

A STUDY ON JOB SATISFACTION LEVEL AMONG THE EMPLOYEES WITH SPECIAL REFERENCE TO JBM AUTO PRIVATE LIMITED

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

JAYA LAKSHMI M

Register No: 41410137



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, RAJIV GANDHI SALAI, CHENNAI - 600 119

APRIL 2023



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **JAYA LAKSHMI M (41410137)** who carried out the project entitled "**A Study on Job Satisfaction Level Among The Employees With Special Reference To JBM Auto Private Limited**" undermy supervision from January 2023 to April 2023.

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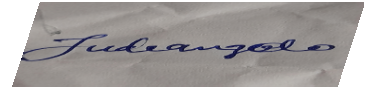
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DECLARATION

I **JAYA LAKSHMI M (41410137)** hereby declare that the Project Report entitled “**A Study on Job Satisfaction Level Among The Employees With Special Reference To JBM Auto Private Limited**” done by me under the guidance of **DR. N. MATHAN** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

DATE:05/05/2023

PLACE: Chennai

A handwritten signature in blue ink, appearing to read 'Jaya Lakshmi M', is written on a piece of white paper with a slightly textured background.

JAYA LAKSHMI M

ACKNOWLEDGMENT

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.

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Date: 05-04-2023

PROJECT COMPLETION CERTIFICATE

This is to certify that **Ms. Jayalakshmi M (Reg No: 41410137)**, studying Final year MBA in SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY has undergone INTERNSHIP PROJECT Title **(A Study On Job Satisfaction Level Among The Employees With Special Reference To JBM Auto Pvt Ltd)** from 2nd January 2023 to 31st March 2023 in our organization. During the period her attendance performance and conduct were found good.

We wish all success in her future.

DSFE

For JBM Auto Limited.,



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TABLE OF CONTENTS

CHAPTER NO.	TITLE	PAGE NO.
	ABSTRACT	iii
	LIST OF TABLES	iv
	LIST OF CHARTS	vi
	LIST OF ABBREVIATION	viii
1	INTRODUCTION	
	1.1 Introduction	1
	1.2 Industry Profile	3
	1.3 Company Profile	5
	1.4 Product Profile	7
	1.5 Need of the study	9
	1.6 Scope of the study	9
	1.7 Objectives of the study	10
2	REVIEW OF LITERATURE	
	2.1 Review of Literature	11
3	RESEARCH METHODOLOGY	
	3.1 Research Design	16
	3.2. Sources of data collection	17
	3.3. Sample Design	17

	3.4. Statistical Tools for Analysis	18
	3.5. Limitations of Study	20
	DATA ANALYSIS AND INTERPRETATION	
4	4.1 Percentage Analysis	21
	4.2. CHI SQUARE	46
	4.3 One Way Anova	47
	4.3. CORRELATION ANALYSIS	58
	FINDINGS, SUGGESTIONS AND CONCLUSION	
5	5.1. Findings of the Study	50
	5.2. Suggestions & Recommendations	52
	5.3. Conclusions	53
	REFERENCES	54
	ANNEXURE I- QUESTIONNAIRE	54
	ANNEXURE II- RESEARCH ARTICLE	57
	ANNEXURE III - BIOGRAPHY	58

ABSTRACT

Job satisfaction represents one of the most complex areas when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. There is a considerable impact of the employee's perceptions for the nature of his work and the level of overall job satisfaction. Financial compensation also has a great impact on the overall job satisfaction of employees.

[KEY WORDS:- satisfaction, performance, employees, organization.]

LIST OF TABLE

TABLE NO.	PARTICULARS	PAGE NO.
4.1	Distribution of respondents on the basis of age	28
4.2	Gender of the respondents	29
4.3	Experience of the respondents	30
4.4	Working in this organization	31
4.5	Overview of job role	32
4.6	Worked valued by this organization	33
4.7	Our term performance	34
4.8	Organizations approachable and easy to me	35
4.9	New employee organization	36
4.10	Training and development	37
4.11	Vision and goals of this organization	38
4.12	Health advantage of the workers & families	39
4.13	Working hours of the organization	40
4.14	Health and safety regulation at work	41
4.15	Training & development in organization	42
4.16	Employee training sessions	43
4.17	Job training method	44
4.18	Employee engagement	45

4.19	The Program is Highly Effective and Found It Energizing for future	
4.20	Materials of The Company	45
4.21	The End of The Week I Felt Like a Member of The Team	46
4.22	Received Feedback Based on Assessing Me That I Can Use to Guide My Professional	47
4.23	Sufficient Duration	48
4.24	Performance in The Organization	49
4.25	Pay Roll Policies	50
4.2	Chi-Square test	51
4.3	Correlations	52

LIST OF CHARTS

TABLE NO.	PARTICULARS	PAGE NO.
4.1	Age of The Respondents	26
4.2	Gender of The Respondents	27
4.3	Experience of The Respondents	28
4.4	Working in This Organization	29
4.5	Overview of Job Role	30
4.6	Worked Valued by This Organization	31
4.7	Our Term Performance	32
4.8	Approachable And Easy Work with Employees	33
4.9	New Employee Organization	34
4.10	Organization Provides Attractive Opportunity for Training and Development	35
4.11	Vision and Goals This Organization	36
4.12	Health Advantage of The Workers and families	37
4.13	Working Hours of the organization	38
4.14	Health and Safety Regulation at Work	39
4.15	Training and Development in Organization	40
4.16	Training Sessions	41
4.17	Job Training Method	42
4.18	Employee Engagement	43
4.19	The Program is Highly Effective and Found it Energizing for Future	44

4.20	Materials of The Company	45
4.21	The End of The Week I Felt Like a Member of The Team	46
4.22	Received Feedback Based on Assessing Me That I Can Use to Guide My Professional	47
4.23	Sufficient Duration	48
4.24	Performance in The Organization	49
4.25	Pay Roll Policies	50

LIST OF ABBREVIATION

S.NO	ABBREVIATION	EXPANSION
1	HRM	Human Resources Management
2	SPV	Special Purpose Vehicle
3	BSE	Bombay Stock Exchange
4	NSE	National Stock Exchange
5	AI	Artificial Intelligence
6	BSC	Balance Score Card
7	CWIQ	Core Welfare Shelf Survey Package
8	CIN	Corporate Identification Number
9	BIH	Bosnia and Herzegovina

CHAPTER I

INTRODUCTION

1.1 INTRODUCTION OF THE STUDY:

Human Resource Management (HRM) is an operation in companies designed to maximize employee performance in order to meet the employer's goals and objectives. Human resource management is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. Human Resource Management (HRM) is an operation in companies designed to maximize employee performance in order to meet the employer's strategic goals and objectives. Human resource management in a function in organizations designed to maximize employee performance in service of their employer's strategic objectives.

HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development. Performance appraisal, and rewarding. HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws. HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactions work such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labour relations, and diversity and inclusion.

Satisfaction refers to the level of fulfilment of once needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets. Employee satisfaction is a measure of how happy workers are with their job and working environment. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Having good relationships with the colleagues, high salary, good working conditions, training and education opportunities, career developments or any other benefits may related with the increasing of employee satisfaction. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place.

Employee health and safety has been seen as one of the important measures of performances of an organization. The changes in the work life of employees and changes in the business environment internal as well as external has brought tremendous transformation in the organizational behaviour. Globalization, Technology and other work-design factors have forced organizations to focus on employee safety and health. Organizations have set standard measures to take care of the employees professional and personal careers.

MEANING AND DEFINITION OF JOB SATISFACTION:

Job Satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction; some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, and the job itself.

Job Satisfaction is the favourable or unfavourable with which the employee views his work. It expresses the amount of agreement between one's expectations of the job and the rewards that the job provides.

Job Satisfaction is a part of life satisfaction. The nature of one's environment of job is an important part of life as job satisfaction influences one's general life satisfaction. Thus, it is the result of various attitudes proposed by an employee. In a narrow sense, these attitudes are related to the job under condition with such specific factors such as wages, Supervisors of employment, conditions of work, social relation on the job, prompt settlement of grievances and fair treatment by employer. However, more comprehensive approach requires that many factors as employee's age, health, temperament, desire and level of aspiration should be considered. Further his family relationship, social recreational outlets, activity in the organizations etc., contribute ultimately to job satisfaction.

The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups.

HISTORY OF JOB SATISFACTION:

Research on job satisfaction began in earnest in the early 1930s and was heavily influenced both by the economic and employment crises of the depression and by the new developments in attitude measurement (e.g., work by Thurstone and Likert, in particular). The economic situation provided an important reason for studying employee 'morale' while the advances in attitude scaling provided an approach to the task, even if that approach was not often followed rigorously.

