1976:1304)**. According to this definition, job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".
- **Arnold (1983)** argued that Job satisfaction was the overall positive affect (or feelings) that individuals have towards their jobs.
- **Kreitner and Kinicki (1995)** described Job satisfaction is an affective or emotional response toward various facets of one's job. This definition means job satisfaction is not a unitary concept.
- **Davis and Newstrom (1989)** explained Job satisfaction is a set of favourable or unfavourable feelings with which employees view their work."

The study of job satisfaction is of great significance for any organization, for several reasons. They are as follows:

- Study on job satisfaction helps the management in gathering information pertaining to job, employee, work environment etc. This, in turn, facilitates the decision-making process and acts as a catalyst in changing or modifying organizational policies, if needed.
- Survey on job satisfaction may be used as a diagnostic instrument in identifying employees' resistance towards organizational change. This may be useful introducing the level of resistance, with corrective measures.
- Again, job satisfaction survey strengthens the process of communication between management and employees, as employees get exposed towards the management's view and vision towards organizational goals.

- The study also helps in improving the attitudes of employees towards the present role and responsibilities and develops a sense of belongingness and participation.
- It also helps in determining the training and development needs of both, employees and the organization.

**Importance Of Job Satisfaction Analysis:**

Job Satisfaction helps the company to understand about the employees’ response to the work environment and up to what extent they are comfortable in the prevailing culture. It explains the employees’ adaptability, acceptance, growth in company, satisfaction, facing challenges, increasing productivity, etc., in the organization.

The job satisfaction helps in attaining following strengths for the organization:

- Satisfied employees translate into satisfied customers
- Voluntary turnover will come down
- You increase the chances of referrals
- Satisfaction is directly linked to your productivity
- In the long term, you can dramatically reduce HR cost

Job satisfaction happens when an employee feels that he/she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual.



There are a lot of factors which go together to ensure high job satisfaction rates in a company. To begin with hygiene factors like good pay, work life balance, perks, leaves etc. play a very important role in making sure that the employee is content in the job. Job satisfaction can be a relative term as it may depend on an individual's perception, but overall job satisfaction can be judged through various indirect parameters like productivity, attrition rate, employee feedback etc.

Job satisfaction is also providing positive emotional circumstances when a person fulfill his requirements and aspirations and it may be general or specific. Statement of the Problem An unhappy employee, however, can cause severe damage to the organizational effectiveness. Performance management system should be based on ideological

underpinnings and a holistic context by strengthening the linkages among the key components such as performance planning, performance execution, performance appraisal, recognition and reward, and performance improvement on a continuous basis. The study on job satisfaction helps to know their preference and problem of the employees. Mainly six factors influenced on the job satisfaction they include payment package, career development, interpersonal relations, inspiration, work circumstances, training and development. When these factors were high Job satisfaction was high in all organizations. When these factors were low, Job satisfaction is also low. In the present research, an attempt has been made by the researcher to analyze the job satisfaction of the employees working.

#### EMPLOYEE JOB SATISFACTION:

1. Appreciation for your work.
2. Good relationships with colleagues.
3. Good work-life balance.
4. Good relationships with superiors.
5. Company's financial stability.
6. Learning and career development.
7. Job security.
8. Attractive fixed salary.
9. Interesting job content.
10. Company values.
11. Sense of purpose and meaning.

The world has open spun into the new millennium and along with, it has ushered a new era of intense competition and ever-changing value equations. The fact that organisation has been transformed from a structured assembly line production orientation to a focus a knowledge creation by each personnel of the organisation. In a competitive global business scenario, no organisation will survive unless it is able to match the duality and the cost of its competitors. Realities are focusing us to concentrate more upon changing the attitude of employees, enabling them to take up independent responsibilities and empowering to execute them by using their knowledge and skills in latest technologies and thus motivating them to use their capabilities in their respective areas of excellence.

Emerging business environment is forcing business houses to find new ways to remain competitive. Organisations face an environment characterised by several challenges and key issues that have increased the importance of Human Resource Management considerations in business decision-making. These include increased level of competition, human resources diversity, changing value systems and above all the rapid technological advances.

In the globally competitive and challenging business scenario, our success will be, to a great extent, influenced by how we manage our human resources – the people who make things happen. The traditional role of man managers has undergone drastic changes to meet the challenges of the next millennium and achieve excellence, responsible trade unionism, productivity – oriented work practices and aggressive professional management would be essential.

Foreign investment and technologies have started flowing into India. The new scenario has thrown new challenges around human resource

management as well. Human beings are the most precious part of an organisation. The success or failure of an enterprise largely depends on the people who man the organisation. In the words of Alfred Marshall “the most valuable of all capital is that invested in human beings”. From social point of view, an enterprise combines two sorts of resources: a group of human beings and a group of physical assets. The latter in isolation of the former is useless.

Job satisfaction is one of the important factors which have drawn attention of managers in the organisation as well as academicians. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organisation. Though there is no conclusive evidence that job satisfaction affects productivity directly because productivity depends on so many variables, it is still a prime concern for managers. Job satisfaction is the mental feeling of favourableness which an individual has about his job.

In literature on Industrial Psychology, the term Job Satisfaction is quite frequently used for individual's attitude towards the specific aspects of the total work situation. The word job refers to a specific task whereas the term job satisfaction is of higher orders where it is essentially related to human needs and their fulfilment through work. It is generated by the individual's perception of how well his job satisfies his various needs.

It is often said that “**A happy employee is a productive employee.**” Job satisfaction is very important because most of the people spend a major portion of their life at their working place. Moreover, job satisfaction has its impact on the general life of the employees also because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well-being. Though it is debatable point as to which one is the cause and which one is the effect, but there are correlated to each other.

Job satisfaction is a multifaceted factor, because it relates to various casual factors like individual, social, intellectual, ecological, and, monetary. Job satisfaction is an individual's attitude towards the job, or it is even an individual's reaction to the job. It plays a prominent role in a man's life, as it affects positively on the personal and social adjustment of the individual and adversely affects the physical and cerebral health of the individual. One should note that a highly satisfied employee need not necessarily be a profound performer. The study on job satisfaction reveals the preferences and difficulties of the employees. Mainly, six factors influence the job

satisfaction namely payment package, career development, interpersonal relations, Inspiration, Circumstances, training and development.

Job satisfaction is the long-term prospect of employment in the organization, which creates a sense of contribution and dedication to the employees. This is with regard to one's feelings or mental state with respect to the nature of their work. It can be influenced by various factors, for

example, the quality of one's relationship with their manager, the quality of the physical atmosphere in which they work, degree of accomplishment in their work, etc.

Job satisfaction is also providing positive emotional circumstances when a person fulfil his requirements and aspirations and it may be general or specific.

**FACTORS INFLUENCING JOB SATISFACTION:**



1. **CHALLENGES:** While working in an organization the employee often feels boredom because of the monotonous work they are doing, and this creates a lot of pressure on them to sustain in the organization and provide in the growth and profit of organization. It is very important for the organizational culture to develop such an atmosphere where the employees take up new tasks and perform their skills and abilities out and contribute up to all new extent at both personal and professional development. Thus, new, and challenging tasks really gives a great satisfaction to employees in their organization.

2. **GOOD SALARY:** Salary is the most crucial and predominant part of the employees' life. Getting a good pay and a reputed position in

the company is the supreme aspect of any employee. Good salaries, incentives and promotions in employee career gives a boost and enthusiasm to perform well and contribute more to the organization. Satisfaction these days really comes from the good monetary values provided for their job performance.

3. **CAREER GROWTH:** When an employee feels to be well-respected in the organization, it brings in him the ability to expand themselves into different career objectives. The organization that give opportunities to the employee in exploring his interested fields and letting them perform in it, contributes in high amount of job satisfaction.



4. **WORK-LIFE BALANCE:** The personal and professional life are equally important in an individuals' life and for a person to have a sound mind and stable life, work-life balance is very crucial. Every organization who desires to be on top in job satisfaction aspect, must intervene with the employee's life and respect their personal relations and matters. When an employee is happy and satisfied in his personal life can extensively contribute well to the organization. Thus, giving the employees the required time, they need to maintain their personal and professional lives is the principal factor.
5. **RECOGNITION:** After working in the organization the employee inclines towards getting a strong recognition. Recognition and rewards help an employee to understand their importance in the organization, it develops in them the respect towards the organization and feels enthusiastic about working more efficiently and effectively. The employee when is recognized well for his deed, observes a higher satisfaction.
6. **JOB SECURITY:** If the organization is not concerned about their employees' time in the organization and puts no effort in retaining the employees, creates a negative impact on the employee's will to work in the organization. The job security is really a matter of concern for the employee because it directly impacts on both personal and professional lives of theirs. If the employee will not feel secure, they would be keen to change their job easily and will affect the organization's reputation in the market, thus job security should be provided by the organization in matter to increase the job satisfaction.

Job satisfaction is the ultimate key for an organization to maintain a sustainable environment for the employees to work. Satisfaction comes from the enjoyment of work and thus every organization must look after the enjoyment of the employees in whatever job they are doing.

## 5 FACTORS THAT AFFECTS JOB SATISFACTION OF EMPLOYEES:

### 1. Type of Work:

The type of work is considered as the most important factor inherent in the job. Several studies show that routine work with too much repetition causes job dis-satisfaction while jobs with variety

inherent in them give a lot of job satisfaction to the worker.

Different studies on the topic only end up giving the percentages of workers who are satisfied or dissatisfied with their jobs which vary from factory-workers to teachers to clerks etc. The only relevant conclusion is that a job in which the type of work is not monotonous for a worker is most likely to give maximum job satisfaction provided the other factors like pay, status, skill etc. are also in harmony with this need for variety.

### 2. Skills Required:

According to an investigation conducted for studying the relationship of skills required for job satisfaction, if skill exists to a considerable degree in a worker, then it is likely to become the first and primary source of satisfaction for the worker.

But, in case the worker has less of the skills required for the job, only then conditions of work or wages etc. become the source of job-satisfaction for the workers. It can thus be concluded that skilled workers have more job-satisfaction than unskilled ones.

### 3. Occupational Status:

The prestige or status associated with a particular occupation is determined by the way it is regarded by the people in a particular society. How much value is associated with a particular occupation is determined by the ranking that the occupation receives in the hierarchy of occupations in a particular society.

For instance, 'Farming' is ranked 1st in Russia whereas a banker or business men rank as low as forty—something in their hierarchy and in America white collar jobs are at the top of the list. Occupational status can be defined as the relative status enjoyed by an occupation in comparison to other occupations in a particular country/society.

Studies have shown that employees are usually more dissatisfied in jobs that have less social status and prestige. If they ever get a chance to change their occupation, they would prefer to join an occupation of a higher status than their own.

Actually, no job is big or small. Every job is important no matter how humble as it is linked to many other jobs of apparently high occupational status, which may not be able to survive if the 'small' jobs were left undone.

### 4. Geography:

Workers in small cities and towns are more satisfied with their jobs compared to workers

in big cities. This is probably due to the psychological environment in small cities where level of aspiration is such that it is easier to satisfy. In a small town everyone is aware of their place in the society.

