

**A STUDY ON IMPACT OF MOTIVATION ON EMPLOYEE WITH SPECIAL
REFERENCE TO SHIASH INFO SOLUTIONS PRIVATE LIMITED,CHENNAI**

Submitted in partial fulfilment of the requirements for the award of

Bachelor of Commerce

by

MOETHIRADEVI Y

(40740205)



**DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF MANAGEMENT STUDIES**

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIVGANDHI SALAI, CHENNAI-600119

APRIL-2023



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DEPARTMENT OF BUSINESS ADMINISTRATION

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work **MOETHIRADEVI Y (40740205)** who carried out the Project Training at "SHIASH INFO SOLUTIONS PRIVATE LIMITED" under our supervision for a period of 3 months from January 2023 to March 2023.

DR. JOHN PAUL M

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DECLARATION

I **MOETHIRADEVI Y** (40740205) hereby declare that the Project work done by me under the guidance of **DR. JOHNPAUL M** (Internal) and (External) **CHANDRAKALA S** at **SHIASH INFO SOLUTIONS PRIVATE LIMITED** is submitted in partial fulfilment of the requirements for the award of Bachelor of Commerce.

DATE: **29/04/2023**

PLACE: CHENNAI

A handwritten signature in black ink, appearing to read 'Moethiradevi Y', is written over a faint, circular official stamp.

SIGNATURE OF THE CANDIDATE

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my thanks to **Dr. G. Bhuvaneswari, MBA., Ph.D., Dean - School of Management Studies** and **Dr. A. Palani , M.Com., M.Phil., M.B.A., Ph.D., Head of the Department, Dept. of Business Administration** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **Dr. JOHN PAUL M** for his/her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the Department of Business Administration who were helpful in many ways for the completion of the training.

MOETHIRADEVI Y

ABSTRACT

SHIASH INFO SOLUTION PRIVATE LIMITED (SHOLINGANALLUR). The project training which focuses toward impart knowledge and practical exposure in the organization. It enhances the knowledge level of the candidate where in which they can apply knowledge in future carrier through this study.

Meeting the wants and needs of employees can be greatly improved through these employees motivation. The purpose of this study is to learn about the impact on motivation of the employees. The purpose of this study is to determine whether the company provides employees motivation.

When looking back on the history of an organization's motivation for employees, they have always and will continue to play a crucial role in boosting morale. The research was conducted with the sample of 120. The structure questionnaire that the respondents completed was used to collect the primary data.

The collected data were analysed for interpretation by percentage analysis. Employees are happy and satisfied with the welfare facility, and they want the company to keep their working conditions. Based on the finding of the study, suggestions were made.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION ON IMPACT OF MOTIVATION ON EMPLOYEE

Employee morale is defined as the attitude, satisfaction and overall outlook of employees during their association with an organization or a business. Employee morale describes the overall outlook, attitude, satisfaction, and confidence that employees feel at work. When employees are positive about their work environment and believe that they can meet their most important career and vocational needs, employee morale is positive or high.

Employee morale is vital to organization culture- a positive collective attitude will create a positive working environment for everyone. If your organization has a poor morale or a culture of suffering then there is a possibility that in your organization employees have a low or negative morale that can adversely affect the productivity of the organization. It can most certainly lead to greater employee attrition, just to begin with.

Employee morale is how satisfied employees feel about their work environment. Employee morale is important for many businesses due to its direct effect on productivity. Employees with higher morale exhibit higher productivity while employees with lower morale show lower productivity.

Types:

1. Individual and Group:

Individual morale is a single person's attitude towards work, environment etc. whereas group morale reflects the general attitude of a group of persons. Group morale is everybody's concern and may go on changing with the passage of time. Individual and group morale are interested but not necessarily identical. They have an effect on each other. The individual's personal perception of the present conditions may be high but the group's perception may be low or vice-versa.

2. High and Low:

Morale may be referred to high morale or low morale. In the words of McFarland, high morale exists when employee attitudes are favorable to the total situation of a group and to the attainment of its objectives. Low morale exists when attitudes inhibit the willingness and ability of an organization to attain its objectives. The words such as zeal, enthusiasm, loyalty, dependability denote high morale. Low morale may be described by words like lack of interest, laziness, apathy, bickering, jealousy, quarrelsome, pessimism, etc.

Factors influencing:

- Organization
- Personal Factor
- Performance Appraisal
- Leadership & Supervision
- Work Environment
- Peer group relationships
- Job satisfaction

These factors are important in influencing the of employees.

1.2 INDUSTRY PROFILE

Information technology, and the hardware and software associated with the IT industry, are an integral part of nearly every major global industry. The information technology (IT) industry has become one of the most robust industries in the world. IT, more than any other industry or economic facet, has an increased productivity, particularly in the developed world, and therefore is a key driver of global economic growth. Economies of scale and insatiable demand from both consumers and enterprises characterize this rapidly growing sector.

The Information Technology Association of America (ITAA) explains; information technology as encompassing all possible aspects of information systems based on computers. Both software development and the hardware involved in the IT industry include everything from computer systems, to the design, implementation, study and development of IT and management systems.

Owing to its easy accessibility and the wide range of IT products available, the demand for IT services has increased substantially over the years. The IT sector has emerged as a major global source of both growth and employment.

Features of the IT Industry at a Glance:

- Economies of scale for the information technology industry are high. The marginal cost of each unit of additional software or hardware is insignificant compared to the value addition that results from it.
- Unlike other common industries, the IT industry is knowledge-based.
- Efficient utilization of skilled labour forces in the IT sector can help an economy achieve a rapid pace of economic growth.
- The IT industry helps many other sectors in the growth process of the economy including the services and manufacturing sectors.

The role of the IT Industry:

The IT industry can serve as a medium of e-governance, as it assures easy accessibility to information. The use of information technology in the service sector improves operational efficiency and adds to transparency. It also serves as a medium of skill formation.

MAJOR STEPS TAKEN FOR PROMTION OF IT INDUSTRY**Domain of the IT Industry:**

A wide variety of services come under the domain of the information technology industry. Some of these services are as follows:

- Systems architecture
- Database design and development
- Networking
- Application development
- Testing
- Documentation
- Maintenance and hosting
- Operational support
- Security services

Information Technology in India

Information Technology in India is an industry consisting of two major components: IT services and business process outsourcing (BPO). The sector has increased its contribution to India's GDP from 1.2% in 1998 to 7.7% in 2017. According to NASSCOM, the sector aggregated revenue of US \$160 billion in 2017 with export revenue standing at US \$99 billion and domestic revenue at US \$48 billion, growing by over 13%. The United States accounts for two-thirds of India's IT services exports.

History of Information technology in India:

India's IT Services industry was born in Mumbai in 1967 with the establishment of the Tata Group in partnership with Burroughs. The first software export zone, SEEPZ – the precursor to the modern-day.

IT park – was established in Mumbai in 1973. More than 80 percent of the country's software exports were from SEEPZ in the 1980s.

The Indian economy underwent major economic reforms in 1991, leading to a new era of globalization and international economic integration, and annual economic growth of over 6% from 1993–2002. The new administration under Sri Atal Bihari Vajpayee (Posthumus) (who was Prime Minister from 1998–2004) placed the development of Information Technology among its top five priorities and formed the Indian National Task Force on Information Technology and Software Development.

Wolcott & Goodman (2003) report on the role of the Indian National Task Force on Information Technology and Software Development.

MARKET SIZE

- India's IT & ITeS industry grew to US \$181 billion in 2018-19. Exports from the industry increased to US \$137 billion in FY19 while domestic revenues (including hardware) advanced to US \$44 billion.
- Spending on Information Technology in India is expected to grow over 9 per cent to reach US \$87.1 billion in 2018. *
- Revenue from digital segment is expected to comprise 38 per cent of the forecasted US \$350 billion industry revenue by 2025.

INVESTMENTS/ DEVELOPMENT

Indian IT's core competencies and strengths have attracted significant investments from major countries. The computer software and hardware sector in India attracted cumulative Foreign Direct Investment (FDI) inflows worth US\$ 37.23 billion between April 2000 and March 2019 and ranks second in inflow of FDI, as per data released by the Department for Promotion of Industry and Internal Trade (DPIIT).

Leading Indian IT firms like Infosys, Wipro, TCS and Tech Mahindra, are diversifying their offerings and showcasing leading ideas in block chain, artificial intelligence to clients using innovation hubs, research and development centres, in order to create differentiated offerings.

Some of the major developments in the Indian IT and ITeS sector are as follows:

- NASSCOM has launched an online platform which is aimed at up-skilling over 2 million technology professionals and skilling another 2 million potential employees and students.

- Revenue growth in the BFSI vertical stood at 6.80 per cent y-o-y between July September 2018.
- As of March 2018, there were over 1,140 GICs operating out of India.
- PE investments in the sector stood at US\$ 2,400 million in Q4 2018.
- Venture Capital (VC) investments in the IT & ITeS sector stood at US\$ 53.0 million during Q4 2018.

GOVERNMENT INITIATIVES

Some of the major initiatives taken by the government to promote IT and ITeS sector in India are as follows:

- The government has identified Information Technology as one of 12 champion service sectors for which an action plan is being developed. Also, the government has set up a Rs.5,000 crore (US\$ 745.82 million) fund for realizing the potential of these champion service sectors.
- As a part of Union Budget 2018-19, NITI Aayog is going to set up a national level programme that will enable efforts in AI and will help in leveraging AI technology for development works in the country.
- In the Interim Budget 2019-20, the Government of India announced plans to launch a national programme on AI and setting up of a National AI portal.
- National Policy on Software Products-2019 was passed by the Union Cabinet to develop India as a software product nation.

ACHIEVEMENTS

Following are the achievements of the government during 2017-18:

- About 200 Indian IT firms are present in around 80 countries.
- IT exports from India are expected to reach highest ever mark of US\$ 126 billion in 2017-18.

- Highest ever revenue was generated by Indian IT firms at US\$ 181 billion in 2018-19.