Finally, after a period of theoretical and empirical quiescence, the 1990s saw psychology's renewed interest in affective states thereby making its way to the study of work experience. In some ways this helped work psychology come full circle to the initial interests of Herzberg (1932) or Fisher and Hanna (1931), broadening discussions of work experience beyond the confines of satisfaction. More importantly for satisfaction research, the interest in affect helped bring clarity to the construct of satisfaction, positioning it as an attitude or evaluative judgment, influenced by but not equivalent to affective states. Important overarching discussions of this were presented by Weiss and Cropanzano (1996) with the presentation of Affective Events Theory (AET) and then in more detail by Weiss (2002). Now, as indicated earlier, job satisfaction is one of a number of psychological constructs used to understand the subjective experiences of workers. A thorough history of the research on job satisfaction can be found in Weiss and Brief (2001).

CAUSES OF JOB SATISFACTION:

- Pay influences job satisfaction only to a point.
- After about 40,000 a year, there is no relationship between amount of pay and job satisfaction.
- Personality can influence job satisfaction.
- Negative people are usually not satisfied with their jobs.

1.2 INDUSTRY PROFILE

J B M Auto Limited is an India-based company. The Company is engaged in the manufacturing of tools, dies and moulds. The Company operates in three segments: Sheet Metal Division (for manufacturing sheet metal components, assemblies, sub-assemblies), Tool Room Division (for

manufacturing tools, dies and moulds), and Special Purpose Vehicle (SPV) division (for development and assembly of SPV)

The Company's products include parcel shelf, bonnet for tractor, rear assembly for tractor, stiff assembly, panel C pillar, marcopolo Fr assy, shelf center rear assy and Tunnel Assy.

JBM Auto Ltd. was set up in 1990, mainly to manufacture Tools, Dies and Moulds at Faridabad. The Company also established a Press Shop for manufacturing Sheet Metal Components and Welded Sub-assemblies to meet the growing stringent quality requirements of automobile industry. The company shares were listed in Bombay Stock Exchange (BSE) and National Stock Exchange (NSE).

The automobile industry comprises a wide range of companies and organizations involved in the design, development, manufacturing, marketing, and selling of motor vehicles. It is one of the world's largest economic sectors by revenue. The automotive industry does not include industries dedicated to the maintenance of automobiles following delivery to the end-user such as automobile repair shops and motor fuel filling stations.

The word automotive comes from the Greek autos (self), and Latin motivus (of motion), referring to any form of self-powered vehicle. This term, as proposed by Elmer Sperry (1860-1930), first came into use with reference to automobiles in 1898.

The automotive industry began in the 1860s with hundreds of manufacturers that pioneered the horseless carriage. For many decades, the United States led the world in total automobile production. In 1929, before the Great Depression, the world had 32,028,500 automobiles in use, and the U.S. automobile industry produced over 90% of them. At that time the U.S. had one car per 4.87 persons. After World War II, the U.S. produced about 75 percent of world's auto production. In 1980, the U.S. was overtaken by Japan and then became world's leader again in 1994. In 2006, Japan narrowly passed the U.S. in production and held this rank until 2009, when China took the top spot with 13.8 million units. With 19.3 million units manufactured in 2012, China almost doubled the U.S. production, with 10.3 million units, while Japan was in third place with 9.9 million units.

From 1970 (140 models) over 1998 (260 models) to 2012 (684 models), the number of automobile models in the U.S. has grown exponentially. The automotive industry in India is one of the largest in the world.

Introduction The Indian automobile industry became the 4th largest in the world with sales increasing 9.5 per cent year-on-year to 4.02 million units (excluding two wheelers) in 2017. It was the 7th largest manufacturer of commercial vehicles in 2017. The Two Wheelers segment dominates the market in terms of volume owing to a growing middleclass and a young population. Moreover, the growing interest of the companies in exploring the rural markets further aided the growth of the sector. India is also a prominent auto exporter and has strong export growth expectations for the near future. Automobile exports grew 15.54 per cent during April 2018-February 2019. It is expected to grow at a CAGR of 3.05 per cent during 2016-2026. In addition, several initiatives by the Government of India and the major automobile players in the Indian market are expected to make India a leader in the two-wheeler and four wheeler market in the world by 2020.

MARKET SIZE:

Overall domestic automobiles sales increased at 7.01 per cent CAGR between FY13-18 with 24.97million vehicles getting sold in FY18. During April 2018-January 2019, highest year-on-year growth in domestic sales among all the categories was recorded in commercial vehicles at 22.79 per cent followed by 14.79 per cent year-on-year growth in the sales of three-wheelers. Premium motorbike sales in India crossed one million units in FY18. During January-September2018, BMW registered a growth of 11 per cent year-on-year in its sales in India at 7,915 units. Mercedes Benz ranked first in sales satisfaction in the luxury vehicles segment according to J D Power 2018 India sales satisfaction index (luxury). Sales of electric two-wheelers are estimated to have crossed 55,000 vehicles in 2017-18.

1.3 COMPANY PROFILE:

JBM Group is a global conglomerate among the world's leading manufacturers of key auto systems, electric vehicles and buses.

JBM Group is a focused and progressive conglomerate aiming to add value to our customers' business via its products, services and innovative solutions. The Group has a diversified portfolio with presence in multiple domains such as Automotive, Engineering & Design services, Renewable energy, Railways and OEM. JBM Group currently has an infrastructure of 40 manufacturing plants, 4 Engineering & Design centres across 18 locations globally. The multibillion dollar JBM Group has broadened its horizons by focusing on quality delivery, solutions approach, product development processes, flexible manufacturing systems and contract manufacturing. JBM Group comprising primarily of auto component division, caters

services to esteemed clients that include Ashok Leyland, Bajaj Auto Ltd, Fiat, Ford, General Motors Corporation, Honda, Hero, JCB, Mahindra, Maruti Suzuki, Renault, Nissan, TATA, Toyota, TVS, Volvo-Eicher, Volkswagen and many more.

JBM Auto company was originally set up in the year 1990, mainly to manufacture Tools, Dies and Moulds at Faridabad. In the year 1993 the Company established a Press Shop for manufacturing of Sheet Metal Components and Welded Sub-assemblies to meet the growing stringent quality requirements of automobile industry. The company went for its first public issue in March, 1994.

JBM Auto is JBM Group company, JBM Group created a new meaning for excellence in manufacturing of Sheet Metal Parts and Welded Assemblies, Exhaust Systems, Axles, High Tensile Fasteners, Tubes, Special Purpose Vehicles and Waste Management Services. The Group has embraced international systems and processes, implementing them at all levels, in every unit, and across all parameters. This has resulted in prestigious certifications from global institutions. The Group companies have consistently met and surpassed world-class standards, while accumulating a wealth of knowledge and expertise in the industry.

Vision: Expanding leadership in our business by creating an agile environment that delivers excellence and delight to stakeholders through the power of people, innovation and technology.

PRODUCT RANGE OF THE COMPANY INCLUDES:

The Company principal activity is to manufacture and market automotive components. It operates in three segments namely Sheet Metal Division, Special Purpose Vehicle Division and Tool Room Division. The Sheet Metal Division manufactures sheet metal components, assemblies and sub-assemblies. The Special Purpose Vehicle Division develops and assembly special purpose vehicle and tool room division manufactures tool, dies and moulds.

ACHIEVEMENTS/ RECOGNITION:

- Outstanding Performance in development JBMA by Honda SIEL Cars India Ltd. 2007
- ECO supplier certification JBMA by Samsung India 2005
- Appreciation certificate JBMA by Delphi 2005
- Award for outstanding contribution to supply chain management JBMA by Eicher Motors 2004
- New City launch – Special award JBMA by HSCIL 2003
- Award for outstanding contribution to parts development for sheet metal component group JBMA by Eicher Motors 2002

- Certificate of appreciation for performance in category of cost JBMA by HSCIL 2002
- Certificate of appreciation for performance in category of quality JBMA by HSCIL 2001
- Best improvement award for quality JBMA by HSCIL 2000
- Appreciation of the contribution towards TVS – Spectra JBMA by TVS – Suzuki 1998.

1.4 PRODUCT PROFILE

Our passion lies in providing holistic and sustainable solutions for the future. We are spearheading change through our leadership in different segments:

- Auto Components & Systems
- EV ecosystem
- Electric Vehicles & Buses
- EV Aggregates
- Charging Infrastructure
- Renewable Energy
- Environment Management Solutions
- Artificial Intelligence

AUTO COMPONENTS AND SYSTEMS

- Proud to be Indian, Privileged to be Global
- Largest manufacture of metal forming system in India and amongst the leading players globally
- Pioneer in and largest manufacturer of skin panels in India and one of the biggest in world
- Comprehensive range of auto components including contract manufacturing, BIW, chassis & suspension systems, pedal boxes, tubular products and safety critical components & assemblies
- End-to-end solutions provider for all business segments including 2-wheelers, 3-wheelers, passenger vehicles, commercial vehicles, farm & construction equipments
- Highly automated global manufacturing facilities with over 3,000 robots used in multiple applications

- Best-in-class technologies including cold & hot stamping, aluminium stamping, CMT welding, roll forming, laser welding, laser cutting amongst many others
- All coating technologies available in-house including state-of-the-art ED coating, powder coating and zinc plating HR painting , Tri Nickel chrome plating , equal and differential zinc plating and top coat
- Biggest and widest range of over 1,000 presses upto 3,000 tonnes in India and across the world
- Artificial Intelligence (AI) used for multiple applications like productivity enhancement, data analytics, component quality validation and manpower management amongst others.