### 5. Size of the Organization:

In a small organization, individuals know each other better. Their relationship is better and more co-operative. A large organization is very impersonal due to its size. There is less participation of all the members, which leads to alienation of workers from the management.

Job satisfaction is described as how employees feel engaged and fulfilled in their work. It is the employees' level of satisfaction with their job. Job satisfaction occurs when employees feel that their job is secured and safe. Employees' career development and comfortable work-life balance affect job satisfaction levels. Furthermore, job satisfaction is also affected by employees' ability to perform their essential duties, the organization's quality of communication, and how management treats them.

There are two levels of job satisfaction – **effective job satisfaction and cognitive job satisfaction.**

**Effective job satisfaction** refers to an individual's holistic emotional reaction about their job. **Cognitive work satisfaction** refers to how fulfilled an individual is with their employment.

These include areas such as income, working hours, or perks.

### BENEFITS OF JOB SATISFACTION:

1. Decreases employee turnover.
2. Reduces employee absenteeism.
3. Boosts employees' work performance and productivity level.
4. Reduces the level of unionization.
5. Reduces the number of workplace accidents from happening.
6. Creates a conducive working environment.
7. Generates faster and sustainable growth as well as increased revenues.
8. Increased customer/client satisfaction.
9. Improves employees' ability to handle pressure and change.

Job Satisfaction, thus, provides a wide range of possibilities for both employee and organization to work cooperatively and by enjoying their work to get a fruitful result in both personal

and professional lives along with the growth and profit of organization, contributing to a successful and opportunistic platform of development.

## II. CHAPTER 2: COMPANY PROFILE

### COMPANY PROFILE



**INOX CVA-** a part of the US\$ 3 billion capital INOX group of companies, is a globally acclaimed company offering comprehensive solutions in cryogenic storage, vaporization, and distribution engineering.

Based in Vadodara (Gujarat, India), INOXCVA has grown to become a market leader in the highly challenging field of vacuum insulated cryogenic equipment in India and across the world. Since its inception in 1992, INOXCVA has created a wide-ranging portfolio of engineering intellectual properties which include:

- Cryogenic Bulk Storage and Transport Tanks, Large Engineered ASU Storage & Vaporization Package Systems.
- Cryo-Biological, Life Sciences, Dairy & Livestock Application Equipment.
- Cryogenic Scientific Research and Application in Fusion Energy, Space and Defence.
- Pressure & Non-Pressure Equipment in Austenitic Stainless Steel and Industrial Grade Aluminium
- Small-scale LNG Turnkey Solutions, Oil & Gas exploration & EOR Application Equipment.
- Refrigerant Cylinders, Beverage Kegs.

### VISION:

- To be the world's best integrated cryogenic solutions enterprise with a leadership position across the products and markets, exceeding customer and stakeholder expectations.

### MISSION:

- Our mission is to reach the acme of perfection by updating our technology and expertise in

our concerned arena, rendering maximum satisfaction to our clients.

- To achieve this, we will use all our energies in developing and implementing the leading-edge technologies and draw on both to deliver effective world-class solutions to our customers.
- We ascertain our clients to offer them superior quality products by continuously maintaining high-quality levels with the implementation of stringent checks on a regular basis.

#### MILESTONES:

- The company began in 1993 with the technical collaboration with Nippon Sanso Corporation to manufacture cryogenic vessels and vacuum insulated tanks.
- In 1994, obtained its ISO 9001 Certification.
- In 1996, launched its Liquid Nitrogen containers with super- insulation technology.
- And since then all the years- 1998 till 2022 Inox CVA earned various rewards and invented various new technologies and manufactured several new useful tools for different purposes.

#### MANUFACTURING UNITS:

1. Kalol (Gujarat, India)
2. Kandala (Gujarat, India)
3. Silvassa (Gujarat, India)

#### SERVICES AND SALES:

- Stock, Sale, and Service is located at NL, Europe and a full equipped Sale
- Repair and Rehab facility in Brazil

#### INDUSTRIES:

- Aviation & Aerospace
- Construction & Cement
- Cryo Scientific Research
- Dairy & Livestock
- Electronics
- Fertilizer & Chemical
- Food & Beverages
- Glass & Ceramics
- Health Care & Life Sciences
- Hydrogen
- Industrial Gas
- LNG & LCNG
- Metal Processing
- Oil & Gas, Refining & Petrochem
- Paper & Pulp
- Pharmaceuticals
- Power & Utilities

- Rubber
- Steel & Mining
- Water and Water Treatment

#### HEALTH, SAFETY & ENVIRONMENT:

INOXCVA prides itself as a responsible corporate citizen. We are focused on our operations & performance and how it is making an impact on the people as well as the planet. Health, Safety and Sustainability run through our critical policies, and we are stringent on how we can make a positive difference through our operations. We are committed to pursuing our sustainability goals, which include:

- Maintaining a code of ethics and transparency
- Ensuring a safe, engaging & progressive workplace for all our employees
- Reduce the impact on environment arising from our operations
- Empowering communities by active social participation

### III. CHAPTER 3: LITERATURE REVIEW

“[VOLUME 6 I ISSUE 1 I JAN– MARCH 2019]  
A STUDY ON FACTORS AFFECTING  
EMPLOYEE JOB SATISFACTION

**Gnaneshwar Koorella<sup>1</sup> & Dr.R.Perumal**  
**Ph.D Scholar, Part time, Management,**  
**Alagappa University, Karaikudi**  
**Professor of Management, Research Guide,**  
**Alagappa University, Karaikudi”**

The authors have thoroughly described about their studies on the various different aspects that fall under job satisfaction criteria of the employees of Cipla Industry, Hyderabad. Their study defines, Job satisfaction is a universal attitude which is the result of many detailed attitude in three areas, like (i) Individual characteristics; (ii) Group relationship outside the job; and (iii) Specific job factors. They have considered the attributes like- working hours, fair payment for work done, training, physical layout of department, motivation, performance feedback, team-work and welfare benefits. The high emphasis was given on the tracking tools of job satisfaction such as, ‘Complaint and Suggestion System’, ‘Lost Employee Analysis’ and ‘Employee Satisfaction Survey’, which helped in determining the accurate outcomes of the study. This descriptive study using both primary and secondary method of data collection showed the level of employee satisfaction of that industry and the outcomes were:

Based on the data collected, as a whole, the total respondents are dissatisfied with the following attributes: a. Working Hours, b. Training, c. Motivation, and d. Team Work, and the employees are very much dissatisfied with a) Performance feedback, and b) Welfare Benefits.

**“IOSR Journal of Humanities and Social Science, Volume 14, Issue 5 (Sep. - Oct. 2013), Job Satisfaction Dr. P. K. Mishra Principal, D.S.College, Gangtok, Sikkim, India”**

Dr. P.K Mishra conducted his research on Cipla Ltd., of Sikkim on Job Satisfaction considering the key tools of Job Descriptive Index and Job in General Index, by which he recognised the factors that showcase the highly affecting attributes to employee satisfaction, especially according to the departments he considered, where the highest satisfaction of about 45% was seen in the production department and the other departments were quite dissatisfied in terms of motivation, team work, hygiene factors, etc. He with the explorative research design gathered all the details about the job factors like- type of work, roles and responsibilities, occupational status, skills, management-controlled factors, superior-subordinate relations, etc., in order to get the defined outcome of the study.

**“A STUDY ON JOB SATISFACTION OF EMPLOYEES IN BPCL – KOCHI REFINERY LIMITED, AMBALAMUGAL Mrs Anju K J & Mr.Sona George Assistant Professor, Department of Management Studies, Christ University, Hosur Road, Bangalore”**

The authors have finely expressed the types of Human Resources- Internal and External that gives a brief notion of the study depending on the factors that influence both the above types. They have considered factors which are:

**A. Organisational Factors-**

1. Salaries and wages
2. Promotion chances
3. Company Policies

**B. Work Environmental Factors-**

1. Supervision.
2. Work Group.
3. Working Conditions.

**C. Work Itself-**

1. Job Scope
2. Variety

3. Lack of autonomy and freedom
4. Role ambiguity and role conflict
5. Interesting Work

**D. Personal Factors-**

1. Age and seniority
2. Tenure
3. Personality
4. Level of Education

This study on BPCL-Kochi Refinery Limited, found out that the employees are highly satisfied with the job security, leaves given, family importance, travel and housing facilities, salary packages, etc. and are highly motivated in terms of work and team performance.

**“A study on the impact of Job Satisfaction on Job Performance of Employees working in Automobile Industry, Punjab, India**

**Shaju. M Bharathiar University, Coimbatore Subhashini.D PhD Research Scholar, Anna University, Chennai**

**Received: Sep. 6, 2016, Accepted: Dec. 16, 2016 Published: January 1, 2017”**

The study conducted on Impact of Job Satisfaction on Job Performance of Employees in Automobile Industry, had taken into consideration factors such as- Job Concrete Factors, Job Abstract Factors, Psycho-Social Factors, Economic Factors and National Growth Factors; that determines the level of job satisfaction which eventually lays effect on Job Performance. This exploratory research done in automobile industry resulted in outcome as- Organizations often neglect the impact of job satisfaction towards the gravity of employees' performance. This explains how the multiple dimensions of job satisfaction do are evaluated and further correlated with the job performance of the employees among various groups in the Automobile industry. It was observed that there is a strong correlation between the levels of job satisfaction and of Performance of an employee, in both Supervisor and Worker groups of the Automobile Industry. Job satisfaction was observed higher in the supervisors' level rather than that of the Employees in workers' level. It also indicates that Journal of Management Research employees with more job experience possess a higher degree of satisfaction than those with less job experience in the Automobile Industry in Punjab.

**“Job Satisfaction of the Employees at the Workplace**

**Neeraj Kumari (Corresponding author)**  
**Lecturer,**  
**Manav Rachna International University, Sector**  
**-43, Faridabad, India.”**

This study on employees of NTPC Ltd., Faridabad, considered attributes like-

- Communication
- Culture
- Leadership
- Working conditions
- Delegation
- Rewards and recognition
- Opportunities
- Career development
- Job content
- Superior subordinate relationship
- Training
- Commitment

The outcomes from the respondents using the primary method of data collection was- The following are the most important factors which have lead to job satisfaction in organization among the employees which is found through factor analysis, are: 1. Team work 2. Commitment 3. Culture 4. Communication 5. Training and the following are the five factors which needs to be worked on: 1. Delegation 2. Job Design 3. Opportunities 4. Rewards 5. Leadership

**“Volume-7, Issue-5, September-October 2017  
International Journal of Engineering and  
Management Research”**

- Work has been done to understand the relationship between work environment and job satisfaction all around the world in different contexts over the years. The study is gaining more and more importance with the passage of time because of its nature and impact on the society.
- Herzberg et al. (1959) developed motivational model for job satisfaction and through research he found that the job related factors can be divided into two categories, Hygiene factors and motivation factors. Hygiene factors can not cause satisfaction but they can change dissatisfaction into no dissatisfaction or short term motivation, where motivational factors have long lasting effect as they raise positive feelings towards job and convert no dissatisfaction into satisfaction. In the absence of hygiene factors (that are working conditions, supervision quality and level, the

company policy and administration, interpersonal relations, job security, and salary) the employees chances of getting dissatisfied increase.