ROAD AHEAD

India is the topmost off shoring destination for IT companies across the world. Having proven its capabilities in delivering both on-shore and off-shore services to global clients, emerging technologies now offer an entire new gamut of opportunities for top IT firms in India. Export revenue of the industry is expected to grow 7-9 per cent year-on-year to US\$ 135-137 billion in FY19. The industry is expected to grow to US\$ 350

7.7 per cent to the country's GDP	Size Of the industry
Delhi, Hyderabad, Chennai, Bangalore, Kolkata, Pune	Geographical Distribution
Compound annual growth rate (CAGR) of 22.7 % between 2009 and 2011	Output per Annum
According to NAASCOM the revenue from Technology sector has risen information from 1.2% of the GDP in 1997 - 98 to 5.8% of the GDP in 2008-09	Market capitalization

billion by 2025 and BPM is expected to account for US\$ 50-55 billion out of the total revenue.

INDIA'S IT MARKET SIZE GROWING:

- IT BPM industry revenues (excluding hardware) was estimated at around US\$ 154 billion in FY 2016-17 and grew to US\$ 167 billion in FY2017-18.
- The contribution of the IT sector to India's GDP stood at 7.9 per cent in 2017-18.

- The domestic revenue^ of the IT industry is estimated at US\$ 41 billion and export revenue is estimated at US\$ 126 billion in FY18.
- The market size of India's IT-BPM sector is expected to grow to US\$ 350 billion by 2025 and BPM is expected to account for US\$ 50-55 billion out of the total revenue.
- Spending on Information Technology in India is expected to grow over 9 per cent to reach US\$ 87.1 billion in 2018.
- Outsourcing of large technology contracts by clients is expected to accelerate the growth of the industry in FY20.

RECENT TRENDS IN IT INDUSTRY:

- Indian software product industry is expected to reach the mark of US\$ 100 billion by 2025. Indian companies have set up over 1,000 global delivery centres in about 80 countries over the world.
- India is a prominent sourcing destination across the world, accounting for approximately 55 per cent market share in the global services sourcing business, as of FY18.
- India acquired a share of around 38 per cent in the overall Business Process Management (BPM) sourcing market.
- Fall in automation costs and rise of digital has led to higher on shoring by the industry.
- Onshore revenue of Indian IT industry has grown from around 48 per cent in 2011-12 to 55.2 per cent for the quarter ended June 2018.
- Disruptive technologies, such as cloud computing, social media and data analytics, are offering new avenues of growth across verticals for IT companies.
- The SMAC (social, mobility, analytics, cloud) market is expected to grow to US\$ 225 billion by 2020.
- India's IT sector is gradually moving from linear models (rising headcount to increase revenue) to non-linear ones

- In line with this, IT companies in India are focusing on new models such as platform-based BPM services and creation of intellectual property.



Figure 1.1

SHOWS THE SHIASH INFO SOLUTIONS PRIVATE LIMITED



1.3 COMPANY PROFILE

SHIASH INFO SOLUTIONS PRIVATE LIMITED

We are a leading technology solutions company specializing in software development and technological corporate services.

ShiasH Info Solutions is an IT services, Digital and Business solutions company based in Chennai (India) providing Customized Software Development, Web

Application Development, Mobile Application Development and IT Consulting Services. We have earned the pride of being one of the leading desktops & web-based software solution provider in India, we develop software solution that helps our customers to outperform the competition and stay ahead in today's competitive business environment. We firmly believe that business needs can be only met when technology is in sync with business process.

At Shiash Info Solution , we provide multi-dimensional IT services that caters to high-end internet strategy, software development and design solutions for corporate clients all across the globe. We have a wide and varied range of products & services that can suit the divergent needs of our large client base. We understand that for the success of any project Time, Quality and Support has to be top class, for this our planning & quality control team make sure that your projects are very planned & designed to be delivered on time & also, the quality of the project is more than what you have expected. We rapidly transform our self-motivated ideas and concepts into new products and applications along with improving application performance, thus, reducing the complexities of business operations and accelerating the business output or efficiency of our clients.

SERVICES OFFERED:

Enterprise Application Development:

SIS offers end-to-end enterprise solutions with strategic technology approach. Enterprise Applications are becoming the backbone of a business and increasingly important for businesses of all kinds. The main objective of enterprise is to make employees stay connected from where ever they are and access the company's data so they can easily work remotely. Enterprises are adapting to mobility solutions in order to maximize their customer reach and increase the overall productivity. Enterprise Application Development Services provided by us addresses unique challenges and offer solutions like:

- Micro Service Architecture Solutions
- Machine Learning
- Tiered application Development
- Highly scalable solutions
- Service oriented development
- EAI and ERP integration

PRODUCT ENGINEERING:

Product engineering or product development is one of the most challenging and complex processes in IT companies and there are many factors that affect today's businesses including,

- ☐ Increasing employee costs
- ☐ Increased customer demand
- ☐ Regulatory issues
- ☐ Pricing and time-to-market
- ☐ Need for continuous advancement

Our product development process includes client requirements analysis, project planning, architecture design, product development, Q/A testing, deployment, client handover and technical support.

IT OUTSOURCING :

IT Outsourcing in Chennai due to its extensive range of IT consultancy services in Chennai that is required to augment the business of our clients.

Information Technology (IT) Outsourcing service is not a refined area of prospects where we might expect complications to occur. Hence, we are prepared for providing solutions for many other services for our clients. We are the best in providing IT Outsourcing in Chennai as we ensure to find solutions in a short time with minimal resources for your benefit. We work in a pattern and ensure that all possible and comprehensible solutions are presented to you on time and evaluate the opportunities in outsourcing process of them.

As a software development company, we always aim to offer you top quality software solutions.

CLOUS COMPUTING :

SHIASH Info Solutions is the leading and most reputable Cloud Computing service provider in India .We provide you the best pathfinder for the Web Development by introducing Custom Cloud Application. Becoming a part of our coming will release you from the unnecessary investment of money for controlling extensive infrastructure as well as middleware stack. We provide our top-notch quality of cost-effective service so that they can smoothly build up their customer business process.

Our certified skilful expert team of Shiash Info Solution is quite potential to organize elastic and scalable processes of custom business along with the applications on the cloud. We are eligible to provide our diversified client sector a platform so that they can focus on different business rules and applications of the cloud.

We generally highlight some major area of functions such as

- Aspects of middleware
- Infrastructure management
- Scaling procedure
- Extremely powerful security
- Business logic
- Custom code
- Approval processes
- Workflow rules
- Easy to use application

Mobile Application Development:

SMI Mobile Application Development Team provide following services:

- Mobile Application Assessment

- Develop Native & Cross-Platform Apps for iOS and Android (using Titanium & Phone gap)
- Ionic framework – Hybrid application development
- Multi-Device & Multi-Platform Testing
- Single Sign on with Social Platforms like Facebook, LinkedIn, Google, etc with experience of having developed 100+ Mobile Applications, we are uniquely positioned to realize Business Vision to provide Organization's data anytime, anywhere using Mobile Devices.

Enterprise Content Management:

SMI has vast experience amassed while using Content Management Systems (CMS) which helped our client excel as fastest growing companies in the market. We use template driven web design techniques and probe into your organizational requirements for tailoring the right website designs that impress our clients every time. We are expertized with all of the latest CMS systems in the Open-Source world, offers advantages such as timely modification and complete control over the website and its content.

Quality Assurance & Testing Services:

SMI offers a wide range of testing services for enterprises and ISVs across the globe. We help you to get more out of your testing efforts, faster time to market for your next-gen applications/products or mobile apps with measurable quality. Expert test engineers are an integral part of every project we work on to ensure the deliverables meet the most stringent quality standards.

We also leverage our QA talent pool to provide standalone testing services by means of custom-tailored dedicated QA teams. A dedicated team reports directly to the client, and works exclusively on a single project, closely collaborating with the client's staff. This approach has proven very effective for mid and long-term projects that require ultimate resource scalability and product knowledge retention.

DevOps Services:

Our 24/7 IT Infrastructure Management Services cover a wide array of spectrum of Remote Infrastructure Management, Infrastructure Design & Implementation, Virtualization and many others.

- Data Center Management
- Develops Management
- Network Security Management
- Managed Services
- Application Availability Management
- Cloud Advisory Services

We are also proud to share that we adhere to ITIL compliant processes and our Infrastructure Solutions have a low carbon footprint as we deploy highly energy efficient next-gen data centres.

IT Security Services:

- Governance: ITIL; CoBIT, ISO/IEC 20000, ISO/IEC 27000, IS Governance.
- Digital / Process transformation, IS Risk Management, Security Operations.
- Information Systems and Security Audit and Trainings

PROFILE OF SHIASH INFO SOLUTIONS

Name of the Company: ShiasH Info solutions Private Limited

Year of Establishment: 2010

Registered Office: Level 4, Tower A, TEK Meadows, No. 51, Elcot Sez, Sholinganallur,

Chennai - 600 119, Tamilnadu, India

CEO: Mr. s.shivin

Nature of Business: Providing software services

Services: Enterprise Applications, product Tag , cloud computing ,IT Outsourcing, Infrastructure & Management &E-Learning.

Number of Employees: 120

Website : info@shiash.com

VISION: Shiash's vision helps us understand and provide a sense of direction on how we drive our business. It serves as a beacon directing all our thoughts and efforts towards achieving our goal. Since inception, Shiash has truly evolved over the years from a start-up IT services company to a trusted IT partner for leaders in the telecom world. Our vision is to be amongst the top five software services companies focused on the communications industry.

MISSION: We thrive in achieving excellence in providing the best IT solutions to our clients so that they can meet their business needs in the most effective and efficient way. At Shiash Info Solutions we focus on high quality & timely delivery of our Services. We provide cost effective and customized solutions.

1.4 STATEMENT OF PROBLEM

Employees are one of important factors that will affect the performance of the Organization. To be good employees, they must have a good morale also because morale is all about satisfaction, confidence and emotions in the workplace. Many researchers have been studied the employee's morale in various countries. According to Chung sup(2012),Low morale affects company income, productivity, financial competitiveness and organizational objectives. This kind of communication results in a gap between employees and managers, which in turn leads to employee distrust, disrespect, and reduction of morale and workforce motivation. The company that has low morale employees facing some problem such as frequent absenteeism of employees, have problems in communication with management and team in the company or clients, increased employee conflicts. So, this study examines the factors influencing employee morale and level of morale among the employees in Shiash info solutions Pvt Ltd in Chennai.

And also, it will suggest some measures to increase high morale among the employees.