BUSES AND ELECTRIC VEHICLES

The world is reeling under two major issues relating to mobility – environment pollution and congestion. Of the 20 most polluted cities of the world, 14 cities are in India. Transport is one of the biggest contributor of pollution and public transportation accounts for 90% of transport. Thus, the transition to sustainable & clean mobility is a necessity and not an option. Furthermore, the penetration of buses in India is less than 2 buses per 1,000 population – this is set to increase exponentially. Cognisant of the need of the country, JBM has been at the forefront of change and is spearheading new-age high tech transportation solutions which drive value for the customer across multiple segments and operating patterns.

JBM has redefined public transportation through its best-in-class, modern and technologically superior low emission & electric buses that have established benchmarks in the areas of passenger comfort, safety, affordability and innovation. Ever since our low floor buses were introduced in India, we have seamlessly been able to create customer experiences and delight. With nearly four decades of a strong track record in manufacturing, we have developed end-to-end in-house capabilities and expanded our portfolio from city buses to school buses, staff buses and tarmac buses. Today, we are well positioned for encompassing the entire segment of public transportation.

EV AGGREGATES

Clean. Affordable. Connected. Intelligent.

We are one of the India's largest independent company in setting up state-of-the-art manufacturing facility that includes development, simulation and testing of smart & advanced Lithium ion batteries solutions for HV- LV Battery operated vehicle, Energy Storage Systems & Solar.

These Li-ion batteries can be applied to Electric passenger vehicles, Electric bus, electric truck & diversified special vehicles with years of experience & achievements in research & development.

Our EV Aggregates division is dedicated to designing & producing products with diversified features. These includes fast-charging, long service life, high energy density, dust prevention & waterproofing

The primary function of Energy Storage Systems is to realize the peak load shaving of the power and provide power-assisted services. Our project is a product of multiple innovations at both the service model and the solution level, which is a remarkable milestone within the industry.

1.5 NEED OF THE STUDY

Organisation is one of the inevitable part of business & management. The study of the organisation Structure, Management process, functions, etc., are significant as far as present-day trend is concerned tile industry and business is vast growing one.

Provides information about the performance ranks, basis on which decision regarding salary fixation, confirmation, promotion, transfer and demotion are taken.

- For Good Industrial Relations
- Create Organisational Commitment
- Meeting with Changing Environment
- Change in Political Philosophy
- Enhanced Pressure on Employees
- Meeting Research and Development Requirements

1.6 SCOPE OF THE STUDY

The scope of the study is that by analysing the job satisfaction of the employees, then organization further improve themselves with more benefits and facilities to overcome the drawback and improve the performance level of employees.

Is to create conditions in which people are willing to work with zeal, initiative, interest and enthusiasm with a high moral satisfaction personal as well as group. Motivation, as well creates feeling or responsibility and loyalty. This ultimately results indiscipline.

MOTIVATION:

Is to create condition in which people willing to work with zeal, initiative, interest and enthusiasm with a high moral satisfaction personal as well as group. Motivation, as well creates feeling or responsibility and loyalty. This ultimately results indiscipline. (A job description is an essential part of the job)

SATISFACTION:

As the level of contentment employees feel with their Job. This goes beyond their satisfaction with team members/manager, satisfaction with organisational policies, and the impact of their job on employee's personal lives.

1.7 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE:

The primary objectives is to study of Organizational climate employee motivation and job satisfaction.

SECONDARY OBJECTIVE:

- To measure the level of employee satisfaction towards their jobs
- To study the training and development programmes
- To analyse the company's working environment
- To study the level of satisfaction of employees regarding safety measures.
- To analyse the employees relation with employees and superiors
- To Analyse if the level of satisfaction is different among the various categories of employees and departments.
- To suggest measures to improve safety and welfare measures provided to employees that would help us

CHAPTER II

2.1 REVIEW OF LITERATURE

Rizwan Qaiser Danish, Umae draz, Hafizyasir Ali (2015) The purpose of this empirical study is to observe the impact of organizational climate on job satisfaction and organizational commitment in study of 179 teachers from different colleges and universities of Punjab, Pakistan. Descriptive statistics and regression analysis are used to explain variations in job satisfaction and organizational climate. The results suggest that the organizational climate has considerable impact on job satisfaction as well as on organizational commitment.

In 2013, Zijaba Rahimi'c analyzed the importance and impact of different dimensions of organizational climate that influence the JS. Employees motivation and performance in Bosnia and Herzegovina (BiH). The Paper reveals that employees with higher organizational hierarchy have positive response towards the organizational climate.

Aguinis et al. (2013) stated that monetary rewards can be very powerful determinant of employee motivation and achievement which, in turn, can advance to important returns in terms of firm-level performance.

Lockley (2012) on the other hand, addresses the same issue focusing on cross cultural difference between employees in particular. Namely, culture can be explained as knowledge, pattern of behaviour, values, norms and traditions shared by members of a specific group (Kreitner and Cassidy, 2012) and accordingly, cross cultural difference is perceived to be a major obstruction in the way of successful employee motivation.

Wickramasinghe (2016) investigated the level of job satisfaction experienced by IT graduates employed full-time offshore outsourced IT firms in Sri Lanka, the demographic characteristics that predict jobsatisfaction, perceptions towards IT jobs in outsourced IT firms, turnover and job search intentions. Using a clustered random sample of 122 respondents who filled in a questionnaire and a Pearson Correlation Coefficient, he established that gender and tenure are significant in job satisfaction measures.

Bang (2015) examined the moderating role of age in the relationships between leader-member exchange dimensions and job satisfaction and between job satisfaction and intention to stay among

volunteers in non-profit sports organizations. Using a clustered random sample of 214 volunteers in 22 non-profit sports organizations and a moderated hierarchical regression analysis, he established that age moderated the relationship between professional respect and job satisfaction such that it was stronger for younger volunteers, and job satisfaction had a greater positive influence on intention to stay for older rather than younger volunteers.

Herzberg's theory explains that there were intrinsic and extrinsic motivation that affect job satisfaction (Franczukowska 2021). Precious studies also suggest managers to use Herzberg's theory to better understand the factors that could increase job satisfaction and affect the work (Denton & muatgi 2016).

One way to define satisfaction may be to say that it is the end state of feeling. The word "end" emphasizes the fact that the feeling is experienced after a task is accomplished Oran activity has taken place whether it is highly individualistic effort of writing a book or a collective Endeavour of constructing a building. These activities may be minute or large. But in all cases, they satisfy a certain need. The feeling could be positive or negative depending upon whether need is satisfied or not & could be a function of the effort of the individual on one hand & on the other the situational opportunities available to him.

This can be better understood by inking example of a foreman in an Engineering industry. He has been assigned the task to complete a special order by a certain, deadline. Person may experience positive job satisfaction because he has been chosen to complete the task. It gives him a special status and feeling that he has been trusted and given a special task, he likes such kind of rush job and it may get him extra wages. The same could be the sources of his dissatisfaction if he does not like rush work, has no need for extra wages. Each one of these variables led to an end state of feeling called satisfaction.

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. Researchers have attempted to identify the various components of job satisfaction, measures the relative importance of each component of job satisfaction and examine what effects these components have on employee's productivity.

Sinha (2017) defines job satisfaction as a reintegration of affect produced by individual's perception of fulfilment of his needs in relation to his work & the situations surrounding it'. Spector (2018) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (2017) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. CR Reilly (2018) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. J.P. Wanous and E.E. Lawler (2016) refers job satisfaction is the sum of job facet satisfaction across all facets of a job. Abraham Maslow (2016) suggested that human need a from a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfilment (Kuhlen, Worf, Conrad etc..)

According to frame (2018) work condition are defined as an employee's work place, work instruments, the work itself, the organization policy, and organizational rules. Arnold and Feldman (2017) promoted factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions. Australian Journal of Business and Management Research

Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectation what is the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998; Willem et al., 2007). Job satisfaction is complex phenomenon with multi facets (Fisher and Locke, 1992; Xie and Johos, 2000); it is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment (Lane, Esser, Holte and Anne, 2010; Vidal, Valle and Aragón, 2007; Fisher and Locke, 1992; Xie and Johns, 2000).