- Further, this can increase motivational level of employees which will ultimately raise internal happiness of employees and that the internal happiness will cause satisfaction. Hygiene factor can only cause external happiness but they are not powerful enough to convert dissatisfaction into satisfaction but still its presence is too much important. According to them the Herzberg Two Factor Theory, both Hygiene and Motivation factors are linked with each other, as Hygiene factors move employee from Job dissatisfaction to No Job dissatisfaction, whereas motivation factors moves employees from no job dissatisfaction to job satisfaction (Herzberg et al., 1959).
- The study showed that different psychosocial and work environment variables like workplace, social support has direct impact on job satisfaction and that increase in rewards does not improve the dissatisfaction level among employees. The supervisor’s availability at time of need, ability to interlink employees, stimulate creative thinking and knowledge of worth of open mindedness in view of workers, and ability to communicate with employees, are the basic supervision traits.
- The independent variable in this research is the working environment in which the employees are working within an organization and the dependent variable is the Job satisfaction of employees. Working environment includes the working hours, job safety, job security, relationship among employees, esteem needs of employees and the influence of top management on the work of employees.

**“B. RAJASHEKAR, CH. SWAMY Sree Dattha  
Institute of Engineering and Science Hyderabad  
Telangana, Vol.10 No.03 (2019)”**

In this paper on, “Job Satisfaction among Librarians in Tirunelveli District; SRELS” concluded that where the happy employees towards their work are more successful in the organization. Where they meet their expectations with the reality. In the research “A Cross Level Non-Recursive Model of the Antecedents of Organisational Commitment and satisfaction” observed that satisfaction on commitment and commitment on satisfaction are related in reciprocally with each other. The study on “Effects of Distributive and

procedural Justice Perceptions on Managerial Pay and Job Satisfaction” concluded that distributive justice are more important in job and pay satisfaction of the employees.

**“Empirical study of Employee Job Satisfaction by Muhammad Rizwan, Waqas Mehmood Khan (Corresponding Author), Hafiz Muhammad Aqeel Tariq, Abdul Ghaffar, Malik Zubair Anjum, Ehsan Ullah Bajwa”**

Employee job satisfaction (EJS) is the feelings and thoughts of employees about their work and place of work. In result, job satisfaction is all about to satisfy the one’s needs in working place It can also be stated that there are some factors, which are related to job satisfaction that is work substances, age, sex, educational level, workplace environment, location, colleagues, income and timing of work. For employee satisfaction many theories have been developed. The most important theory is Maslow’s need theory. It is based on human hierarchical needs. On the other hand, job satisfaction relates to significant conventional views, which are formulated via Mausner and Herzberg (1959). Maslow’s theory is based on fundamental and external element such as accomplishment, acknowledgment, duty, pay, plan, interpersonal interaction, management, and operational atmosphere.

**IV. CHAPTER 4: RESEARCH METHODOLOGY**

**OBJECTIVE OF THE STUDY:**

1. To study the level of satisfaction of respondents towards working conditions and welfare facilities.
2. To study the level of satisfaction of respondents towards financial benefits, opportunities for promotion and training.
3. To study the opinion of respondents towards interpersonal relationship, appreciation of work and decision making.

**V. CHAPTER 5: DATA ANALYSIS AND INTERPRETATION**

**Table No.1: AGE DISTRIBUTION OF RESPONDENTS**

n=63

AGE	FREQUENCY	PERCENTAGE
18 to 22	38	60.32%
23 to 27	22	34.92%

4. To study the level of satisfaction of respondents towards standing rules, grievances redressal system and disciplinary action, interest, and boredom.
5. To find out over all level job satisfaction among the executives.
6. To give suggestions to improve the level of job satisfaction, if required.

**DESIGN OF THE STUDY:** The research design used in this study in descriptive and explorative, as the detailed study on job satisfaction is stated along with fact findings from the organization.

**SAMPLING SIZE:**The sampling size for the research was 63.

**SAMPLING METHOD:** The sampling method chosen for this research was Convenient Sampling Method.

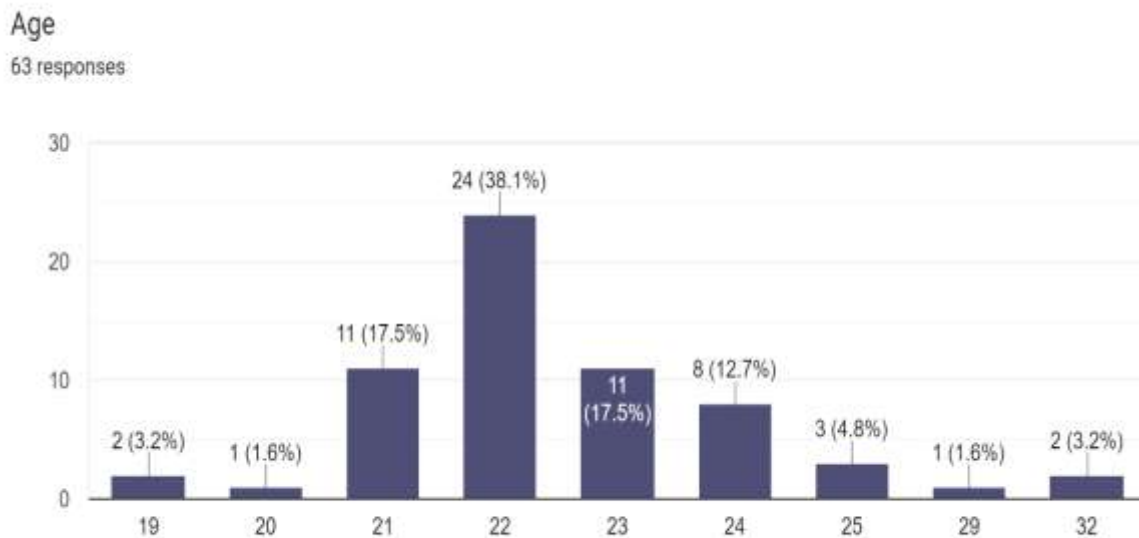
**METHOD OF DATA COLLECTION:** The method of data collection is both primary and secondary, as the primary sources helped in finding the already defined outcomes on Job Satisfaction and secondary source of data collection was from employees of the INOX CVA Company.

**LIMITATIONS:** While performing the research few limitations were also faced, like:

1. It was difficult to find the organization who supports and cooperates in the research as they are not easily convinced to provide data that in considered confidential up to certain extents.
2. The virtual means of data collection, to provide google form to the company and constant follow-ups to fill the form was very time taking.
3. The research on job satisfaction is a vast area and so which topics to consider and which to not was also consuming lot of practical thinking approach.

<b>28 to 32</b>	<b>3</b>	<b>4.8%</b>
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 1: AGE GROUP**



**INTERPRETAION:** Out of total 63 respondents 38 (60.32%) of the respondents are in the age-group of 18-22 years, 22 (34.92%) of the respondents are in the age-group of 23-27 years, 3

(4.76%) of the respondents are in the age-group of 28-32 years. Hence it can be seen that majority of the respondents are in the age-group of 18 to 22 years.

**Table No.2: NUMBER OF YEARS IN ORGANISATION**

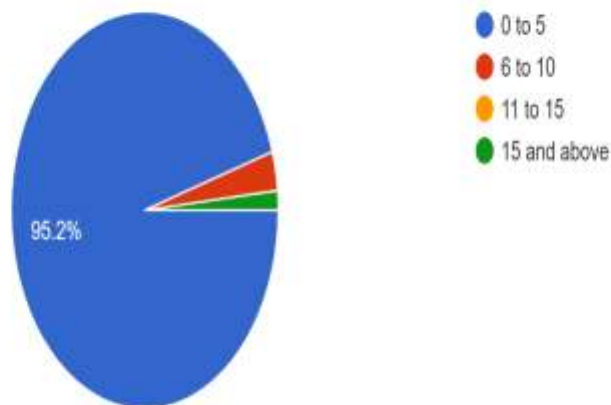
n=63

DEPARTMENT	FREQUENCY	PERCENTAGE
<b>0 to 5</b>	<b>60</b>	<b>95.2%</b>
<b>6 to 10</b>	<b>2</b>	<b>3.2%</b>
<b>11 to 15</b>	<b>0</b>	<b>0%</b>
<b>15 and above</b>	<b>1</b>	<b>1.6%</b>
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 2: YEARS IN ORGANISATION**

### Number of Years in Organization

63 responses



**INTERPRETAION:** Out of total 63 respondents 60 (95.2%) of the respondents have worked for 0 to 5 years in the organization, 2 (3.2%) of the respondents have worked for 6 to 10 years in the organization, 0 (0%) of the respondents have

worked for 11 to 15 years in the organization and 1(1.6%) of the respondents have worked for 15 and above years in the organization, Hence it can be seen that majority of the respondents are having experience of 0 to 5 years in the organization.

**Table No.3: Company’s culture is well formed and followed for better work.**

n=63

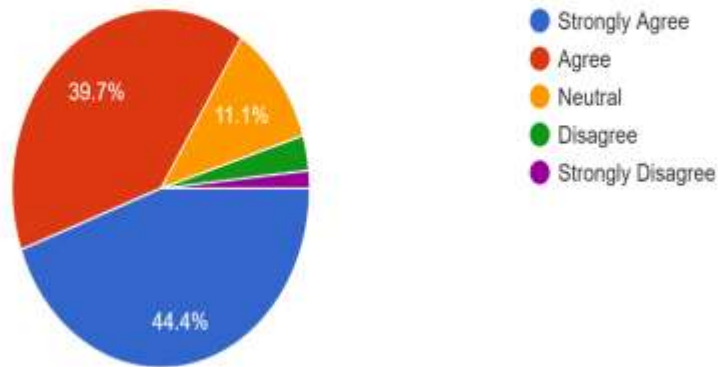
CATEGORY	FREQUENCY	PERCENTAGE
Strongly Agree	28	44.4%
Agree	25	39.7%
Neutral	7	11.1%
Disagree	2	3.2%
Strongly Disagree	1	1.6%
<b>TOTAL</b>	<b>63</b>	<b>100</b>



**FIGURE 3: COMPANY CULTURE**

1. Company's culture is well formed and followed for better work.

63 responses



**INTERPRETAION:** Out of total 63 respondents 28 (44.4%) of the respondents strongly agree that the company's work culture is well formed, 25 (39.7%) of the respondents agree that the company's work culture is well formed, 7 (11.1%) of the respondents are in neutral favour of company's work culture, 2 (3.2%) of the

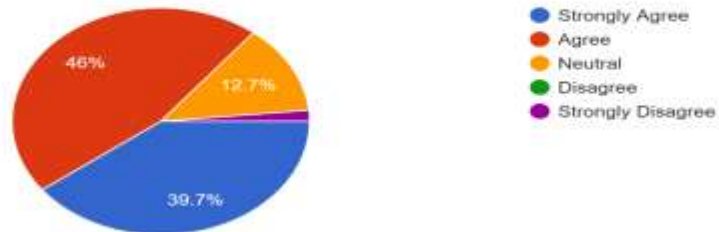
respondents disagree that the company's work culture is well formed and 1 (1.6%) of the respondents strongly disagree that the company's work culture is well formed. Hence it can be seen that majority of the respondents are strongly agreeing to the well-structured company culture.