1.5 NEED FOR THE STUDY

Though many researchers have been conducted Study on factors influencing employee morale, no researchers have been conducted this research in SIS Pvt Ltd, Chennai. There exists research gap. To fill this gap, the researcher has taken up the research, Factors Influencing Employee with special reference to SIS Pvt Ltd". SIS is one of the premier IT services Organization in India which offers distinctive technological solutions to the global clients. In SIS Pvt Ltd, Chennai no one has taken this study. By doing this study, I can find out the factors influencing employee in SIS Pvt Ltd.

1.6 OBJECTIVES OF THE STUDY

Primary Objective:

To study the factors influencing motivational tools on employees' morale with special reference to SIS Pvt Ltd.

Secondary objectives:

- To study the factors influencing the morale of the employees in the firm.
- To identify the level of satisfaction of employees towards the organization.
- To know and understand about the employee .
- To suggest measures to increase the morale of employees in SIS Pvt Ltd.

1.7 SCOPE OF THE STUDY

The researcher has taken up the research in SIS Pvt Ltd only. This study is to measure the morale of employees with various factors like Organization, personal factors, Performance Appraisal, Leadership & Supervision, Work Environment, peer group relationship, job satisfaction and other factors related to Morale. This study confined during the period of FEBUARY 2022 to APIRL 2022. During this

period the researcher will complete the research. This study covers employees who are working in SIS Pvt Ltd. 283 employees are taken as sample for the research.

1.8 LIMITATION OF THE STUDY

There are some limitations for this study.

- The time needed for study the impact of employees may be insufficient.
- Employees may not give true information and also their opinion may vary in the future which is unpredictable.

CHAPTER 2

REVIEW OF LITERATURE

2.1 INTRODUCTION TO REVIEW OF LITERATURE

Babajide (2001) conducted the study on “Analysis of work place attitude and Employees Morale; A Case study of Nigerian Breweries Plc”. He reports that the leadership style and communication climate in organization has significantly influenced workers’ morale. Factor analysis and correlation are used in this research. In essence, the level of workers’ participation and involvement in making decisions that affect organizational interest tend to influence their morale.

Dirks and Ferrin (2001) had published an article on “Organization trust leads to employee’s morale”. Objective is to analyse the level of employees’ morale because of the organization trust. He argues that trust results in effects such as positive attitude, higher level of cooperation and workplace behaviour and performance. The trust in the work place is essential to organizational performance and competitiveness in an increasingly global economy.

Munck (2001) had published an article on “Employee’s morale and Employee Turnover”. Objective is to find the relationship between Employee’s morale and employee turnover. Correlations, Regression are used in this research. Morale is associated with greater work effort, but the relationship between work effort and productivity becomes stronger at higher levels of morale and also employee turnover causes a decrease in productivity and often contributes to low employee morale.

Barbara J. Fretwell(2002) conducted the research on “Promoting Organizational Competency: A Solution to Increasing Employee Morale and Customer Satisfaction”. Main aim is to find the employee morale and customer satisfaction. Employee morale within an organization has a direct impact on the satisfaction level of its customers and the company’s ultimate success. When relationship-based leaders promote core competency development of its workforce throughout the organization, an opportunity exists for ensuring high employee morale and customer satisfaction.

Maria Rafferty (2002) conducted the research on “The Effects of Teacher Morale on Teacher Turnover Rates”. She has correlated Teacher Morale and teacher turnover. She states the reasons why teachers choose to change schools or leave teaching completely. The reasons such as stress due to increased demands on time, low pay, and student discipline problems, low morale levels, and lack of support from campus administration are issues that teacher are facing’.

Glimer (2003) had published an article on “effectiveness of employee morale”. indicates that the morale is a group concept and becomes general description of attitudes of the employees in an organisation. He argues that group interactions result informing morale of employees in the organization. It is recommended that morale surveys should be conducted to obtain the requisite information before developing strategies that relate to employee morale, retention and performance.

Therefore, he evaluated the significant impact of leadership over employee morale and motivation.

Julie Abbot(2003) conducted the research on “Does Employee Satisfaction Matter? A Study to Determine Whether Low Employee Morale Affects Customer Satisfaction and Profits in the Business”. An objective of this research is to find out whether low employee morale affects customer satisfaction. Absenteeism is another costly indicator of low morale. Unjustified absenteeism increases cost and decreases productivity. “Dissatisfied employees who are discontented with their bosses can have a high price tag.

Laurie Jerome, Brian H. Kleiner (2003) conducted the research on “Employee morale and its impact on service: what companies do to create a positive service experience”. Objective is to find out the employee morale and its impact in their performance. Companies are now becoming people-oriented, not profit-centered, providing training and technology and investing in people. Examines three amusement parks, including Disney, and considers several common practices and some unique ones. It concludes that although companies perceive customer service as being vital, most copy Disney’s models, including those of staff motivation and employee morale.

Nantaporn Makawatsakul Brian H. Kleiner (2003) had published an article on “The effect of downsizing on morale and attrition”. This study concentrates on downsizing, the modern term for redundancy, which is, of course, no longer a short-term “fix”. It discusses the affect (negative) on morale for the staff left behind, who are called “survivors” here and also the displaced (or jobless) workers.

Robbin, et. al (2003) had published an article on “Factors influencing Employee morale”. They advocated that removing de motivation and improving welfare practices as per demographic profile of the workers to address the issue of low

morale. Job satisfaction can be defined as an individual's general attitude toward his or her job.

Singh, et al., (2003)¹ the morale factors arrived at from the descriptive scale were (1)pride in group and status; (2) belief in the foreman; (3) Fellow workers verses, foreman–centeredness; (4) Pride in the recognition of contribution (5) Pride in growth and advancement and (6) Satisfaction through security and safety work (or) steady work.

Voges and Jennifer (2003) had published an article on “Ugly Office Politics Hurt Morale Productivity”. They revealed that Morale is an important characteristic of a company but can it necessarily affect productivity in a company ultimately increasing the bottom line. From a business perspective, a positive office morale leads to increased productivity and less missed time from work because people enjoy coming in, enjoy the people they work with, and enjoy the challenges of the job. It also leads to great customer service. All are benefits for management and employees both.

Ajala (2004) had published an article on “A survey of workers’ attitude to work in industrial organizations in Lagos State”. She found that knowledge and level of awareness of workers on issues and problems affecting organization where they have invested their talents and skills could also affect their morale, job satisfaction, and intention to stay or quit an organization.

Buchanan & Hueznski (2004) had published an article on “A study on employee morale”. Objective is to analyse the factor which is important for decision making. It was found that Motivation is the cognitive decision-making process through which goal directed behaviour is initiated, energized, directed and maintained. Correlations, T-Test are used in this research.

Goodrich and Terry (2004) had published an article on “Increase in Morale May Boost Bottom Line”. They found that types of distractions that can lower morale such as lack of certainty about jobs and failure of the employees to buy in to the mission statement and goals in their research. They revealed that to determine the relationship between employee satisfaction which provides for morale and customer satisfaction, research was done at Digital Equipment Corporation.

Huang, Robertson and Chang(2004) conducted a study on “Employee’s commitment, and Productivity”. Objective is to find out the level of employee’s commitment towards the productivity. Ensuring adequate facilities are provided to employees is critical to generating greater employee commitment and productivity. The provision of inadequate equipment and adverse working conditions has been shown to affect employee commitment and intention to stay with the organization.

Mackenzie (2004) conducted the study on “Relationship between morale and various factors”. Objective of this study is to find the relationship between morale and any other factors. Factor analysis, chi-square tests are the tools used in this study. In this study, he stated that there is a link between morale and status, leadership, salaries, workload, media coverage and student welfare. Buckley, Schneider.

Linda (2005) had published an article on “Workers’ morale, motivation and performance effectiveness survey in single sex dominated organizations”. She found that the level of workers’ participation and involvement in making decisions that affect organizational interest tend to influence their morale. This implies that, knowledge and level of awareness of workers on issues and problems affecting organization where they have invested their talents and skills could also affect their morale, job satisfaction, and intention to stay or quit an organization.

Nagarajan (2005) conducted the study on “Boss and Employee Morale”. He examined the role played by the immediate boss in boosting the morale of his subordinates. Nine out of ten persons expressed displeasure with the treatment given by their immediate boss and reasons like insufficient monetary incentives, poor working conditions, unfavourable organizational climate and other such factors have been cited only as complementary factors.

Ransom (2005) had published an article on Building employee morale”. He emphasizes characteristics of a high morale in an organization: Offering freedom and autonomy to workers to do their work, Rewarding the employee for exceeding the organizational expectations, and Paying attention to employees and resolving their disputes immediately.

Campbell & Tyler (2006) had published an article on “A study on employees morale”. The term morale refers to a condition of physical and emotional well-being in the individual that makes it possible for him to work and live hopefully and effectively, feeling that he shares the basic purposes of the groups of which he is a member; and that makes it possible for him to perform his tasks with energy, enthusiasm, and self-discipline, sustained by a conviction that, in spite of obstacles and conflict, his personal and social ideals are worth pursuing.

Dorsett (2006) conducted a study on The high cost of low morale & He concluded that organizational layoffs, employee conflict/disputes over contract, high level of employee turnover, unfavourable changes of leadership, and indistinct expectation and corporate direction also lead to create the low employee morale in an organization

David L Weakliem, Stephen J Frenkel (2006) had published an article on “Morale and Workplace Performance”. This study considers the relationship between morale and work place productivity in a representative sample of Australian workplaces. Factor analysis, regression is used in this research. Morale is associated with greater work effort, but the relationship between work effort and productivity becomes stronger at higher levels of morale. The results show that morale influences productivity in an approximately linear fashion.

Dye and Garman (2006) conducted the research & Exceptional leadership: 16 critical competencies for health care executives. It states low level of employee morale is the result of loss of management trust, lack of interpersonal relations and improper working environment. Further, organizational layoffs, employee conflict/disputes over contract, high level of employee turnover, unfavourable changes of leadership, and indistinct expectation and corporate direction also lead to create the low employee morale in an organization.

Gbolahan Solomon Osho, et. al., (2006) had published an article on “Correlation of Morale, Productivity and Profit in Organizations”. Objective is to find out whether the level of employee morale has a direct relationship to productivity and profit. The results revealed a direct relationship between job performance and morale. When morale is low, productivity is low and in turn, profits may be affected.