REGARDING EMPLOYEE MOTIVATION:

One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. Therefore, the role of a leader is to arouse interest in performance of employees in their jobs. In a complex and dynamic environment, leader of the organization used to create the environment in which employee feel trusted and are empowered to take decisions in the organization which leads to enhance motivation level of employee and

ultimately organizational performance are enhanced. Fredrick W Taylor was one of the first theorists to attempt to understand employee motivation. His theory of scientific management, also referred to as Taylorism, analyses the productivity of the workforce.

Taylor's basic theory of motivation is that workers are motivated by money. He viewed employees not as individuals, but as pieces of a larger workforce; in doing so his theory stresses that giving employee's individual tasks, supplying them with the best tools and paying them based on their productivity was the best way to motivate them.

Taylor's theory developed in the late 2000s and can still be seen today in industrial engineering and manufacturing industries. In the mid-1920s another theorist, Elton Mayo, began studying the workforce. His study of the Hawthorne Works, lead him to his discovery of the Hawthorne effect. The Hawthorne effect is the idea that people change their behaviour as a reaction to being observed.

Mayo found that employee's productivity increased when they knew they were being watched. He also found that employees were more motivated when they were allowed to give input on their working conditions and that input was valued.

Smith and Rupp stated that performance is a role of individual motivation, organizational strategy, and structure and resistance to change, is an empirical role relating motivation in the organization.

Likewise, advancement of human resources through rewards, monetary incentives, and organizational behaviour modification has generated a large volume of debate in the human resource and sales performance field. According to Orpen better the relationship between mentors and mentees in the formal mentoring program, the more mentees are motivated to work hard and committed to their organization.

Likewise, **Malina and Selto** conducted a case study in one corporate setting by using balance score card (BSC) method and found out that organizational outcomes would be greater if employees are provided with positive motivation (2017).

The establishment of operations-based targets will help the provision of strategic feedback by allowing the evaluation of actual performance against the operations-based targets. Goal directed behaviour and strategic feedback are expected to enhance organizational performance. Kunz and Pfaff stated no substantive reason to fear an undermining effect of extrinsic rewards on intrinsic motivation (2018).

Decoene and Bruggeman in their study developed and illustrated a model of the relationship between strategic alignment, motivation and organizational performance in a BSC context and find that effective strategic alignment empowers and motivates working executives (2019).

Leaders motivate people to follow a participative design of work in which they are responsible and get it together, which make them responsible for their performance. Monetary rewards can be a very powerful determinant of employee motivation and achievement. **Garg and Rastogi** identified the key issues of job design research and practice to motivate employees' performance and concluded that a dynamic managerial learning framework is required to enhance employees' performance to meet global challenges.

Vuori and Okkonen stated that motivation helps to share knowledge through an intra-organizational social media platform which can help the organization to reach its goals and objectives (2012). Den and Verburg found the impact of high performing work systems, also called human resource practices, on perceptual measures of firm performance (2004).

Ashmos and Duchon recognizes that employees have both a mind and a spirit and seek to find meaning and purpose in their work, and an aspiration to be part of a community, hence making their jobs worthwhile and motivating them to do at a high level with a view to personal and social development (2019)

There are differences for various researches in measuring employee job satisfaction (yucel,2012).

In their research, **Ezzat & Ehab (2018) and Luz et al., (2018)** evaluate the returns that measured by satisfaction of salaries and promotions, employee's level of comfort with colleagues and superiors and the amount of tasks assigned to the employee. Another factors that affect job satisfaction is emphasis on the influence of leadership style. As such, employees are expected to develop high quality relationship between supervisors and employees, so it is expected that a more positive emotional state will increase satisfaction and will create employee happiness (franczukowska rt al., 2021). In dealing with the complexities of job satisfaction and motivation employees with appropriate policies (be Bear et al., 2016).

CHAPTER III

RESEARCH METHODOLOGY

METHODOLOGY:

The data are collected through a small 10-Page questionnaire, called the Core Welfare Indicators Questionnaire (CWIQ). The questionnaire and data software constitute an off-the-shelf survey package developed by the World Bank to produce standardised monitoring indicators of welfare. The questionnaire is purposely concise and is designed to collect information on household demographics, employment, education, health and nutrition as well as utilisation and satisfaction with social services. Questionnaires are scan able with interviewer's shading bubbles and writing numbers later recognised by the scanning software. The data system is fully automated allowing the results to roll out within weeks of the fieldwork.

3.1.1 RESEARCH DESIGN:

A research design is the specifications of methods and procedures for acquiring the information needed. It is an overall operational pattern or framework of the project that stipulates the information to be collected. The researcher has adopted descriptive research design. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or a group.

DESCRIPTIVE RESEARCH:

- Descriptive research design is a scientific method which involves observing and describing the behaviour of a subject without influencing it in any way.
- This research used a descriptive survey design of data collection. The descriptive survey highlights an accurate depiction of the respondent's behaviours, opinions, beliefs and abilities.

SAMPLE SIZE:

- The method adopted here is simple random sampling method. A simple random sampling is one where each item in the universe has an equal chance of known opportunity of being selected.
- A sample size of 110 is undertaken for the study.

3.1.2 DATA SOURCES:

PRIMARY DATA:

- Primary data plays an important role where research is being carried out for the first time. This is the data, which is collected after interacting with people through the use of interviews and questionnaire forms. Primary data is inferred by statistical analysis and has a clear and precise structure.
- Naturally, it enhances the value of the research study and this ensures accurate and precise findings. However, along with involving long periods of time, primary data collection proves to be a cumbersome exercise. After interacting with the selected sample of people from a population interview, personal reports must be prepared.
- According to Polite and Hungler (2009), some reports and information can also be gleaned from personal written communication sources like diaries, autobiographies, photographs among others. For any research study, both, the primary and secondary data play fundamental parts. On both levels the researcher carried out data collection in the case of this one. through sources such as literature, archives and other sources mentioned earlier secondary data was sourced, through questionnaires the primary data was collected.
- The researcher used the questionnaire as the main form of data collection and the information from these questionnaires were termed primary data, aimed at measuring the consumers' preferences and purviews.

SECONDARY DATA:

- As the name suggests, this data is collated from the existing sources of information such as archive papers, company records, research material, periodicals, books on the topic, among

others. After examining the secondary sources in detail, one can build ones inferences from the collated secondary data.

- The importance of the secondary data lies in the comparison of information that is made possible when the primary data has been collated using the secondary data as the base. Since it involves using the available sources such as academic journals, newspapers, articles, and the Internet—yielding an ocean of information—collecting secondary data is not a tedious affair unlike primary data collection.
- However, ample time and dependable sources of information are required when formulating this kind of research methodology. Once this is obtained, it is imperative to classify secondary data for the purpose of examining certain details relevant to the research.

3.1.3 RESEARCH INSTRUMENTS:

The research instrument that is used in this study is structured questionnaire. A questionnaire consists of a set of questions presented to the respondents for their answers. The researcher has used questionnaire as the instrument of research, to collect the information.

3.1.4 ANALYTICAL TOOLS:

Human Resource Management Research is used to evaluate HR practices and performance. Research is a systematic and scientific process of collecting information, analyzing the information and drawing conclusions for decision-making. At times the research may be advanced, relying on sophisticated designs and statistics. But whether information is rigorous or not, research seeks to improve the performance.

- ❖ Simple percentage Analysis
- ❖ Chi-square test
- ❖ One-way Anova
- ❖ Correlation

SIMPLE PERCENTAGE ANALYSIS:

Simple percentage analysis deals with the demographic factors of the respondents” Age, Gender and Experience.

In this research the tools such as Simple percentage analysis, chi square, weighted average

method, and correlation are used for data analysis.

FORMULA FOR PERCENTAGE ANALYSIS:

$$\text{Percentage analysis} = \frac{\text{No. of respondents}}{\text{Total No. of Respondents}} * 100$$

CHI-SQUARE:

A chi-squared test, also referred to as chi-square test or χ^2 test, is any statistical hypothesis test in which the sampling distribution of the test statistic is a chi-squared distribution when the null hypothesis is true, or any in which this is asymptotically true, meaning that the sampling distribution (if the null hypothesis is true) can be made to approximate a chi-squared distribution as closely as desired by making the sample size large enough.

The χ^2 test was first used by Karl Pearson in the year 1980. The quantity χ^2 describes the magnitude of the discrepancy between theory and observation.

It is calculated using:

$$\chi^2 = \{ (O - E)^2 / E \}$$

is the Observed Frequency in each category

- E is the Expected Frequency in the corresponding category
- DF is the "degree of freedom" (n-1)
- χ^2 is Chi Square, between the means of three or more independent (unrelated) groups. This guide will provide a brief introduction to the one-way ANOVA, including the assumptions of the test and when you should use the ANOVA.

ONE-WAY ANOVA:

The ANOVA tests the null hypothesis that samples in two or more groups are drawn

from populations with the same mean values. To do this, two estimates are made of the population variance. The ANOVA produces an F-statistic, the ratio of the variance calculated among the means to the variance within the samples. If the group means are drawn from populations with the same mean values, the variance between the group means should be lower than the variance of the samples, following the central limit theorem. A higher ratio therefore implies that the samples were drawn from populations with different mean values.