**Table No.4: The co-workers are extremely helpful and builds a good atmosphere to work along. n=63**

CATEGORY	FREQUENCY	PERCENTAGE
Strongly Agree	25	39.7%
Agree	29	46%
Neutral	8	12.7%
Disagree	0	0%
Strongly Disagree	1	1.6%
TOTAL	63	100

**FIGURE 4: VIEW ON CO-WORKERS**

2. The co-workers are extremely helpful and builds a good atmosphere to work along.  
 63 responses



**INTERPRETAION:** Out of total 63 respondents 25 (39.7%) of the respondents strongly agree that the co-workers are helpful, 29 (46%) of the respondents agree that the co-workers are helpful, 8 (12.7%) of the respondents are in neutral favour about co-workers, 0 (0%) of the respondents

disagree that the co-workers are helpful, and 1 (1.6%) of the respondents strongly disagree that the co-workers are helpful. Hence it can be seen that majority of the respondents are agreeing to the fact of co-workers being helpful and building good atmosphere to work.

**Table No.5: The workload is distributed evenly across your team.**

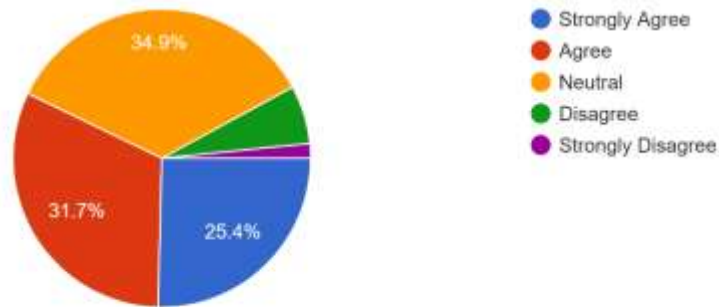
n=63

CATEGORY	FREQUENCY	PERCENTAGE
Strongly Agree	16	25.4%
Agree	20	31.7%
Neutral	22	34.9%
Disagree	4	6.3%
Strongly Disagree	1	1.6%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 5: WORK DISTRIBUTION**

3. The work load is distributed evenly across your team.

63 responses



**INTERPRETAION:** Out of total 63 respondents 16 (25.4%) of the respondents strongly agree that the work is distributed evenly in team, 20 (31.7%) of the respondents agree that the work is distributed evenly in team, 22 (34.9%) of the respondents are in neutral favour about the work distribution in

team, 4 (6.3%) of the respondents disagree that the work is distributed evenly in team, and 1 (1.6%) of the respondents strongly disagree that the work is distributed evenly in team. Hence it can be seen that majority of the respondents are in favour of neutral about the even work distribution in team.

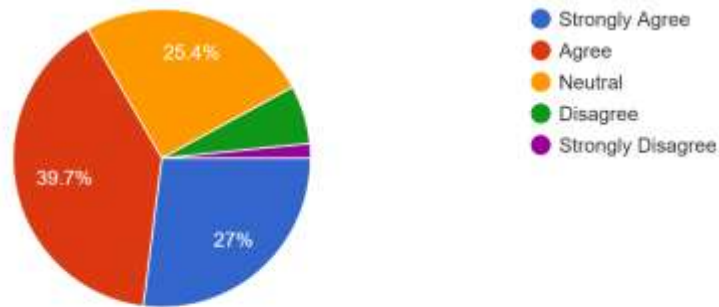
**Table No.6: There are several opportunities offered by company for promotions and career development.**

n=63

CATEGORY	FREQUENCY	PERCENTAGE
Strongly Agree	17	27%
Agree	25	39.7%
Neutral	16	25.4%
Disagree	4	6.3%
Strongly Disagree	1	1.6%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 6: PROMOTION OPPORTUNITIES**

4. There are several opportunities offered by company for promotions and career development.  
 63 responses



**INTERPRETAION:** Out of total 63 respondents 17 (27%) of the respondents strongly agree that the organization provides several promotion and growth opportunities in the company, 25 (39.7%) of the respondents agree that the organization provides several promotion and growth opportunities in the company, 16 (25.4%) of the respondents are in neutral favour about the growth opportunities in the company, 4 (6.3%) of the

respondents disagree that the organization provides several promotion and growth opportunities in the company and 1 (1.6%) of the respondents strongly disagree that the organization provides several promotion and growth opportunities in the company. Hence it can be seen that majority of the respondents are in favour of agreeing about the promotion and career development in the organization.

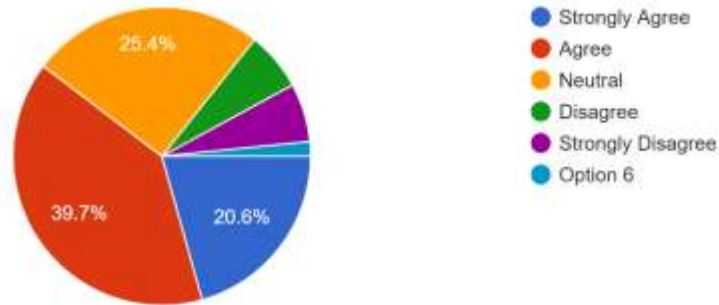
**Table No.7: The tools and technologies you need to do your job well are provided sufficiently.**  
 n=63

CATEGORY	FREQUENCY	PERCENTAGE
Strongly Agree	13	20.6%
Agree	25	39.7%
Neutral	16	25.4%
Disagree	4	6.3%
Strongly Disagree	4	6.3%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 7: TOOLS & TECHNOLOGIES**

5. The tools and technologies you need to do your job well are provided sufficiently.

63 responses



**INTERPRETAION:** Out of total 63 respondents 13 (20.6%) of the respondents strongly agree that the organization provides tools and technologies for better work, 25 (39.7%) of the respondents agree that the organization provides tools and technologies for better work, 16 (25.4%) of the respondents are in neutral favour about the tools and technologies provided, 4 (6.3%) of the

respondents disagree that organization provides tools and technologies for better work and 1 (1.6%) of the respondents strongly disagree that the organization provides tools and technologies for better work. Hence it can be seen that majority of the respondents are in favour of agreeing about the technologies provided by the company to work better.

**Table No.8: The cultural belonging of each employee is equally respected.**

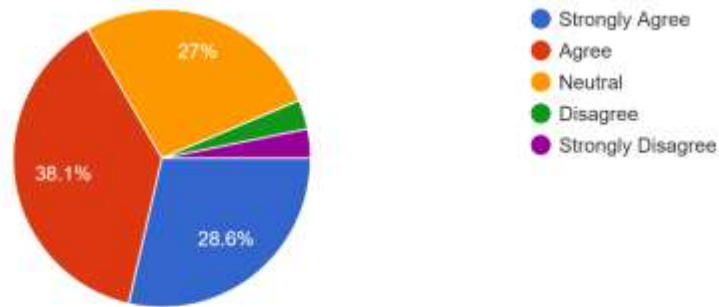
n=63

CATEGORY	FREQUENCY	PERCENTAGE
Strongly Agree	18	28.6%
Agree	24	38.1%
Neutral	17	27%
Disagree	2	3.2%
Strongly Disagree	2	3.2%
TOTAL	63	100

**FIGURE 8: CULTURAL ACCEPTANCE**

6. The cultural belonging of each employee is equally respected.

63 responses



**INTERPRETAION:** Out of total 63 respondents 18 (28.6%) of the respondents strongly agree that the organization respects the culture of every individuals, 24 (38.1%) of the respondents agree that the organization respects the culture of every individuals, 17 (27%) of the respondents are in neutral favour about the cultural acceptance of employees, 2 (3.2%) of the respondents disagree

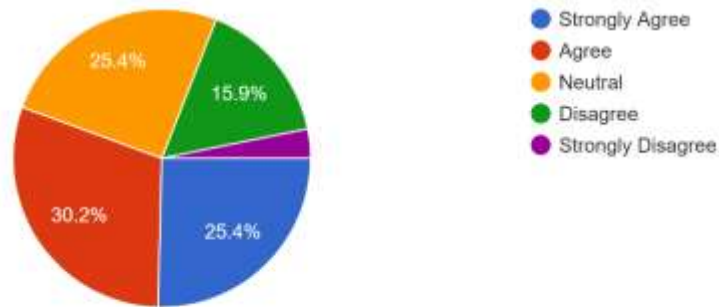
that the organization respects the culture of every individuals and 2 (3.2%) of the respondents strongly disagree that the organization respects the culture of every individuals. Hence it can be seen that majority of the respondents are in favour of agreeing about the cultural acceptance of employees.

**Table No.9: Company intervenes in the personal or family matters when asked to by any employee. n=63**

CATEGORY	FREQUENCY	PERCENTAGE
Strongly Agree	16	25.4%
Agree	29	30.2%
Neutral	16	25.4%
Disagree	10	15.9%
Strongly Disagree	2	3.2%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 9: PERSONAL LIFE INTERVENTION**

7. Company intervenes in the personal or family matters when asked to by any employee.  
 63 responses



**INTERPRETAION:** Out of total 63 respondents 16 (25.4%) of the respondents strongly agree that the organization pays equal attention to employees' personal life, 29 (30.2%) of the respondents agree that the organization pays equal attention to employees' personal life, 16 (25.4%) of the respondents are in neutral favour that the organization pays equal attention to employees' personal life, 10 (15.9%) of the respondents

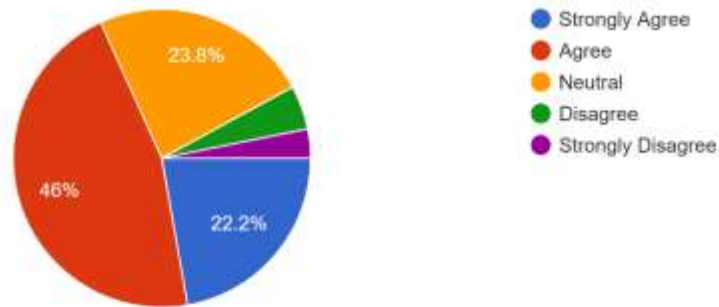
disagree that the organization pays equal attention to employees' personal life and 2 (3.2%) of the respondents strongly disagree that the organization pays equal attention to employees' personal life. Hence it can be seen that majority of the respondents are in favour of agreeing that the company supports family lives of employees when needed.

**Table No.10: The policies for employees' welfare and recognition in the company are well formulated.**  
 n=63

CATEGORY	FREQUENCY	PERCENTAGE
Strongly Agree	14	22.2%
Agree	29	46%
Neutral	15	23.8%
Disagree	3	4.8%
Strongly Disagree	2	3.2%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 10: POLICY FORMULATION**

8. The policies for employees' welfare and recognition in the company are well formulated.  
 63 responses



**INTERPRETAION:** Out of total 63 respondents 14 (22.2%) of the respondents strongly agree that the organization formulates policies that contribute in welfare of employees, 29 (46%) of the respondents agree that the organization formulates policies that contribute in welfare of employees, 15 (23.8%) of the respondents are in neutral favour about the policy formulation, 3 (4.8%) of the

respondents disagree that the organization formulates policies that contribute in welfare of employees and 2 (3.2%) of the respondents strongly disagree that the organization formulates policies that contribute in welfare of employees. Hence it can be seen that majority of the respondents are in favour of agreeing that the polices are well-formulated.