Howitt (2006) had published an article on “Importance of workers morale and worker performance”. Despite unanimous agreement in the existing literature about the importance of morale in influencing worker performance and hence firms’ profits, neither a well-defined theory nor a well-defined set of factors that contribute to a high level of employee morale has emerged.

Linz et.al (2006) had published an article on Worker morale in Russia: an exploratory study.. It indicates positive relationship between expected rewards and morale among the Russian employees. They explore that expected monetary rewards exhibit a greater influence on morale than expected non-monetary rewards. Their results indicate that there is a strong positive correlation between performance assessment and morale, as well as between positive work attitudes and morale.

Vitalis Margaret ChinyeremmaChigbu (2006) has conducted a study on “Morale and Motivation of Teachers of Nigeria”. He stated that teachers do not feel respected enough by the government, parents or society as a whole and suggests that a well-planned professional development, heightened society’s estimation of the teachers’ professional worth and continuous reappraisal and improvement of teachers’ welfare will enhance morale.

Everett (2007) conducted a study on “Employees Morale leads to organization goal”. Objective is to correlate the employee morale and organization goal. Chi-square test, correlations are used in this research. He discussed that morale is an outgrowth of a positive organizational culture and the concept of morale at work can improve organizational goals while also improving the employee’s job satisfaction and commitment.

Hunter(2007) had published an article on “Developing an employee morale index in the emergency services organization”. This was an effort to index morale based on employee satisfaction. The following factors were constructed to determine employee satisfaction. Mean hours of sick leave taken, Ratio of refusals to acceptances to volunteer for overtime with pay, Number of grievances filed in a given period, Composite scores of job satisfaction, Mean performance evaluation scores. Each of the factors were then weighted and tabulated to determine the morale of the subject fire department.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

- A scientific study's blueprint is the research design. It includes research methods, instruments, and methods for carrying out the research. It helps in identifying and addressing the issue that may arise during the research and analysis process.
- In this survey **DESCRIPTIVE RESEARCH DESIGN** has been used.

3.2 SOURCES OF DATA

Data Collection:

Data collections are classified into two:

1. Primary data
2. Secondary data

The research has done through primary and secondary data.

Primary Data:

✓ Primary data are those which are collected for the first time and they are original in character. These are collected by the researcher to study a particular problem.

✓ The primary data is collected through the questionnaire method. The questionnaire will contain the questions life.

✓ Demographic variables questions for gathering the personal details like name, age, income (monthly, Annual), residential.

Secondary Data:

Secondary data refers to the information or facts already collected. Such data are collected with the objectives of understanding the past status of any variable data collected and reported by some source is accessed and used for the objectives of the study.

The secondary data were collected from:

- ❖ Magazine
- ❖ Books
- ❖ Journals
- ❖ Records maintained by HR department and company websites

3.3 STRUCTURE OF QUESTIONNAIRE

Questionnaire was divided into two sections. First part was designed to know the general information about employees and the second part contained Welfare measures in Shias Info Solution Pvt Ltd.

Sampling Size : 120 employees are selected as sample for the research

3.2 SAMPLING TECHNIQUES:

Sampling Design: Simple random sampling is used in this research. It means employees are selected randomly for the research.

3.6 PERIOD OF STUDY:

The period of study is January 2023 through March 2023.

3.7 ANALYTICAL TOOLS

- ☐ Tools used in this study is percentage analysis.
- ☐ Percentage is calculated by taking the frequency in the category divided by the total number of participants and multiplying by 100.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

1. Age of the Respondents:

The following table shows the Age of the respondents and their frequencies in percentage

AGE	FREQUENCY	PERCENTAGE
20-25	30	25
26-30	43	34.4
31-35	28	22.4
36-40	19	15.2
TOTAL	120	100

Table: 4.1.1 Age of the Respondents

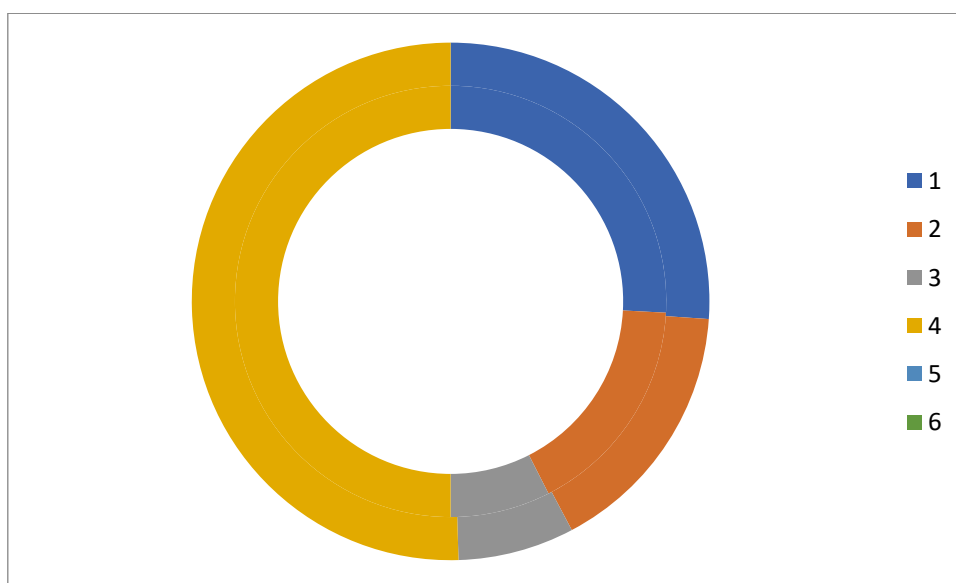


Chart : 4.1.1 Age of the Respondents

Inference:

From the above table, Majority of the respondents are fall under the age category from 26-35(34.4%)

2. Gender of the Respondents:

The following table shows the gender of the respondents and their frequencies in percentage.

Table: 4.1.2 Gender

Gender	Frequency	Percent
Male	67	53.6
Female	58	46.4
Total	120	100

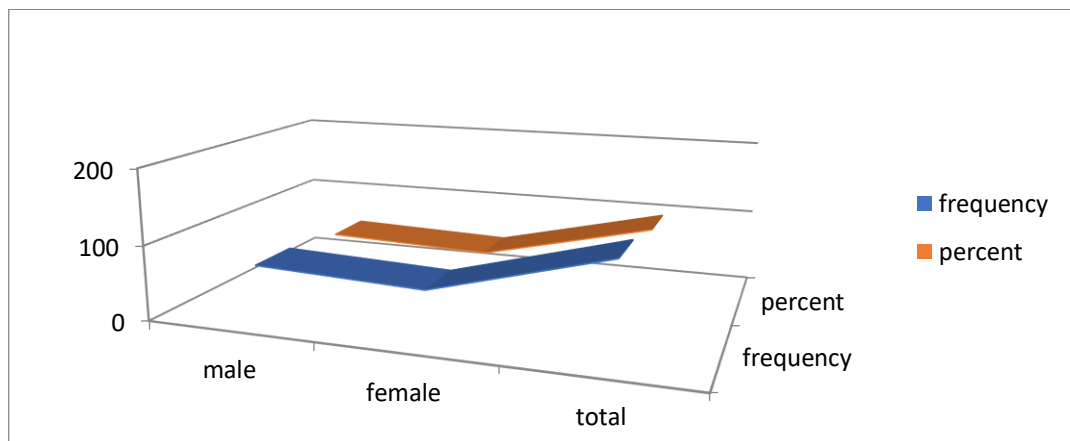


Chart : 4.1.2 Gender

Inference:

From the above table, it could be inferred that Majority of the respondents are male(53.6%)

3. Qualification:

The following table shows the Qualification of the respondents and their frequencies in percentage.

TABLE 4.1.3 QUALIFICATION

Qualification	frequency	percent
UG	38	30.4
PG	54	43.2
Professional	24	19.2
Diploma	7	5.6
Others	2	1.6
Total	120	100

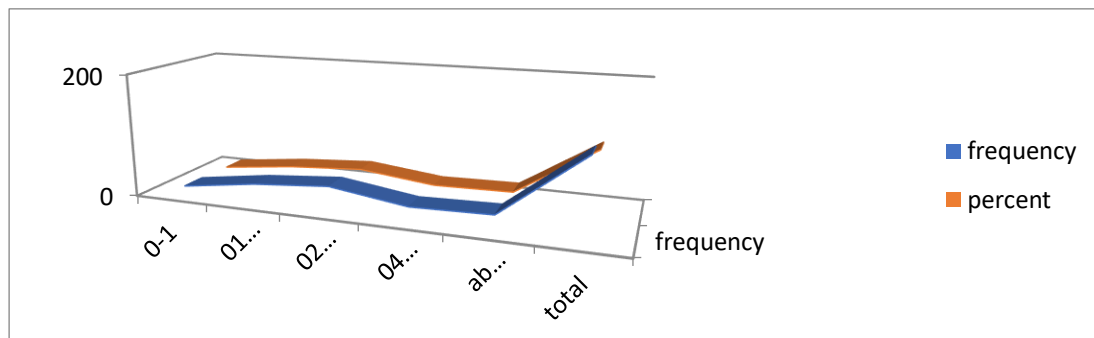


Chart : 4.1.3 QUALIFICATION

Interpretation:

From the above table, majority 43.2% of the respondents have qualification as PG.