ANALYSIS USING KARL PEARSON'S CORRELATION:

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables. The Pearson product-moment correlation coefficient is a measure of the strength and direction of association that exists between two variables measured on at least an interval scale. It is denoted by the symbol r .

$$r = \frac{N\sum xy - \sum x \sum y}{\sqrt{N\sum x^2 - (\sum x)^2} \sqrt{N\sum y^2 - (\sum y)^2}}$$

3.1.5 LIMITATIONS:

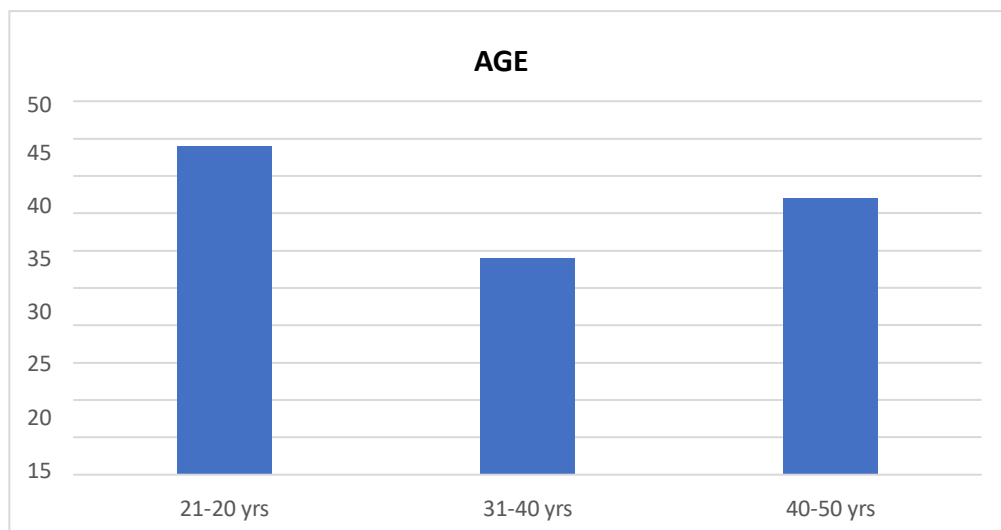
- The data have been collected from the present employees only. So, it may vary in the future.
- The duration of the study is limited. So, it may not be able to cover the entire the scope.

CHAPTER IV
DATA ANALYSIS AND INTERPRETATION
DISTRIBUTION OF RESPONDENTS ON THE BASIS OF AGE

TABLE-4.1.1

Particulars	Respondents	Percentage
21-30 yrs	44	40.0
31-40 yrs	29	26.0
41-50 yrs	37	34.0
Total	110	100.0

EXHIBIT- 4.1.1 AGE GROUP



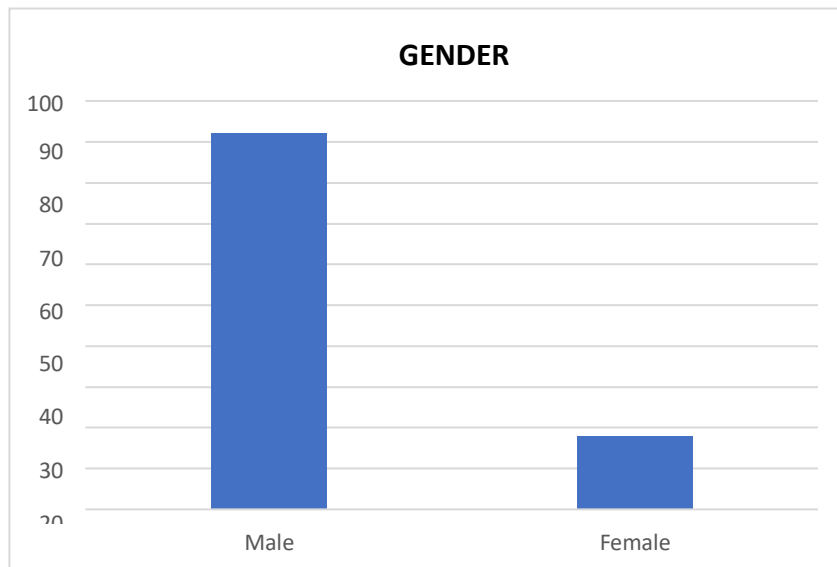
INFERENCE

From the above table it is found that 40% of the respondents belong to the age group of 21-30 years, 26% of the respondents belong to the age group of 31-40 years and 34% of the respondents belong to the age group of 41 years and above.

**DISTRIBUTION OF RESPONDENTS ON THE BASIS OF
GENDER**
TABLE- 4.1.2 GENDER

Gender	Respondents	Percentage
Male	92	84.0
Female	18	16.0
Total	110	100.0

EXHIBIT- 4.1.2 GENDER



INFERENCE

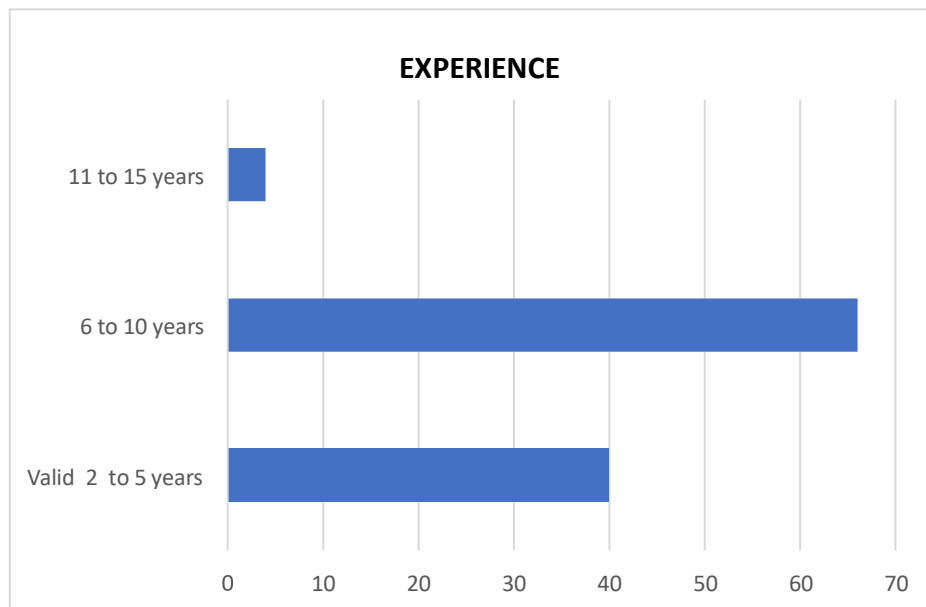
From the above table it is found that 84% of the respondent's male and 16% of the respondent's female.

DISTRIBUTION OF RESPONDENTS ON THE BASIS OF EXPERIENCE

TABLE- 4.1.3 EXPERIENCE

Particulars	Frequency	Percent
Valid 2 to 5 years	40	36.0
6 to 10 years	66	60.0
11 to 15 years	4	4.0
Total	110	100.0

EXHIBIT- 4.1.3 EXPERIENCE

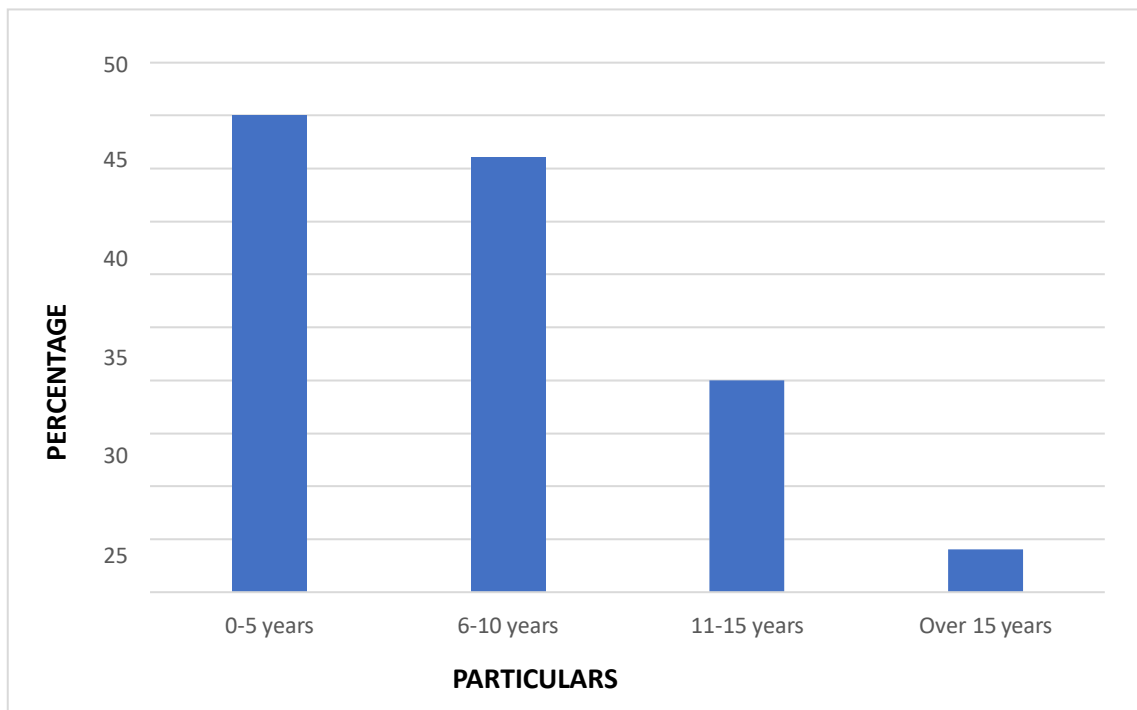


INFERENCE

From the above table it is found that 36% of the respondents belong to 2 to 5 years of experience, 60% of the respondents belong to 6 to 10 years of experience and 4% of the respondents belong to 11 to 15 years & above of experience.