**Table No.11: Organization invests enough time and money in updating technologies.**

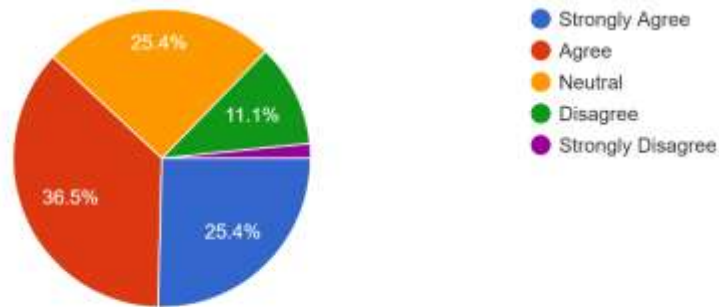
n=63

CATEGORY	FREQUENCY	PERCENTAGE
Strongly Agree	16	25.4%
Agree	23	36.5%
Neutral	16	25.4%
Disagree	7	11.1%
Strongly Disagree	1	1.6%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 11: UPDATED TECHNOLOGIES**



9. Organization invests enough time and money in updating technologies.  
 63 responses



**INTERPRETAION:** Out of total 63 respondents 16 (25.4%) of the respondents strongly agree that the organization invests time and money in updating technologies, 23 (36.5%) of the respondents agree that the organization invests time and money in updating technologies, 16 (25.4%) of the respondents are in neutral favour about the technology update, 7(11.1%) of the respondents

disagree that the organization invests time and money in updating technologies and 1 (1.6%) of the respondents strongly disagree that the organization invests time and money in updating technologies. Hence it can be seen that majority of the respondents are in favour of agreeing that the organization is investing ample amount of time and money in updating technologies.

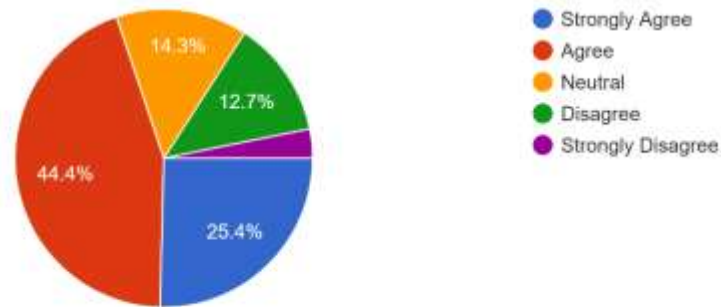
**Table No.12: There is encouragement from your senior management to increase your work productivity.**

n=63

CATEGORY	FREQUENCY	PERCENTAGE
Strongly Agree	16	25.4%
Agree	28	44.4%
Neutral	9	14.3%
Disagree	8	12.7%
Strongly Disagree	2	3.2%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 12: ENCOUAGEMENT FOR PRODUCTIVITY**

10. There is encouragement from your senior management to increase your work productivity.  
 63 responses



**INTERPRETAION:** Out of total 63 respondents 16 (25.4%) of the respondents strongly agree that the senior manager encourages employees to increase work productivity, 28 (44.4%) of the respondents agree that the senior manager encourages employees to increase work productivity, 9 (14.3%) of the respondents are in neutral favour about encouragement, 8 (12.7%) of the respondents disagree that the senior manager

encourages employees to increase work productivity and 2 (3.2%) of the respondents strongly disagree that the senior manager encourages employees to increase work productivity. Hence it can be seen that majority of the respondents are in favour of agreeing that senior manager encourages employees to increase work productivity and henceforth the performance.

**Table No.13: The suggestions or ideas given to management are rightly considered during time of any developmental activity.**

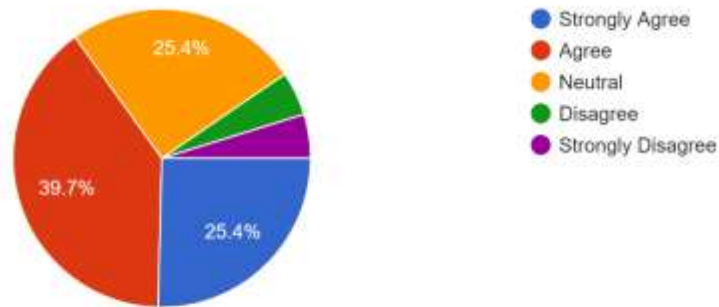
n=63

CATEGORY	FREQUENCY	PERCENTAGE
Strongly Agree	16	25.4%
Agree	25	39.7%
Neutral	16	25.4%
Disagree	3	4.8%
Strongly Disagree	3	4.8%
TOTAL	63	100

**FIGURE 13: ACCEPTANCE OF IDEAS AND SUGGESTIONS**

11. The suggestions or ideas given to management are rightly considered during time of any developmental activity.

63 responses



**INTERPRETAION:** Out of total 63 respondents 16 (25.4%) of the respondents strongly agree that the ideas and suggestions from employees are considered by managers, 25 (39.7%) of the respondents agree that the ideas and suggestions from employees are considered by managers, 16 (25.4%) of the respondents are in neutral favour about consideration of ideas and suggestions, 3 (4.8%) of the respondents disagree that the ideas

and suggestions from employees are considered by managers and 3 (4.8%) of the respondents strongly disagree that the ideas and suggestions from employees are considered by managers. Hence it can be seen that majority of the respondents are in favour of agreeing that managers consider and accepts suggestions given by employees from their development.

**Table No.14: The management is highly invested in the success of the team and cooperates well in leading the company high.**

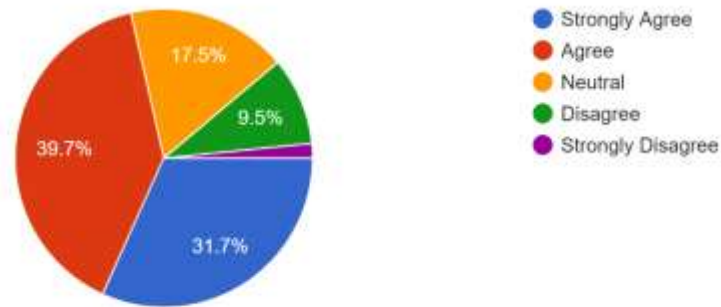
n=63

CATEGORY	FREQUENCY	PERCENTAGE
Strongly Agree	20	31.7%
Agree	25	39.7%
Neutral	11	17.5%
Disagree	6	9.5%
Strongly Disagree	1	1.6%
TOTAL	63	100

**FIGURE 14: CO-OPERATION OF MANAGERS**

12. The management is highly invested in the success of the team and cooperates well in leading the company high.

63 responses



**INTERPRETAION:** Out of total 63 respondents 20 (31.7%) of the respondents strongly agree that the managers stay invested in team and work in harmony, 25 (39.7%) of the respondents agree that the managers stay invested in team and work in harmony, 11 (17.5%) of the respondents are in neutral favour about managers cooperation, 6

(9.5%) of the respondents disagree that managers stay invested in team and work in harmony and 1 (1.6%) of the respondents strongly disagree that the managers stay invested in team and work in harmony. Hence it can be seen that majority of the respondents are in favour of agreeing that managers are team-players and invest time to work together.

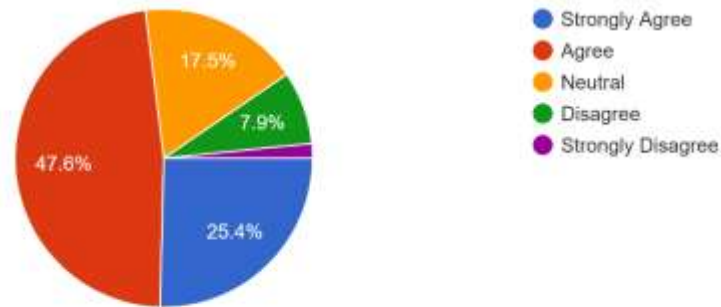
**Table No.15: The skills and abilities of the employee are well utilized in the job performance.**  
 n=63

CATEGORY	FREQUENCY	PERCENTAGE
Strongly Agree	16	25.4%
Agree	30	47.6%
Neutral	11	17.5%
Disagree	5	7.9%
Strongly Disagree	1	1.6%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 15: UTILIZATION OF SKILLS**

13. The skills and abilities of the employee are well utilized in the job performance.

63 responses



**INTERPRETAION:** Out of total 63 respondents 16 (25.4%) of the respondents strongly agree that their skills and abilities contribute highly in their job performance, 30 (47.6%) of the respondents agree that their skills and abilities contribute highly in their job performance, 11 (17.5%) of the respondents are in neutral favour about their skill utilization, 5 (7.9%) of the respondents disagree

that their skills and abilities contribute highly in their job performance and 1 (1.6%) of the respondents strongly disagree that their skills and abilities contribute highly in their job performance. Hence it can be seen that majority of the respondents are in favour of agreeing about utilization of their skills and abilities in job roles.

**Table No.16: A two-way feedback culture is well appreciated in the company.**

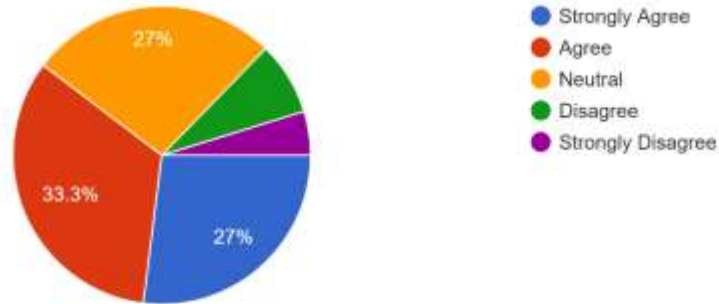
n=63

CATEGORY	FREQUENCY	PERCENTAGE
Strongly Agree	17	27%
Agree	21	33.3%
Neutral	17	27%
Disagree	5	7.9%
Strongly Disagree	3	4.8%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 16:TWO-WAY FEEDBACK**

14. A two-way feedback culture is well appreciated in the company.

63 responses



**INTERPRETAION:** Out of total 63 respondents 17 (27%) of the respondents strongly agree that the employees’ feedback is appreciated, 21 (33.3%) of the respondents agree that employees’ feedback is appreciated, 17 (27%) of the respondents are in neutral favour about feedback appreciation, 5 (7.9%) of the respondents disagree that the

employees’ feedback is appreciated and 3 (4.8%) of the respondents strongly disagree that the employees’ feedback is appreciated. Hence it can be seen that majority of the respondents are in favour of agreeing that a two-way feedback culture is well-appreciated by the organization.