4. Marital Status:

The following table shows the Marital Status of the respondents and their frequencies in percentage

Table 4.1.4 MARITAL STATUS

MARITAL STATUS	FREQUENCY	PERCENTAGE
MARRIED	62	51.67
BACHELOR	40	32
SPINSTER	18	14.4
TOTAL	120	100

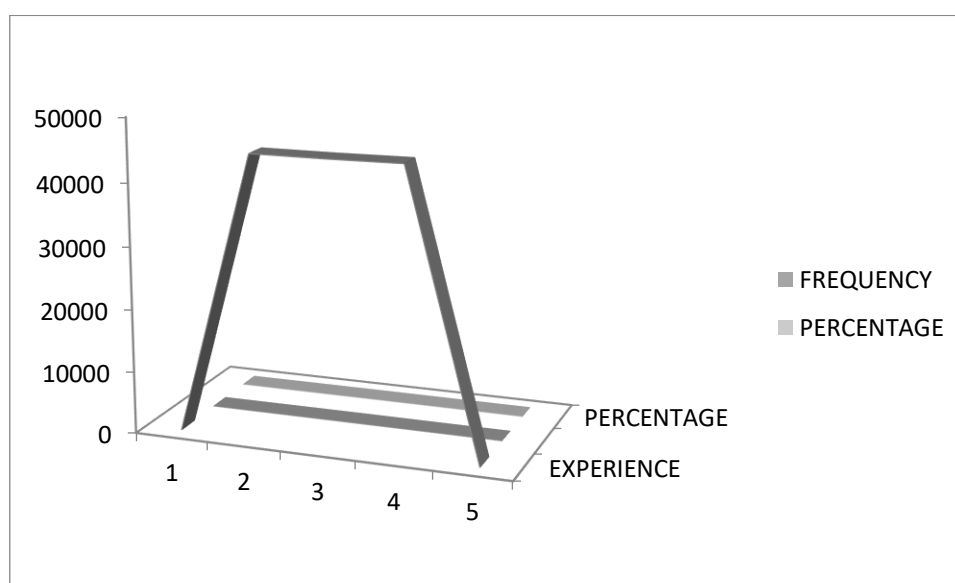


Chart : 4.1.4 MARITAL STATUS

Inference:

From the above table, majority 51.67% of the respondents are married.

5. Locality:

The following table shows the Locality of the respondents and their frequencies in percentage.

TABLE 4.1.5LOCALITY

LOCALITY	FREQUENCY	PERCENTAGE
RURAL	29	23.2
URBAN	41	34.16
SEMIURBAN	50	40
TOTAL	120	100

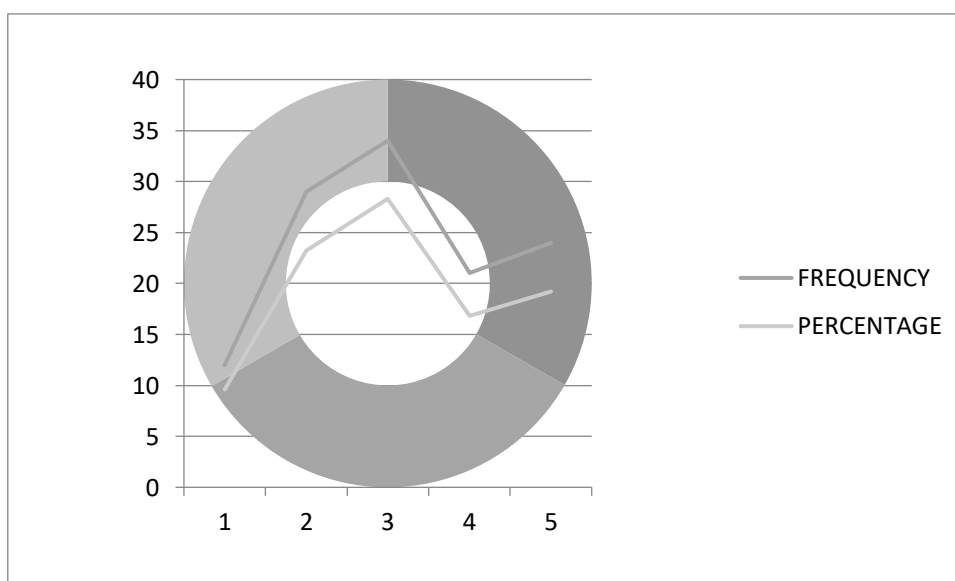


Chart : 4.1.5 LOCALITY

Inference:

From the above table, it was inferred that 34.16% of the respondents are from semi-urban area.

6. Designation:

The following table shows the Designation of the respondents and their frequencies in percentage.

Table 4.1.6 Designation

DESIGNATION	FREQUENCY	PERCENTAGE
DEVELOPER	42	33.6
TESTER	30	25
TRAINER	23	18.4
TRAINEE	7	5.6
OTHERS	18	14.4
TOTAL	120	100

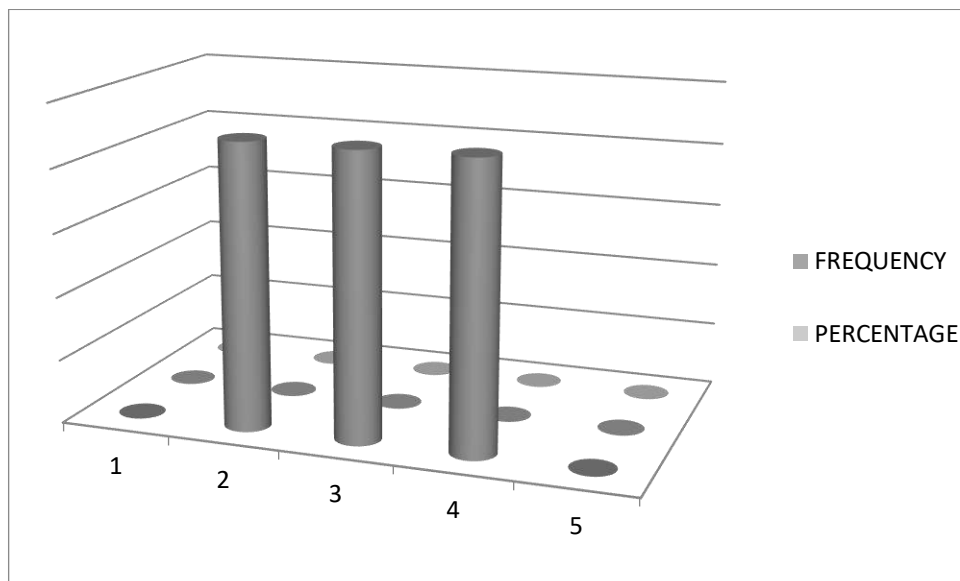


Chart : 4.1.6 Designation

Inference:

From the above table, it was inferred that 33.6% of the respondents are Developer.

7. Monthly Income:

The following table shows the Monthly Income of the respondents and their frequencies in percentage.

TABLE 4.1.7MONTHLY INCOME

MONTHLY INCOME	FREQUENCY	PERCENTAGE
LESS THAN 25000	19	15.2
26000-30000	41	32.8
31000-40000	31	25.8
41000-50000	16	12.8
ABOVE 50000	13	10.4
TOTAL	120	100

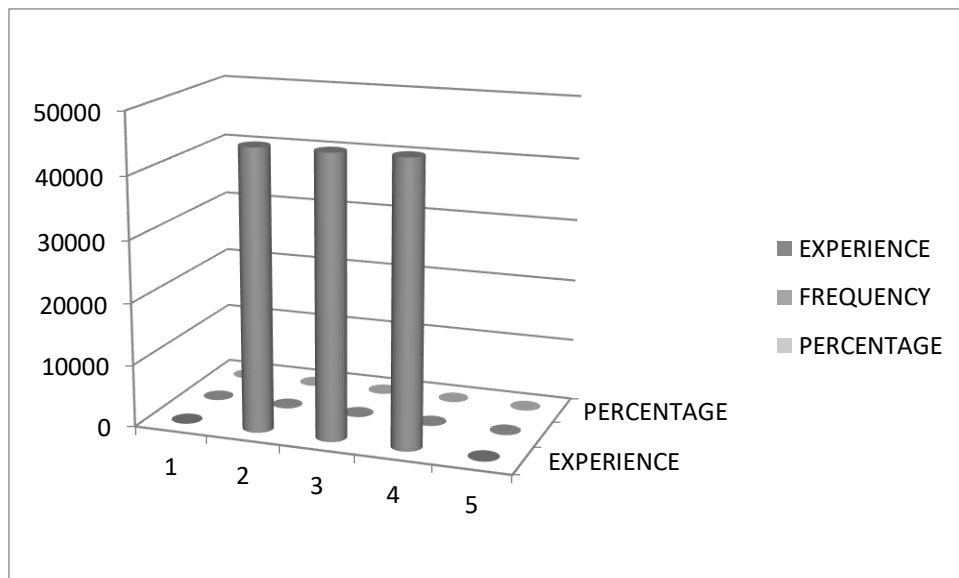


Chart : 4.1.7MONTHLY INCOME

Interpretation:

From the table, majority 32.8% of the respondents have monthly income as 26000-50000.

8. Department:

The following table shows the Department of the respondents and theory frequencies in percentage.

Table 4.1.8Department

DEPARTMENT	FREQUENCY	PERCENTAGE
DEVELOPMENT	58	46.4
ACCOUNTS	11	8.8
TESTING	30	25
HR	9	7.2
OTHERS	12	9.6
TOTAL	120	100

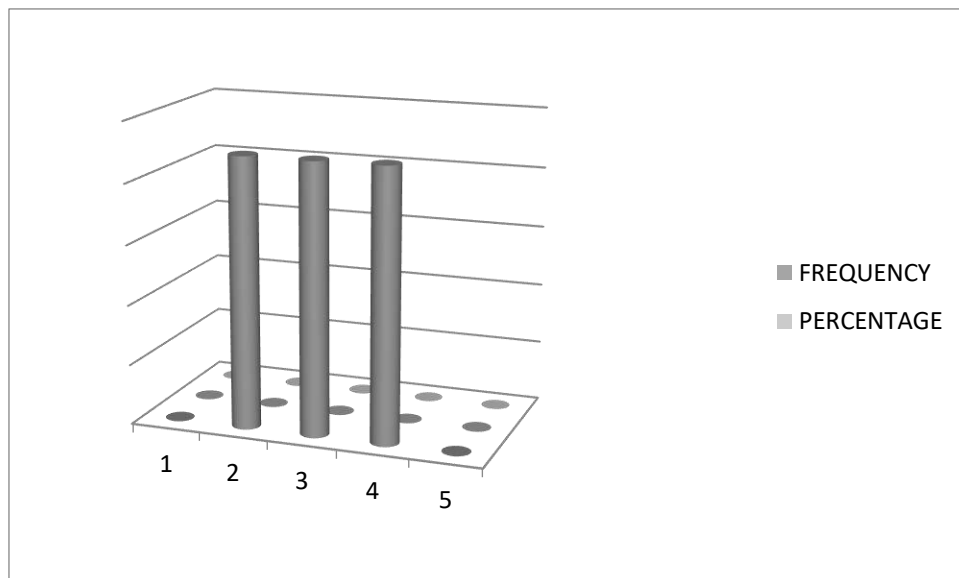


Chart : 4.1.8 Department

Inference:

From the above table, it was inferred that 46.4% of the respondents have department as Development.