TABLE: 4.1.4 WORKING IN THIS ORGANIZATION

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	0-5 years	45	41
2	6-10 years	41	37
3	11-15 years	20	15
4	Over 15 years	4	7
	TOTAL	110	100

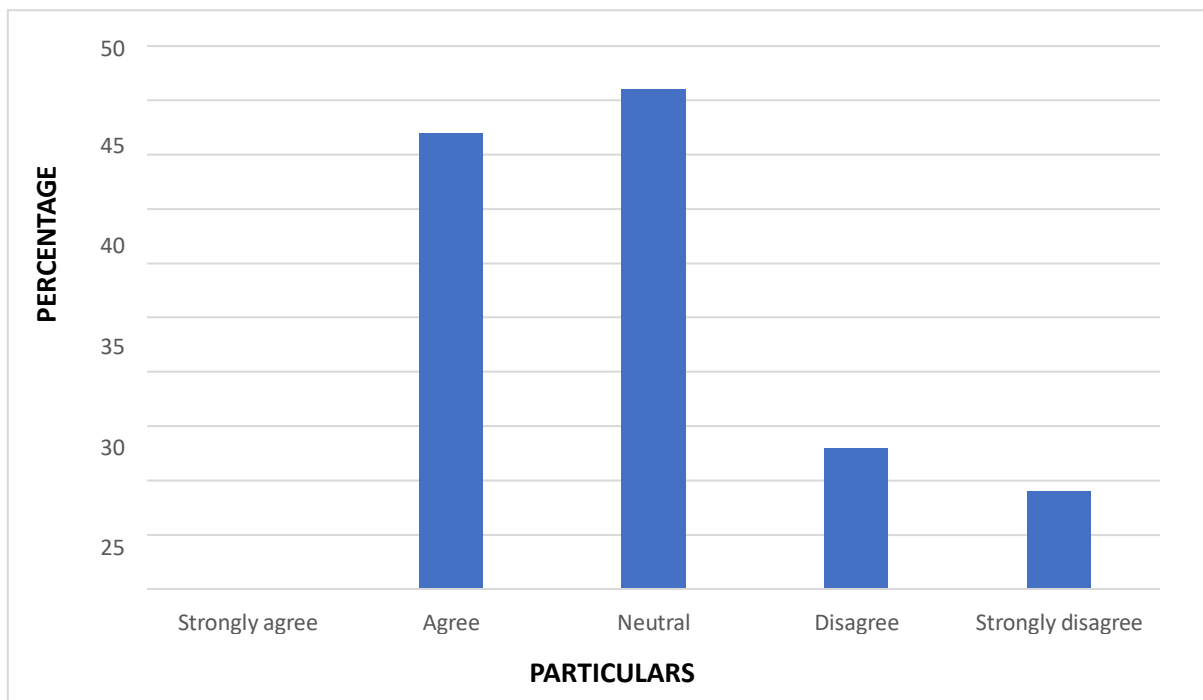


INTERPRETATION:

From the above table it can be interpreted that 41% of the respondents are 0 to 5 years are working in this organizations.

TABLE: 4.1.5 OVERVIEW OF JOB ROLE

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Strongly agree	0	0
2	Agree	42	38
3	Neutral	46	42
4	Disagree	13	12
5	Strongly disagree	9	8
	TOTAL	110	100

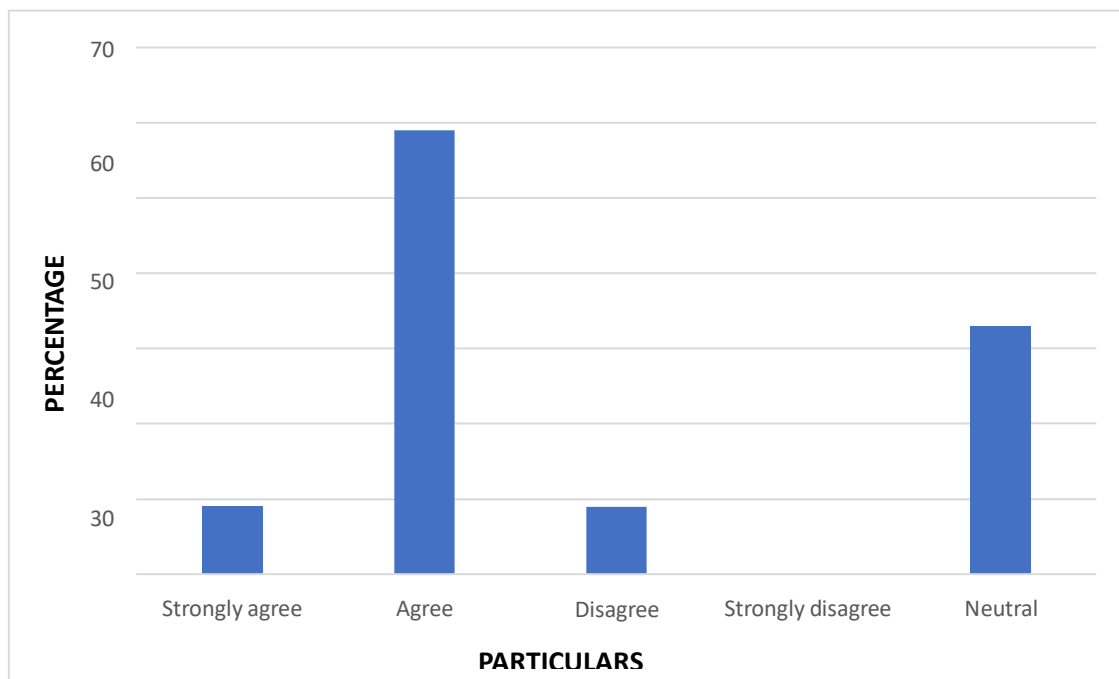


INTERPRETATION

From the above table it can be interpreted that 42% of the respondents Your role within the organizations.

TABLE: 4.1.6 WORKED VALUED BY THIS ORGANIZATION

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Strongly agree	9	8
2	Agree	59	54
3	Disagree	9	8
4	Strongly disagree	0	0
5	Neutral	33	30
	TOTAL	110	100

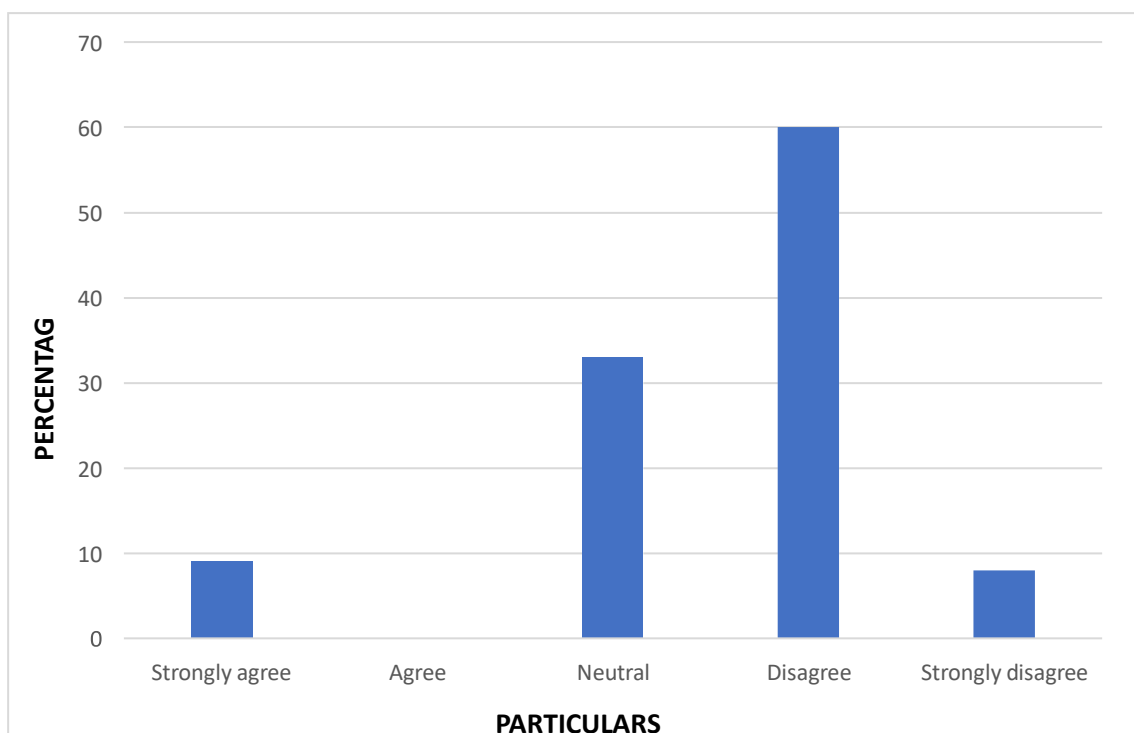


INTERPRETATION:

From the above table it can be interpreted that 54% of the respondents My work is valued by this organizations.

TABLE: 4.1.7 OUR TERM PERFORMANCE

S.NO	PARTICUALRS	RESPONDENTS	PERCENTAGE
1	Strongly agree	9	8
2	Agree	0	0
3	Neutral	33	30
4	Disagree	60	55
5	Strongly disagree	8	7
	TOTAL	110	100

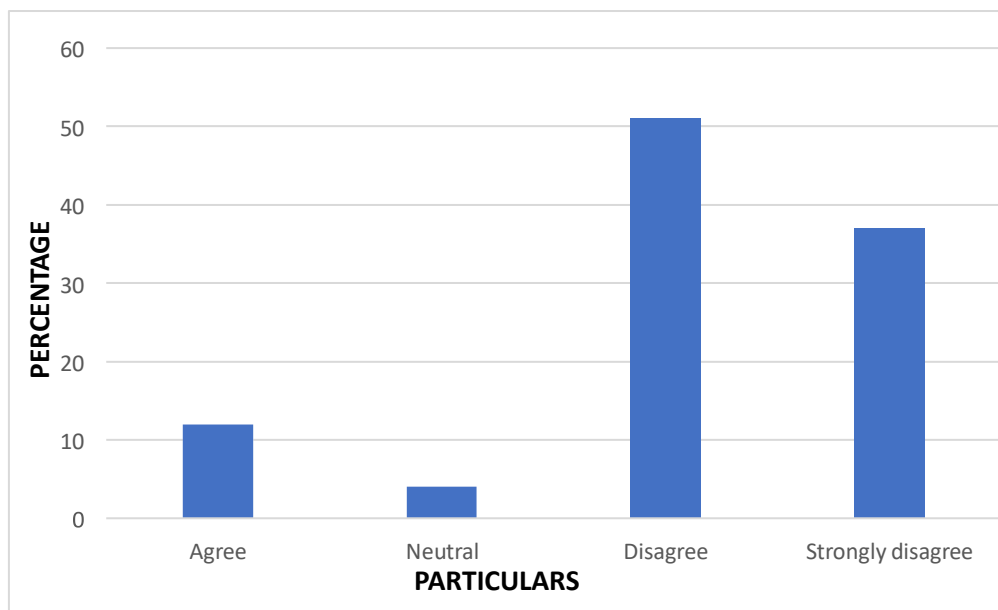


INTERPRETATION:

From the following table it can be interpreted that 55% of the respondents feel that the sets high expectations for our term's performance.

TABLE: 4.1.8 APPROACHABLE AND EASY WORK WITH EMPLOYEES

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Strongly agree	6	35
2	Agree	12	11
3	Neutral	4	4
4	Disagree	51	22
5	Strongly disagree	37	28
	TOTAL	110	100

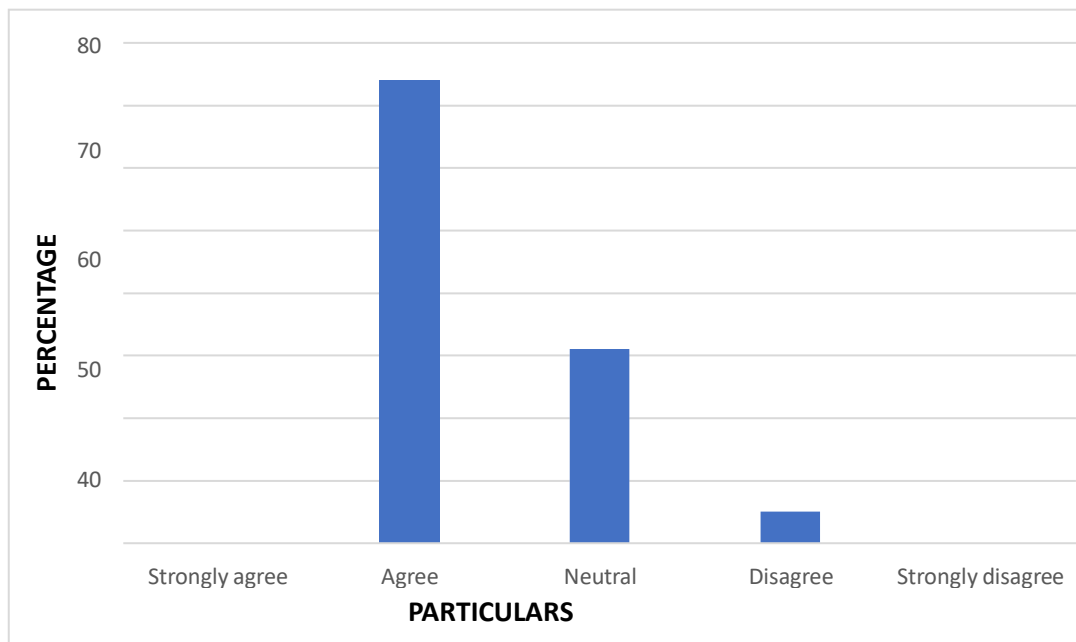


INTERPRETATION:

From the above table it can be interpreted that 35% of the respondents strongly agree that is approachable and easy to take.

TABLE: 4.1.9 NEW EMPLOYEE ORGANIZATION

S.NO	PARTICUALRS	RESPONDENTS	PERCENTAGE
1	Strongly agree	0	0
2	Agree	74	67
3	Neutral	31	28
4	Disagree	5	5
5	Strongly disagree	0	0
	TOTAL	110	100



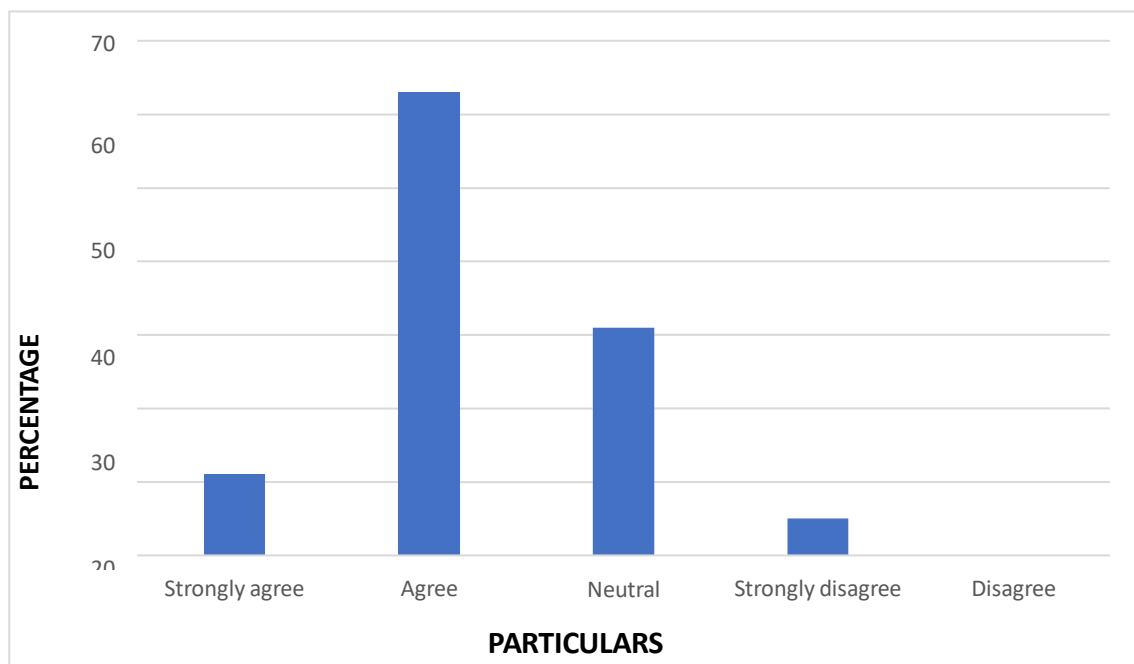
INTERPRETATION:

From the above table it can be interpreted that 67% of the respondents agreed that induction program provides warm and sincere welcome to the new employee of the organization.