**Table No.17: The training provided by the company are useful for both personal and professional development.**

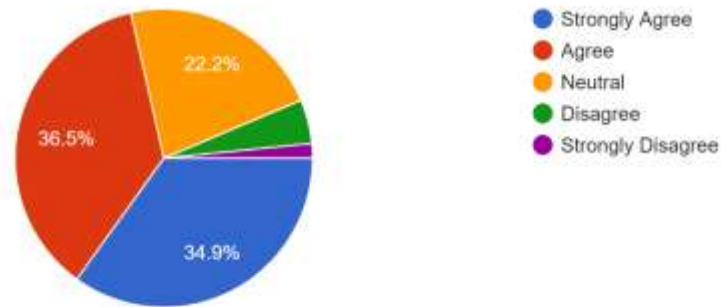
n=63

CATEGORY	FREQUENCY	PERCENTAGE
Strongly Agree	22	34.9%
Agree	23	36.5%
Neutral	14	22.2%
Disagree	3	4.8%
Strongly Disagree	1	1.6%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 17:TRAINING EFFECTIVENESS**

15. The training provided by the company are useful for both personal and professional development.

63 responses



**INTERPRETAION:** Out of total 63 respondents 22 (34.9%) of the respondents strongly agree that the trainings provide by the company are relevant and useful, 23 (36.5%) of the respondents agree that the trainings provide by the company are relevant and useful, 14 (22.2%) of the respondents are in neutral favour of effectiveness of trainings, 3 (4.8%) of the respondents disagree that the

trainings provide by the company are relevant and useful and 1 (1.6%) of the respondents strongly disagree that the trainings provide by the company are relevant and useful. Hence it can be seen that majority of the respondents are in favour of agreeing that the trainings provided by the company are useful for both personal and professional life.

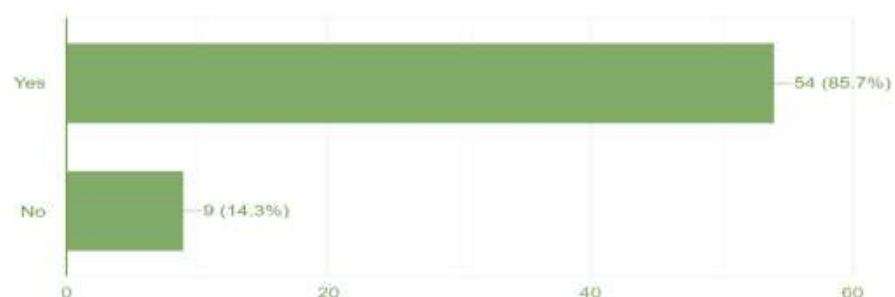
**Table No.18: Do your managers value your feedback?**  
 n=63

CATEGORY	FREQUENCY	PERCENTAGE
Yes	54	85.7%
No	9	14.3%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 18: MANAGERS & FEEDBACK**

16. Do your managers value your feedback?

63 responses



**INTERPRETAION:** Out of total 63 respondents 54 (85.7%) respondents agree that their managers value their feedback and act accordingly and 9

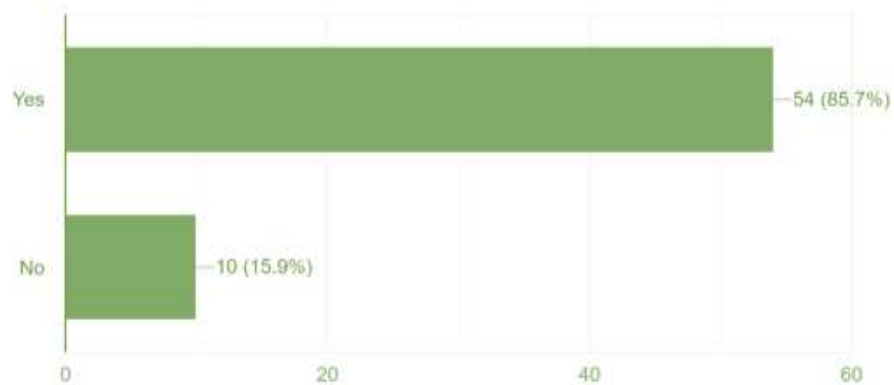
(14.3%) respondents do not agree on their manager’s approach towards their feedback.

**Table No.19: Do your superiors communicate company news effectively and in a timely manner?**  
 n=63

CATEGORY	FREQUENCY	PERCENTAGE
Yes	54	85.7%
No	9	14.3%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 19:EFFICENT COMMUNICATION**

17. Do your superiors communicate company news effectively and in a timely manner?  
 63 responses



**INTERPRETAION:** Out of total 63 respondents 54 (85.7%) respondents agree that the communication of tasks and other news is done

efficiently by the superiors and 9 (14.3%) respondents do not agree that the communication of tasks and other news is done efficiently.

**Table No.20: Do you see any growth opportunities in your area of interest in this company?**  
 n=63

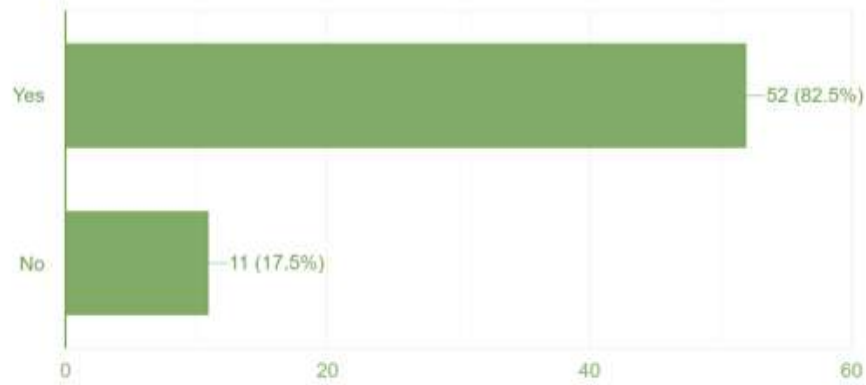
CATEGORY	FREQUENCY	PERCENTAGE
Yes	52	82.5%
No	11	17.5%
<b>TOTAL</b>	<b>63</b>	<b>100</b>



**FIGURE 20:GROWTH OPPORTUNITIES**

18. Do you see any growth opportunities in your area of interest in this company?

63 responses



**INTERPRETAION:** Out of total 63 respondents 52 (82.5%) respondents agree that they see themselves growing in their career in this company

and 11 (17.5%) respondents do not agree on the growth opportunities given by the company.

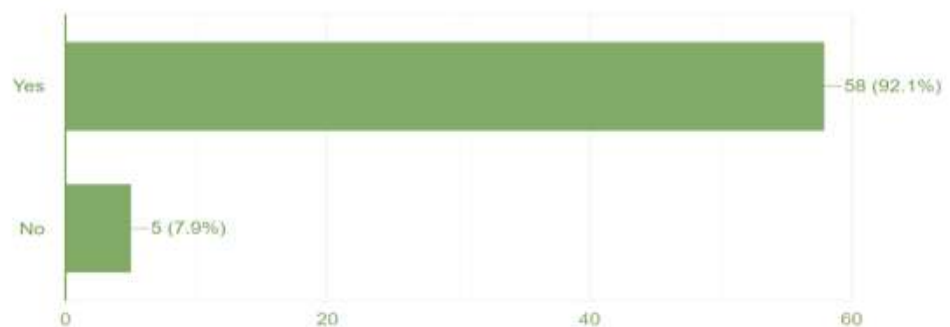
**Table No.21: Are you aware of the company's expectations from you?**  
n=63

CATEGORY	FREQUENCY	PERCENTAGE
Yes	58	92.1%
No	5	7.9%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 21:COMPANY EXPECTATIONS**

19. Are you aware of the company's expectations from you?

63 responses



**INTERPRETAION:** Out of total 63 respondents 58 (92.1%) respondents agree that they are aware of the expectations that company keeps from them

in order to perform better and 5 (7.9%) respondents are not aware about the expectations of the company from their and hence face confusion.

**Table No.22: Are there any employee engagement activities taking place?**

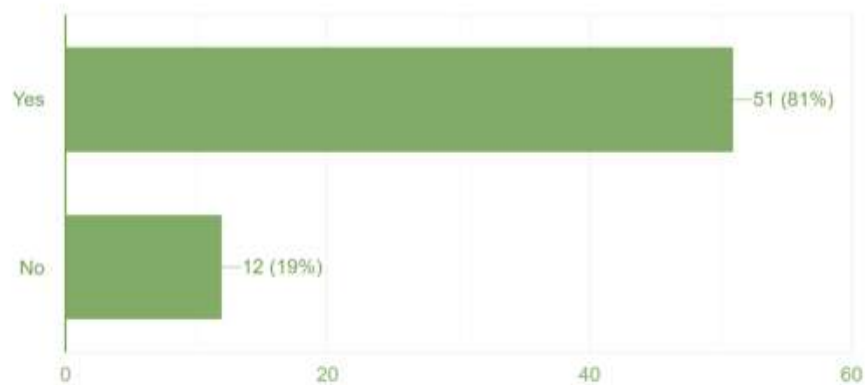
n=63

CATEGORY	FREQUENCY	PERCENTAGE
Yes	51	81%
No	12	19%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 22:EMPLOYEE ENGAGEMENT ACTIVITES**

20. Are there any employee engagement activities taking place?

63 responses



**INTERPRETAION:** Out of total 63 respondents 51 (81%) respondents agree that the company performs several employee engagement activities,

and 12 (19%) respondents says no to the happening of employee engagement activities.

**Table No.23: What will you rate on a scale of 1 to 5, your relations with your head?**

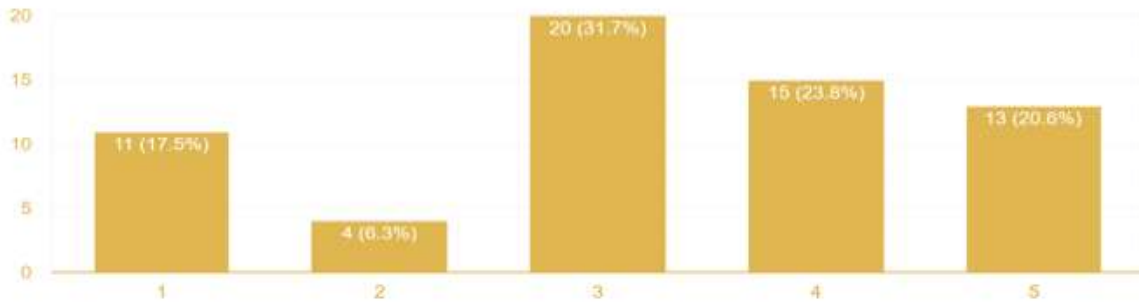
n=63

RATE	FREQUENCY	PERCENTAGE
1	11	17.5%
2	4	6.3%
3	20	31.7%
4	15	23.8%
5	13	20.6%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 23:RELATION WITH AUTHORITIES**

21. What will you rate on a scale of 1 to 5, your relations with your head?

63 responses



**INTERPRETATION:** Out of 63 respondents the highest number of ratings for the description of employees' relation with their manager is 3, which

means the relations are both good and bad depending on the situation of work.