9. Experience:

The following table shows the experience of the respondents and their frequencies in percentage.

Table 4.1.9 Experience

EXPERIENCE	FREQUENCY	PERCENTAGE
0-1	12	9.6
01-02	29	23.2
02-03	34	28.3
04-06	21	16.8
ABOVE 6	24	19.2
TOTAL	120	100

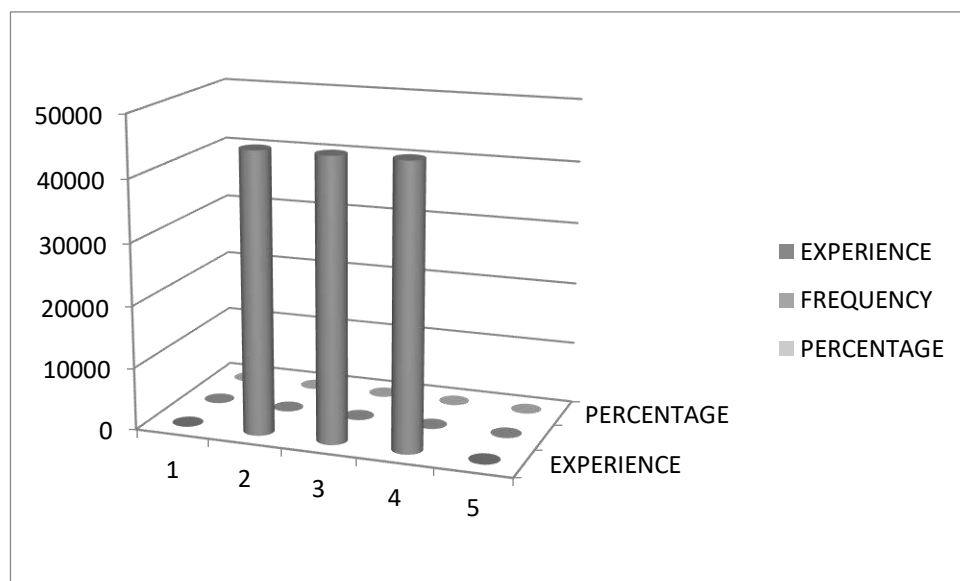


Chart : 4.1.9 Experience

Inference:

From the above table, it was inferred that 28.3% of the respondents have experience as 2-3 years.

TABLE 4.1.10 SHOWING EMPLOYEES SATISFACTION ON THEIR WORK

Satisfaction level	No of respondents	Percentage
Highly satisfied	50	42
Satisfied	40	33
Moderate	20	17
Dissatisfied	10	8
Highly dissatisfied	0	0
TOTAL	120	100

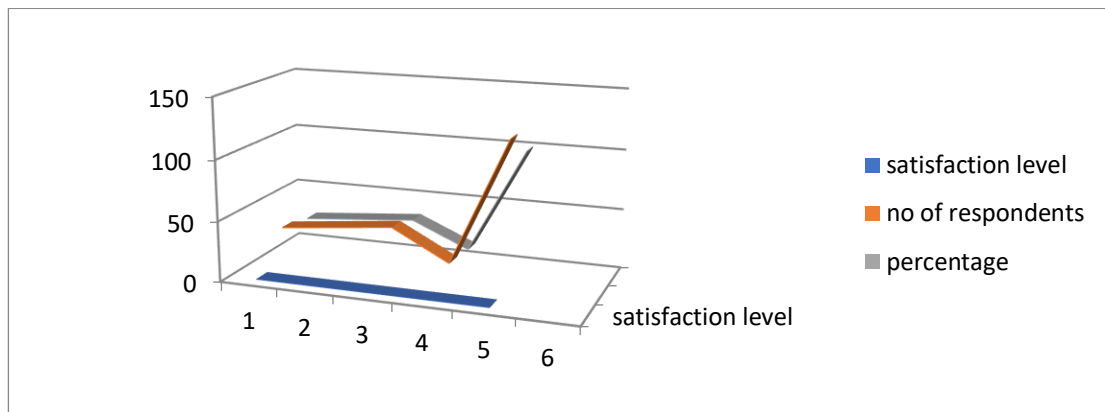


Chart : 4.1.10 SHOWING EMPLOYEES SATISFACTION ON THEIR WORK

INFERENCE;

Majority (42%) of the respondents highly satisfied on their work

TABLE 4.1.11 SHOWING EMPLOYEES SATISFACTION ON THEIR WORKING HOURS

satisfaction level	no of respondents	percentage
highly satisfied	25	21
satisfied	31	26
moderate	10	8
dis satisfied	54	45
highly dissatisfied	0	0
total	120	100

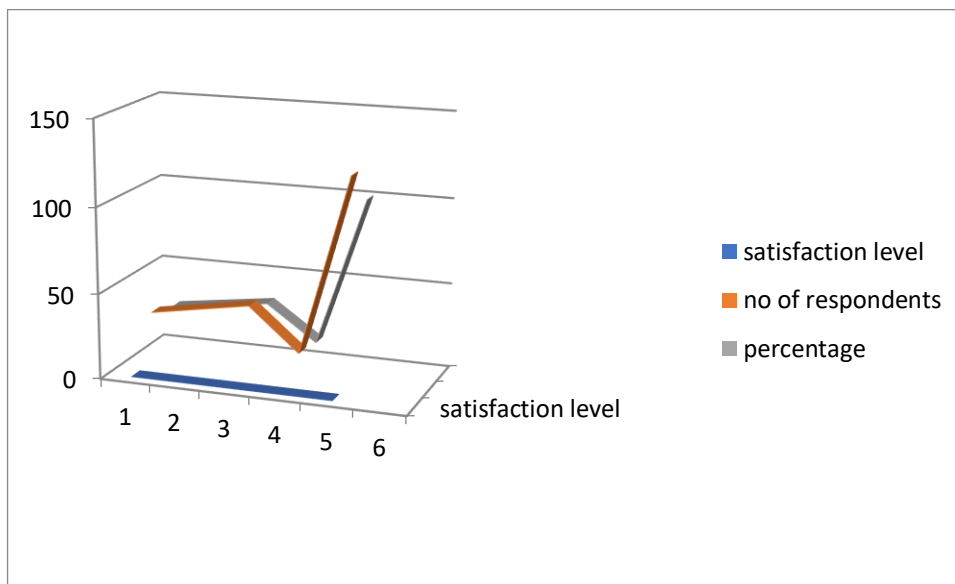


Chart : 4.1.11 SHOWING EMPLOYEES SATISFACTION ON THEIR WORKING HOURS

INFERENCE;

Majority (45%) of the respondents are dissatisfied on their working hours

TABLE 4.1.12 SHOWING EMPLOYEES SATISFACTION LEVEL ON THEIR PROMOTION

Satisfaction level	No of respondents	Percentage
Highly satisfied	35	29
Satisfied	55	46
Moderate	25	21
Dis satisfied	5	4
Highly dissatisfied	0	0
Total	120	100

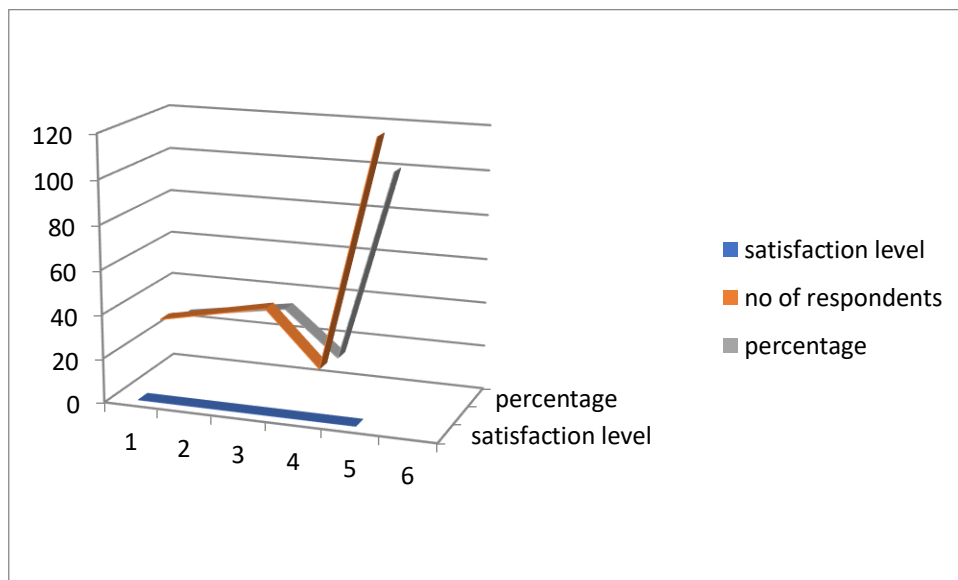


Chart : 4.1.12 SHOWING EMPLOYEES SATISFACTION LEVEL ON THEIR PROMOTION

INFERENCE;

Majority (46%) of the respondents are satisfied on their promotion

TABLE 4.1.13 SHOWING EMPLOYEES MOTIVATION BASED ON THEIR FACTORS

Satisfaction level	No of respondents	Percentage
Highly satisfied	20	17
Satisfied	35	29
Moderate	15	12
Dis satisfied	50	42
Highly dissatisfied	0	0
Total	120	100

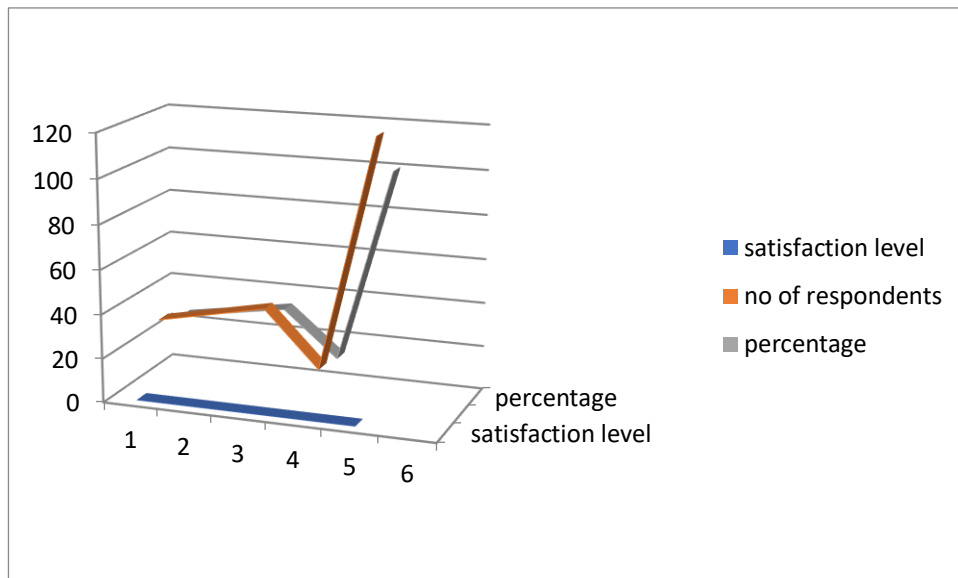


Chart : 4.1.13 SHOWING EMPLOYEES MOTIVATION BASED ON THEIR FACTORS

INFERENCE;

Major (42%) of the respondents for the employee's motivation is co-workers.