**Table No.24: On a scale of 1 to 5, how happy are you at work?**

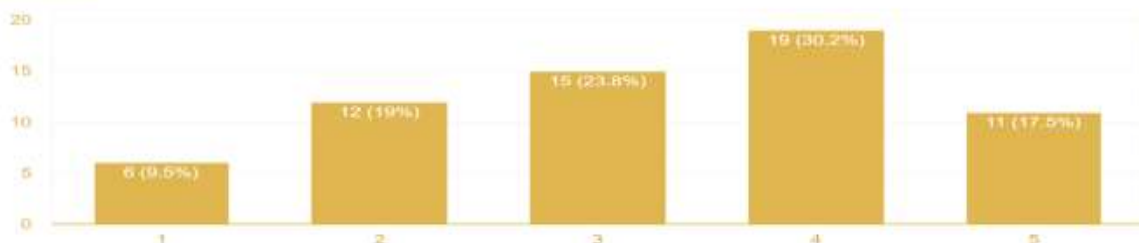
n=63

RATE	FREQUENCY	PERCENTAGE
1	6	9.5%
2	12	19%
3	15	23.8%
4	19	30.2%
5	11	17.5%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 24:WORKPLACE HAPPINESS**

22. On a scale of 1 to 5, how happy are you at work?

63 responses



**INTERPRETATION:** Out of 63 respondents the highest number of ratings for describing their satisfaction in their work and organization is 4,

which means that most of the employees are happy in their work role and in the organization and are willing to work for longer years in the organization.

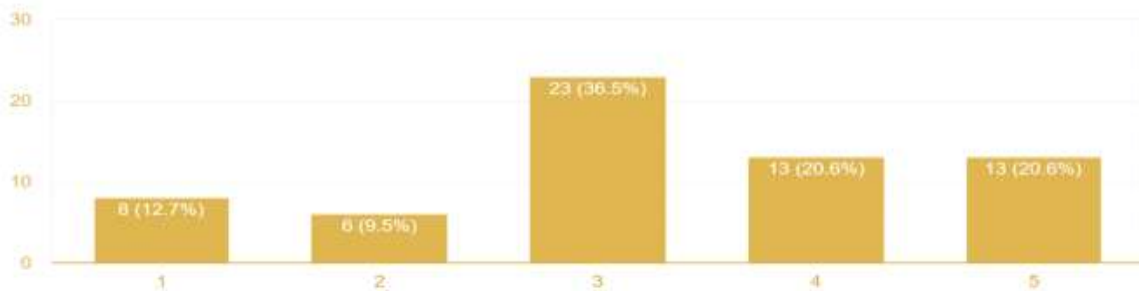
**Table No.25: On a scale of 1 to 5 how would you rate your work life balance?**

n=63

RATE	FREQUENCY	PERCENTAGE
1	8	12.7%
2	6	9.5%
3	23	36.5%
4	13	20.6%
5	13	20.6%
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**FIGURE 25:WORK-LIFE BALANCE**

23. On a scale of 1 to 5 how would you rate your work life balance?  
 63 responses



**INTERPRETATION:** Out of 63 respondents the highest number of ratings for describing their satisfaction in their work and organization is 3, which means that the employees working in the

organization might sometimes not be able to maintain the desired work-life balance and sometimes it would be relaxing situation and would be able to enjoy personal life also.

**Table No.26: What will you rate your performance appraisal/ incentives scheme on a scale of 1 to 5?**

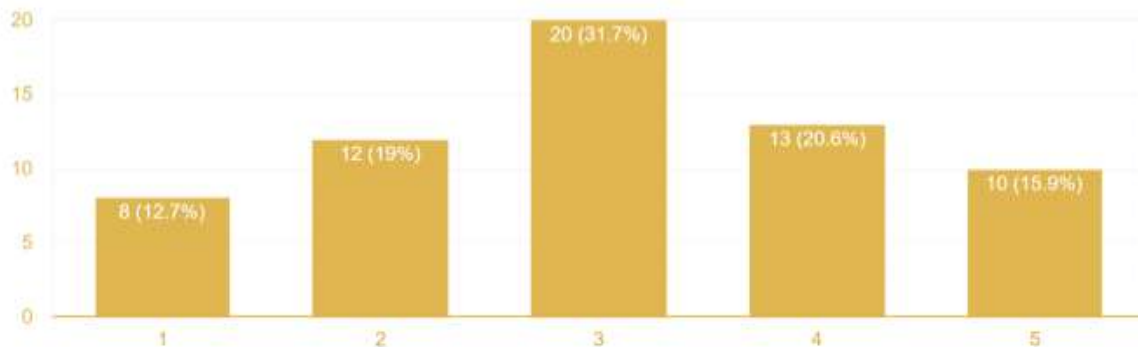
n=63

RATE	FREQUENCY	PERCENTAGE
1	8	12.7%
2	12	19%
3	20	31.7%
4	13	20.6%

5	10	15.9%
TOTAL	63	100

FIGURE 26: PERFORMANCE APPRAISAL OR INCENTIVES

24. What will you rate your performance appraisal/ incentives scheme on a scale of 1 to 5?  
 63 responses



**INTERPRETATION:** Out of 63 respondents the highest number of ratings given by employees about their performance appraisal and incentive plans is 3, which describes that some of the employees are satisfied by the PA plans, and some are not, so company should focus on 100% satisfaction of the employees especially in their performance appraisals, in case of employee retention.

**Table No.27: What are your expectations from the company to increase your job satisfaction? n=63**

- Of all the 63 respondents, it could be derived by the answers that the employees also keep high expectations from the company as they are equally investing their time, efforts, and skills to perform better every day and contribute to the growth of the company. Some of the basic expectations of employees are- considering employee as asset and not just a labour, mutual respect and good environment to work, better incentive and promotions plan, coordination, technical development programs, job security, workload management, good benefits and appreciation for work, reward system and proper work allocation. Company should focus on all the mentioned expectations to increase the retention rate of employees and set an example for other companies.

**VI. CHAPTER 5: FINDINGS, SUGGESTIONS AND CONCLUSION**  
**FINDINGS**

- 1) Out of total 63 respondents 38 (60.32%) of the respondents are in the age-group of 18-22 years, 22 (34.92%) of the respondents are in the age-group of 23-27 years, 3 (4.76%) of the respondents are in the age-group of 28-32 years. Hence it can be seen that majority of the respondents are in the age-group of 18 to 22 years.
- 2) Out of total 63 respondents, majority of the respondents were from HR Department.
- 3) Out of 63 respondents, majority of the respondents' designation was junior level employees.
- 4) Out of total 63 respondents 60 (95.2%) of the respondents have worked for 0 to 5 years in the organization, 2 (3.2%) of the respondents have worked for 6 to 10 years in the organization, 0 (0%) of the respondents have worked for 11 to 15 years in the organization and 1(1.6%) of the respondents have worked for 15 and above years in the organization, Hence it can be seen that majority of the respondents are having experience of 0 to 5 years in the organization.

- 5) Out of total 63 respondents 28 (44.4%) of the respondents strongly agree that the company's work culture is well formed, 25 (39.7%) of the respondents agree that the company's work culture is well formed, 7 (11.1%) of the respondents are in neutral favour of company's work culture, 2 (3.2%) of the respondents disagree that the company's work culture is well formed and 1 (1.6%) of the respondents strongly disagree that the company's work culture is well formed. Hence it can be seen that majority of the respondents are strongly agreeing to the well-structured company culture.
- 6) Out of total 63 respondents 25 (39.7%) of the respondents strongly agree that the co-workers are helpful, 29 (46%) of the respondents agree that the co-workers are helpful, 8 (12.7%) of the respondents are in neutral favour about co-workers, 0 (0%) of the respondents disagree that the co-workers are helpful, and 1 (1.6%) of the respondents strongly disagree that the co-workers are helpful. Hence it can be seen that majority of the respondents are agreeing to the fact of co-workers being helpful and building good atmosphere to work.
- 7) Out of total 63 respondents 16 (25.4%) of the respondents strongly agree that the work is distributed evenly in team, 20 (31.7%) of the respondents agree that the work is distributed evenly in team, 22 (34.9%) of the respondents are in neutral favour about the work distribution in team, 4 (6.3%) of the respondents disagree that the work is distributed evenly in team, and 1 (1.6%) of the respondents strongly disagree that the work is distributed evenly in team. Hence it can be seen that majority of the respondents are in favour of neutral about the even work distribution in team.
- 8) Out of total 63 respondents 17 (27%) of the respondents strongly agree that the organization provides several promotion and growth opportunities in the company, 25 (39.7%) of the respondents agree that the organization provides several promotion and growth opportunities in the company, 16 (25.4%) of the respondents are in neutral favour about the growth opportunities in the company, 4 (6.3%) of the respondents disagree that the organization provides several promotion and growth opportunities in the company and 1 (1.6%) of the respondents strongly disagree that the organization provides several promotion and growth opportunities in the company. Hence it can be seen that majority of the respondents are in favour of agreeing about the promotion and career development in the organization.
- 9) Out of total 63 respondents 13 (20.6%) of the respondents strongly agree that the organization provides tools and technologies for better work, 25 (39.7%) of the respondents agree that the organization provides tools and technologies for better work, 16 (25.4%) of the respondents are in neutral favour about the tools and technologies provided, 4 (6.3%) of the respondents disagree that organization provides tools and technologies for better work and 1 (1.6%) of the respondents strongly disagree that the organization provides tools and technologies for better work. Hence it can be seen that majority of the respondents are in favour of agreeing about the technologies provided by the company to work better.
- 10) Out of total 63 respondents 18 (28.6%) of the respondents strongly agree that the organization respects the culture of every individuals, 24 (38.1%) of the respondents agree that the organization respects the culture of every individuals, 17 (27%) of the respondents are in neutral favour about the cultural acceptance of employees, 2 (3.2%) of the respondents disagree that the organization respects the culture of every individuals and 2 (3.2%) of the respondents strongly disagree that the organization respects the culture of every individuals. Hence it can be seen that majority of the respondents are in favour of agreeing about the cultural acceptance of employees.
- 11) Out of total 63 respondents 16 (25.4%) of the respondents strongly agree that the organization pays equal attention to employees' personal life, 29 (30.2%) of the respondents agree that the organization pays equal attention to employees' personal life, 16 (25.4%) of the respondents are in neutral favour that the organization pays equal attention to employees' personal life, 10 (15.9%) of the respondents disagree that the organization pays equal attention to employees' personal life and 2 (3.2%) of the respondents strongly disagree that the organization pays equal attention to

employees' personal life. Hence it can be seen that majority of the respondents are in favour of agreeing that the company supports family lives of employees when needed.