TABLE 4.1.14 SHOWING EMPLOYEES MOTIVATIONAL LEVEL TO COMPLETE THEIR WORK

Satisfaction level	No of respondents	Percentage
Highly satisfied	45	38
Satisfied	30	25
Moderate	35	29
Dis satisfied	10	8
Highly dissatisfied	0	0
Total	120	100

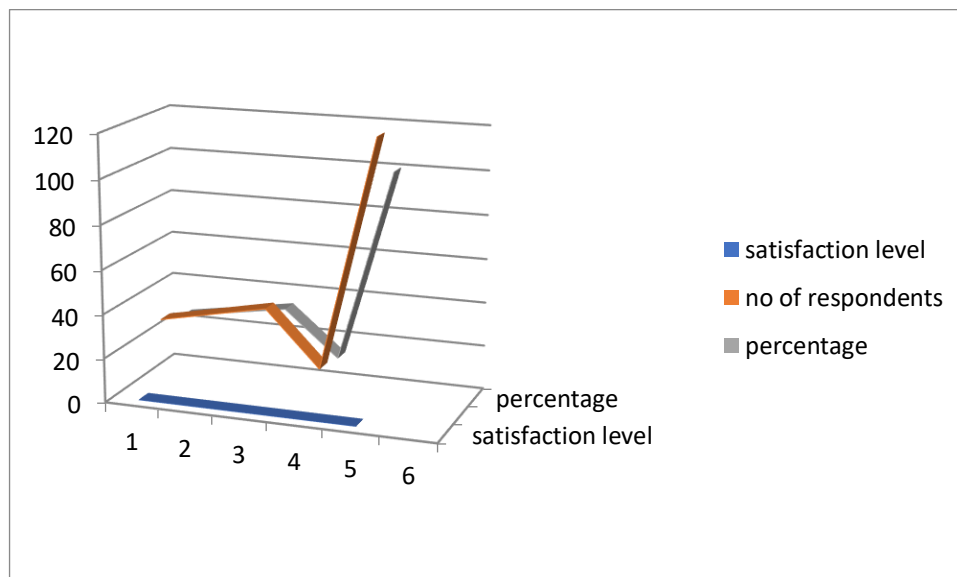


Chart : 4.1.14 SHOWING EMPLOYEES MOTIVATIONAL LEVEL TO COMPLETE THEIR WORK

INFERENCE;

Majority (38%) of the respondents are highly satisfied on their motivation.

TABLE 4.1.15 SHOWING EMPLOYEES SATISFACTION LEVEL ON WORK ENVIRONMENT

Satisfaction level	No of respondents	Percentage
Highly satisfied	35	29
Satisfied	30	25
Moderate	45	38
Dis satisfied	10	8
Highly dissatisfied	0	0
Total	120	100

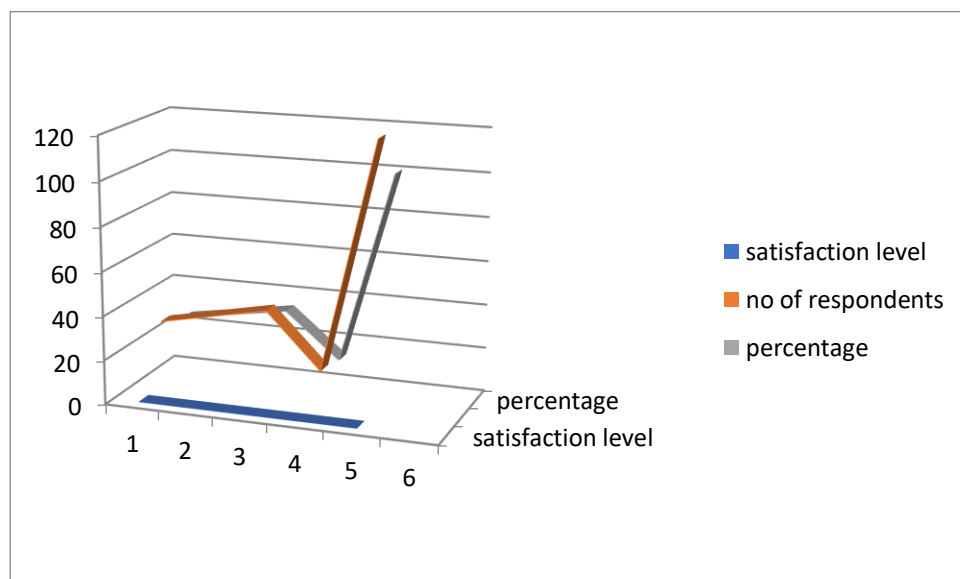


Chart : 4.1.15 SHOWING EMPLOYEES SATISFACTION LEVEL ON WORK ENVIRONMENT

INFERENCE;

Majority (38%) of the respondents is moderate

TABLE 4.1.16 SHOWING EMPLOYEES PERFORMANCE APPRAISAL

Satisfaction level	No of respondents	Percentage
Highly satisfied	30	25
Satisfied	35	29
Moderate	40	33
Dis satisfied	15	12.5
Highly dissatisfied	0	0
Total	120	100

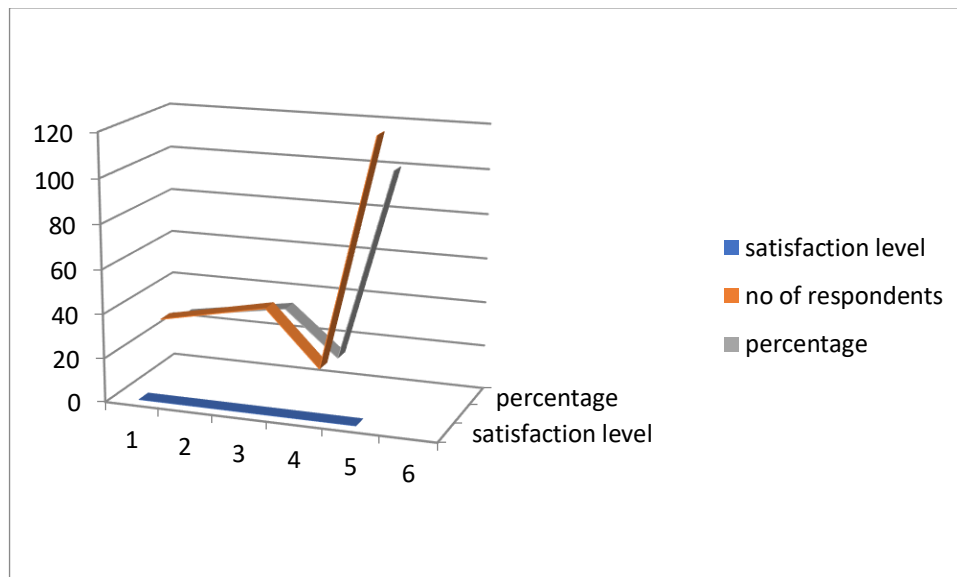


Chart : 4.1.16 SHOWING EMPLOYEES PERFORMANCE APPRAISAL

INFERENCE;

Majority (33%) of the respondents is moderate.

TABLE 4.1.17 SHOWING SATISFACTION LEVEL OF MANAGER'S LEADERSHIP

Satisfaction level	No of respondents	Percentage
Highly satisfied	30	25
Satisfied	35	29
Moderate	40	33
Dis satisfied	15	12.5
Highly dissatisfied	0	0
Total	120	100

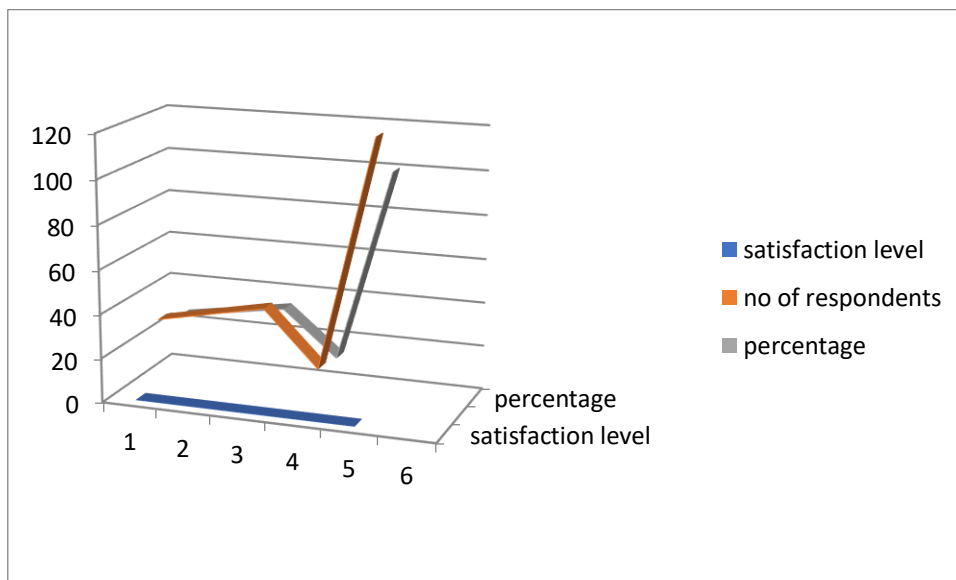


Chart : 4.1.17 SHOWING SATISFACTION LEVEL OF MANAGER'S LEADERSHIP

INFERENCE;

Majority (33%) of the respondents is moderate.