- 12) Out of total 63 respondents 14 (22.2%) of the respondents strongly agree that the organization formulates policies that contribute in welfare of employees, 29 (46%) of the respondents agree that the organization formulates policies that contribute in welfare of employees, 15 (23.8%) of the respondents are in neutral favour about the policy formulation, 3 (4.8%) of the respondents disagree that the organization formulates policies that contribute in welfare of employees and 2 (3.2%) of the respondents strongly disagree that the organization formulates policies that contribute in welfare of employees. Hence it can be seen that majority of the respondents are in favour of agreeing that the policies are well-formulated.
- 13) Out of total 63 respondents 16 (25.4%) of the respondents strongly agree that the organization invests time and money in updating technologies, 23 (36.5%) of the respondents agree that the organization invests time and money in updating technologies, 16 (25.4%) of the respondents are in neutral favour about the technology update, 7(11.1%) of the respondents disagree that the organization invests time and money in updating technologies and 1 (1.6%) of the respondents strongly disagree that the organization invests time and money in updating technologies. Hence it can be seen that majority of the respondents are in favour of agreeing that the organization is investing ample amount of time and money in updating technologies.
- 14) Out of total 63 respondents 16 (25.4%) of the respondents strongly agree that the senior manager encourages employees to increase work productivity, 28 (44.4%) of the respondents agree that the senior manager encourages employees to increase work productivity, 9 (14.3%) of the respondents are in neutral favour about encouragement, 8 (12.7%) of the respondents disagree that the senior manager encourages employees to increase work productivity and 2 (3.2%) of the respondents strongly disagree that the senior manager encourages employees to increase work productivity. Hence it can be seen that majority of the respondents are in favour of agreeing that senior manager encourages employees to increase work productivity and henceforth the performance.
- 15) Out of total 63 respondents 16 (25.4%) of the respondents strongly agree that the ideas and suggestions from employees are considered by managers, 25 (39.7%) of the respondents agree that the ideas and suggestions from employees are considered by managers, 16 (25.4%) of the respondents are in neutral favour about consideration of ideas and suggestions, 3 (4.8%) of the respondents disagree that the ideas and suggestions from employees are considered by managers and 3 (4.8%) of the respondents strongly disagree that the ideas and suggestions from employees are considered by managers. Hence it can be seen that majority of the respondents are in favour of agreeing that managers consider and accepts suggestions given by employees from their development.
- 16) Out of total 63 respondents 20 (31.7%) of the respondents strongly agree that the managers stay invested in team and work in harmony, 25 (39.7%) of the respondents agree that the managers stay invested in team and work in harmony, 11 (17.5%) of the respondents are in neutral favour about managers cooperation, 6 (9.5%) of the respondents disagree that managers stay invested in team and work in harmony and 1 (1.6%) of the respondents strongly disagree that the managers stay invested in team and work in harmony. Hence it can be seen that majority of the respondents are in favour of agreeing that managers are team-players and invest time to work together.
- 17) Out of total 63 respondents 16 (25.4%) of the respondents strongly agree that their skills and abilities contribute highly in their job performance, 30 (47.6%) of the respondents agree that their skills and abilities contribute highly in their job performance, 11 (17.5%) of the respondents are in neutral favour about their skill utilization, 5 (7.9%) of the respondents disagree that their skills and abilities contribute highly in their job performance and 1 (1.6%) of the respondents strongly disagree that their skills and abilities contribute highly in their job performance. Hence it can be seen that majority of the respondents are in favour of agreeing about

- utilization of their skills and abilities in job roles.
- 18) Out of total 63 respondents 17 (27%) of the respondents strongly agree that the employees' feedback is appreciated, 21 (33.3%) of the respondents agree that employees' feedback is appreciated, 17 (27%) of the respondents are in neutral favour about feedback appreciation, 5 (7.9%) of the respondents disagree that the employees' feedback is appreciated and 3 (4.8%) of the respondents strongly disagree that the employees' feedback is appreciated. Hence it can be seen that majority of the respondents are in favour of agreeing that a two-way feedback culture is well-appreciated by the organization.
- 19) Out of total 63 respondents 22 (34.9%) of the respondents strongly agree that the trainings provide by the company are relevant and useful, 23 (36.5%) of the respondents agree that the trainings provide by the company are relevant and useful, 14 (22.2%) of the respondents are in neutral favour of effectiveness of trainings, 3 (4.8%) of the respondents disagree that the trainings provide by the company are relevant and useful and 1 (1.6%) of the respondents strongly disagree that the trainings provide by the company are relevant and useful. Hence it can be seen that majority of the respondents are in favour of agreeing that the trainings provided by the company are useful for both personal and professional life.
- 20) Out of total 63 respondents 54 (85.7%) respondents agree that their managers value their feedback and act accordingly and 9 (14.3%) respondents do not agree on their manager's approach towards their feedback.
- 21) Out of total 63 respondents 54 (85.7%) respondents agree that the communication of tasks and other news is done efficiently by the superiors and 9 (14.3%) respondents do not agree that the communication of tasks and other news is done efficiently.
- 22) Out of total 63 respondents 52 (82.5%) respondents agree that they see themselves growing in their career in this company and 11 (17.5%) respondents do not agree on the growth opportunities given by the company.
- 23) Out of total 63 respondents 58 (92.1%) respondents agree that they are aware of the expectations that company keeps from them in order to perform better and 5 (7.9%) respondents are not aware about the expectations of the company from their and hence face confusion.
- 24) Out of total 63 respondents 51 (81%) respondents agree that the company performs several employee engagement activities, and 12 (19%) respondents says no to the happening of employee engagement activities.
- 25) Out of 63 respondents the highest number of ratings for the description of employees' relation with their manager is 3, which means the relations are both good and bad depending on the situation of work.
- 26) Out of 63 respondents the highest number of ratings for describing their satisfaction in their work and organization is 4, which means that most of the employees are happy in their work role and in the organization and are willing to work for longer years in the organization.
- 27) Out of 63 respondents the highest number of ratings for describing their satisfaction in their work and organization is 3, which means that the employees working in the organization might sometimes not be able to maintain the desired work-life balance and sometimes it would be relaxing situation and would be able to enjoy personal life also.
- 28) Out of 63 respondents the highest number of ratings given by employees about their performance appraisal and incentive plans is 3, which describes that some of the employees are satisfied by the PA plans, and some are not, so company should focus on 100% satisfaction of the employees especially in their performance appraisals, in case of employee retention.
- 29) Of all the 63 respondents, it could be derived by the answers that the employees also keep high expectations from the company as they are equally investing their time, efforts, and skills to perform better every day and contribute to the growth of the company. Some of the basic expectations of employees are-considering employee as asset and not just a labour, mutual respect and good environment to work, better incentive and promotions plan,



coordination, technical development programs, job security, workload management, good benefits and appreciation for work, reward system and proper work allocation. Company should focus on all the mentioned expectations to increase the retention rate of employees and set an example for other companies.

### **CONCLUSION**

- Based on the study, the following conclusions can be made: Inox CVA has many positive points in comparison with negative points be it with administration or management.
- As 60% of the respondent employees are satisfied with the company culture and structure if the work is taking place, which denotes that the company is fair with internal rules & regulations to ensure getting the best results and performance from them. 20% of the employees feel that the work environment is difficult and should be made smooth, so that they can contribute in a better manner. The relations with managers and team along with efficient communication should be made effortless.
- 65 % of the respondent employees feel safe about their future due to their job, this indicates
- that the organization is providing job security and stability for all employees to ensure getting the best results and performance.
- Since majority i.e., 75% of the respondent employees are getting good appreciation from their superiors, this shows that the employees hard work and good performances to ensure getting the best results and performance from them.
- Job Satisfaction needs to be analysed and interpreted in a very robust manner and also it needs to be analysed regularly to ensure that the employees are happy in the organization. The criticisms from employees should not be taken in a negative way but rather positively to make the firm better and hold a good reputation among the existing competitive markets. The employees should not be punished in any way to give negative feedbacks but should be appreciated to suggest the possibilities of improvement. The company should always find ways to improve and maintain the highest level of satisfaction for the employees to achieve profit and gain success in their area.

- Organization should adopt mix environment of both formal and informal approach towards work to help employees feel comfortable in sharing their creative thoughts and ideas to expand the business and they should be acknowledged by the authorities to make them feel satisfied.
- Job satisfaction plays a critical role in employees' performance and productivities. In a nutshell company is trying to implement a fair and uniform policy and maintaining the transparency which is why the job satisfaction level among employee respondents is good and for the other factors of satisfaction as well. Job Satisfaction is a very crucial yet very important part to be considered and taken care of because, 'The employees are the legs of the organization and without which the organization cannot run well in the race of competition.'

### **SUGGESTIONS**

- Company should focus more on the easy-going manner of communication and not overwhelm the employees with a lot of things at one go.
- The employees should maintain constant connect with leads and managers to ensure their work productivity.
- The managers should focus on team development along with individual development as it will improvise the relation between employees and manager.
- The company should create more employee engagement activities to keep employees relaxed and also will increase the retention rate.
- The incentive and appraisal plans should be made considering the expectations of the employees.
- The company should always put a positive and acceptable approach to employees' ideas and suggestions so that they can feel heard and valued.
- The employees should be aware of the expectations and that can be made by daily connects with managers and team members.
- Sometimes the overburden of work tends to increase the working potential and the stress might lead to better results, so work should be delegated wisely.
- The employees should know their worth for the company, for which the organization can conduct various rewards and recognition ceremonies.

- Weekly or monthly non-monetary appraisals for the best performers should be adopted to keep employees hyped up about their work.
- The organization can change their work structure to 5 days a week so that employees' expectations of getting extra leaves is satisfied.
- The work culture should be made liberal so that employees get more creative and invest their time efficiently.
- The lunch hours, birthdays, work-anniversaries, etc., days should be celebrated in the office itself.
- The organization should lay attention towards employees demands and how to handle the invalid demands.
- Once in a month team outing should be planned to better know each other and maintain smooth relations with team members and managers.

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#### ANNEXURE

##### (Question 1 to 15- Likert Scale based)

- Company's culture is well formed and followed for better work.
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- The co-workers are extremely helpful and builds a good atmosphere to work along.
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- The workload is distributed evenly across your team.
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- There are several opportunities offered by company for promotions and career development.
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- The tools and technologies you need to do your job well are provided sufficiently.
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- The cultural belongingness of each employee is equally respected.
  - Strongly Agree

- Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- 7.** Company intervenes in the personal or family matters when asked to by any employee.
- Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- 8.** The policies for employees' welfare and recognition in the company are well formulated.
- Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- 9.** Organization invests enough time and money in updating technologies.
- Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- 10.** There is encouragement from your senior management to increase your work productivity.
- Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- 11.** The suggestions or ideas given to management are rightly considered during time of any developmental activity.
- Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- 12.** The management is highly invested in the success of the team and cooperates well in leading the company high.
- Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- 13.** The skills and abilities of the employee are well utilized in the job performance.
- Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- 14.** A two-way feedback culture is well appreciated in the company.
- Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- 15.** The trainings provided by the company are useful for both personal and professional development.
- Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
- (Question 16 to 20- Yes or No)**
- 16.** Do your managers value your feedback?
- Yes
  - No
- 17.** Do your superiors communicate company news effectively and in a timely manner?
- Yes
  - No
- 18.** Do you see any growth opportunities in your area of interest in this company?
- Yes
  - No

19. Are you aware of the company's expectations from you?

- Yes
- No

20. Are there any employee engagement activities taking place?

- Yes
- No

**(Question 21 to 24- 1 to 5 rate scale based)**

21. What will you rate on a scale of 1 to 5, your relations with your head?



22. On a scale of 1 to 5, how happy are you at work?



23. On a scale of 1 to 5 how would you rate your work life balance?



24. What will you rate your performance appraisal/ incentives scheme on a scale of 1 to 5?



**(Question 25- Open ended question)**

25. What are your expectations from the company to increase your job satisfaction?