TABLE 4.1.18 SHOWING EMPLOYEES PEER GROUP RELATIONSHIP

Satisfaction level	No of respondents	Percentage
Highly satisfied	30	25
Satisfied	35	29
Moderate	40	33
Dis satisfied	15	12.5
Highly dissatisfied	0	0
Total	120	100

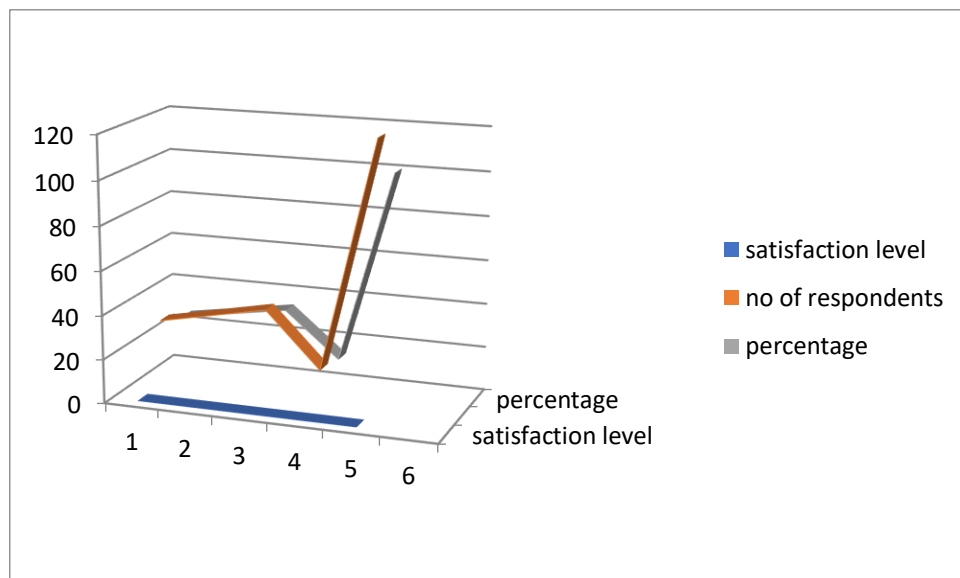


Chart : 4.1.18 SHOWING EMPLOYEES PEER GROUP RELATIONSHIP

INFERENCE;

Majority (33%) of the respondents is moderate.

TABLE 4.1.19 SHOWING EMPLOYEES SALARY SATISFACTION LEVEL

Satisfaction level	No of respondents	Percentage
Highly satisfied	30	25
Satisfied	35	29
Moderate	40	33
Dis satisfied	15	12.5
Highly dissatisfied	0	0
Total	120	100

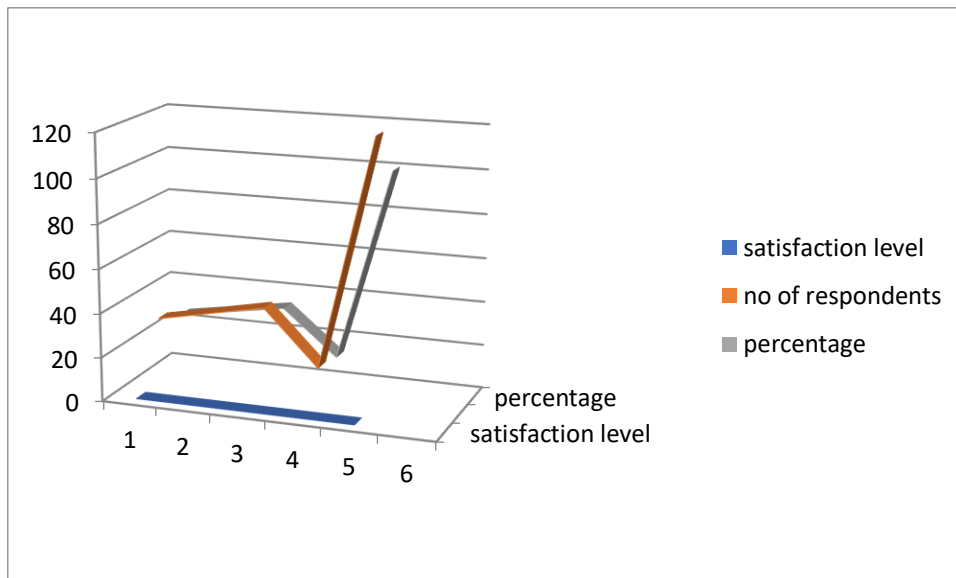


Chart : 4.1.19 SHOWING EMPLOYEES SALARY SATISFACTION LEVEL

INFERENCE;

Majority (33%) of the respondents is moderate.

CHAPTER-5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

1. It was found that Majority of the respondents are fall under the age category from 2635(34.4%).
2. It was found that Majority of the respondents are male (53.6%).
3. It was found that 43.2% of the respondents have qualification as PG.
4. It was found that 53.6% of the respondents are married.
5. It was found that 40% of the respondents are from semi-urban area.
6. It was found that 33.6% of the respondents are Developer.
7. It was found that 32.8% of the respondents have monthly income as 26000-50000.
8. It was found that 46.4% of the respondents have department as Development.
9. It was found that 31.2% of the respondents have experience as 2-3 years.
10. It was found that Organization factor prevails agreeable at 29.76% with respect to goals motivating, team work encouraging, easy work, engaging in all activities, rules are easy to follow.

11. It was found that Personal factor prevails agreeable at 30.4% with respect to Age, good training, confidence, spending more time.

12. It was found that Performance appraisal prevails agreeable at 30.24 with respect to good appraisal system, promotions, increasing productivity, development, identifying strengths & weaknesses.

13. It was found that Leadership & Supervision prevails agreeable at 28.64 with respect to Easy communication with manager, treating respectfully, friendly in nature, appreciation from manager and manager is supporting.

14. It was found that Work environment prevails agreeable at 30.4 with respect to good infrastructure, good machines, adequate safety measures, satisfied working hours.

15. It was found that Peer group relationship prevails agreeable at 31 with respect to active participation in team work, supportive employees, and full co-ordination, communicate freely.

16. It was found that Job satisfaction factor prevails strongly agreeable at 29.92 with respect to on time salary, good grievance handling procedures, getting benefits, water & other facilities, secure in employment.

5.2 SUGGESTIONS

1. Job enrichment helps to motivate employee and reduce turnover to some extent which helps to increase job satisfaction of employee and thereby the employees can increase high morale towards the organization and also organization can increase productivity.
2. Selection of right man for the right job that is employee who respond positively from day one tends to work with same enthusiasm with high level of productivity and satisfaction which will create team morale as well and also the managers should be supported for the employees to increase their willingness.
3. Management should give more training to the employees and arrange some brainstorming discussions among the employees to increase their willingness towards their work for the organization, also conduct frequent performance appraisal which is transparent to the employees so that they can know about their level of performance and they can correct their mistakes and working towards the organization.
4. Management should reduce some rules and regulations of the company which are uncomfortable for the employees. Thereby employees can increase the morale and also actively participating in all activities and management should keep some safety precautions in the office environment.
5. Provision of suitable incentives, Sound promotional and transfer policy has a positive impact on increasing morale. So, the management should take necessary steps to give incentives, transfers to deserving employees frequently so that the employees can be motivated and they will work for the organization's success.

5.3 CONCLUSION

Employee motivational morale is psychological concept. Morale is an important indicator to know either positive or negative attitude of the employees on various organizational factors such as salary packages, awards and rewards, supervision, working conditions, communication, decision-making, employee trust and innovation and change and host other related factors existing within the internal systems of an organization. This study clearly reveals the factors which are influencing the employee morale and how to increase the high morale among the employees. To conclude employee morale plays very important role in every organization. Good employee morale is the key role for success of the organization.

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ANNEXURE-1
QUESTIONNAIRE

1. Name

2. Age of the respondent

a) 20-25 b) 26-30 c) 31-35 d) 36-40 e) above 40

3. Gender:

Male /Female

4. Qualification

a) UG b) PG c) Professional d) Diploma e) Others

5. Marital Status

a) Married b) Bachelor c) Spinster d) Widowed e) Divorced

6. Locality

a) Rural b) Urban c) Semi-urban

7. Designation

a) Developer b) Tester c) Trainer d) Trainee e) Others

8. Monthly Income

a) Less than 25000 b) 26000-30000 c) 31000-40000 d) 41000-50000 e) above 50000

9. Department

a) Development b) Accounts c) Testing d) HR e) Others

10. Experience

a) 0-1 yrs. b) 1-2 yrs. c) 3-4 yrs. d) 4-6 yrs. e) above 6 yrs.

11. How is workplace stress affecting your life outside of work?

a) Not at all b) Slightly c) Moderately d) Very much e) Extremely

12. Are you satisfied with your job?

a) Highly Satisfied b) Satisfied c) Moderate d) Dissatisfied e) Highly Dissatisfied

13. What keeps you motivated at work?

a) Manager b) Feeling valued c) Encouragement d) Flexibility e) Co-workers

14. Do you feel that your performance is important for the organization's success?

a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

15. Team work encourage me to participate in all works

a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

16. I am engaging in all activities of the organization

a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

17. My age influence me to work for the organization

a) Highly Satisfied b) Satisfied c) Moderate d) Dissatisfied e) Highly Dissatisfied

18. My confidence motivate me to complete the work

a) Highly Satisfied b) Satisfied c) Moderate d) Dissatisfied e) Highly Dissatisfied

19. Company gives promotions based on performance

a) Highly Satisfied b) Satisfied c) Moderate d) Dissatisfied e) Highly Dissatisfied

20. Working hours of the company is satisfied for me

a) Highly Satisfied b) Satisfied c) Moderate d) Dissatisfied e) Highly Dissatisfied