TABLE: 4.1.10

ORGANIZATION PROVIDES ATTRACTIVE OPPORTUNITY FOR TRAINING AND DEVELOPMENT

S.NO	PARTICULARS	RESPONDENT	PERCENTAGE
1	Strongly agree	11	10
2	Agree	63	57
3	Neutral	31	28
4	Strongly disagree	5	5
5	Disagree	0	0
	TOTAL	110	100

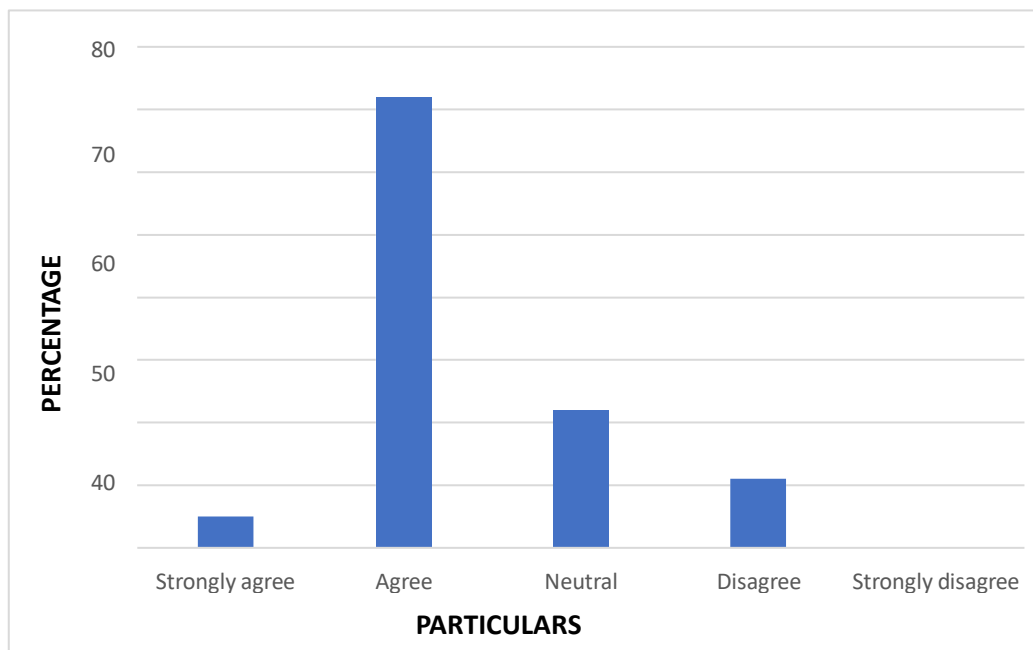


INTERPRETATION:

From the above table it can be interpreted that 57% of the respondents agreed that this organization provides attractive opportunity for training and development.

TABLE: 4.1.11 VISION AND GOALS OF THIS ORGANIZATION

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Strongly agree	5	5
2	Agree	72	65
3	Neutral	22	20
4	Disagree	11	10
5	Strongly disagree	0	0
	TOTAL	110	100

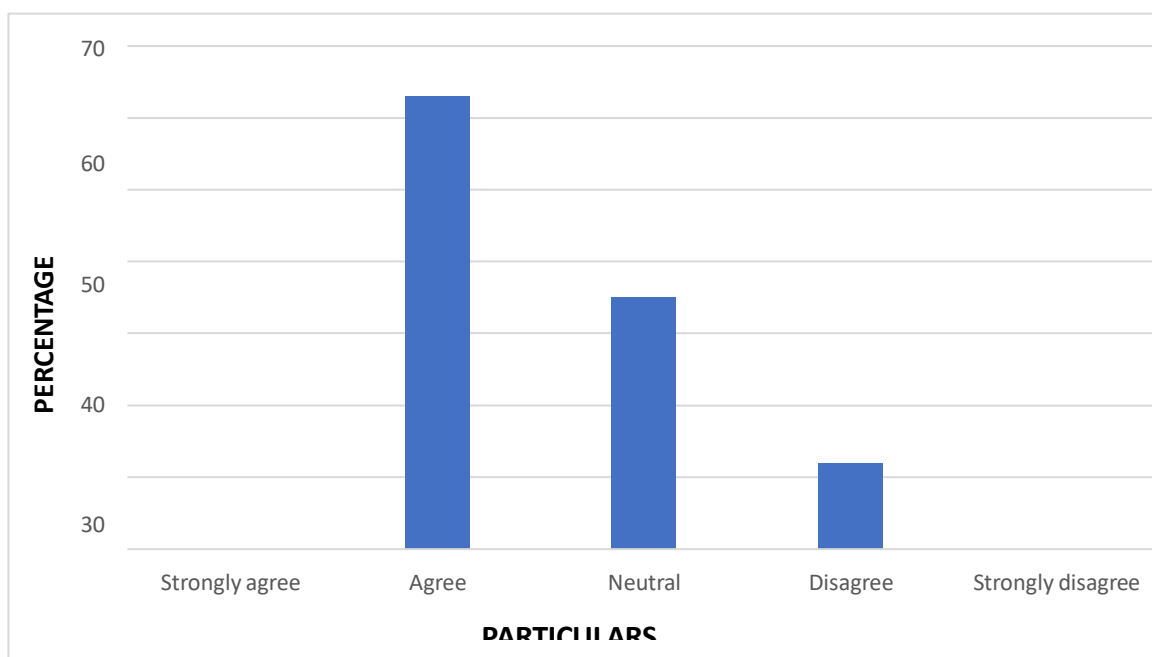


INTERPRETATION:

Form the above table it can be interpreted that 65% of the respondents agreed that Vision and Goals of this organization are important to me personal.

TABLE: 4.1.12
HEALTH ADVANTAGE OF THE WORKERS & FAMILIES

S.NO	PARTICULARS	RESPONDENT	PERCENTAGE
1	Strongly agree	0	0
2	Agree	63	57
3	Neutral	35	32
4	Disagree	12	11
5	Strongly disagree	0	0
	TOTAL	110	100

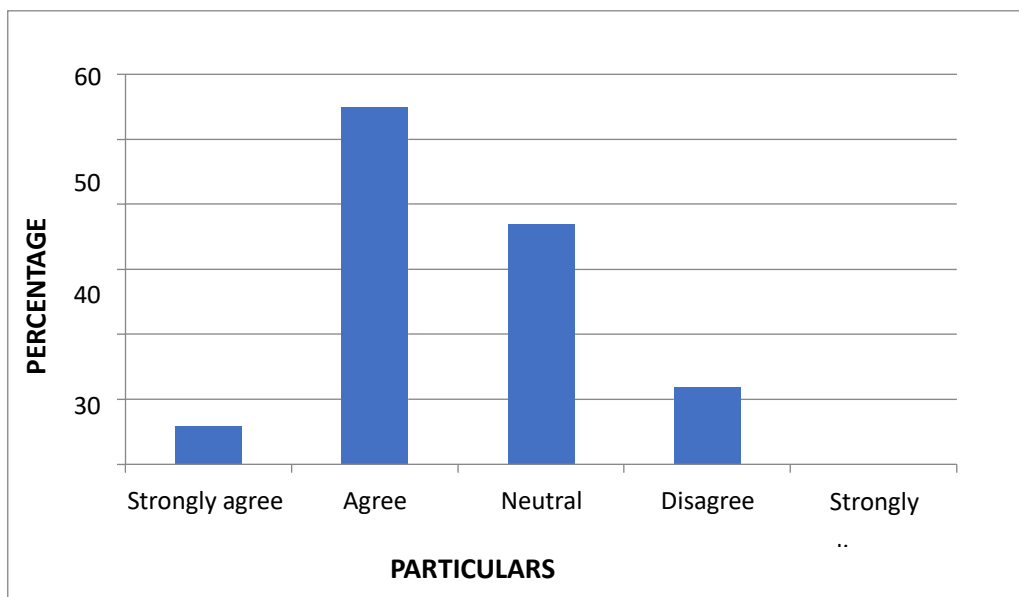


INTERPRETATION:

From the above table it can be interpreted that 57% of the responded agreed that induction rate of the health advantage gave by the organization to the workers and their families.

TABLE: 4.1.13 WORKING HOURS OF THE ORGANIZATION

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Strongly agree	6	5
2	Agree	55	50
3	Neutral	37	34
4	Disagree	12	11
5	Strongly disagree	0	0
	TOTAL	110	100

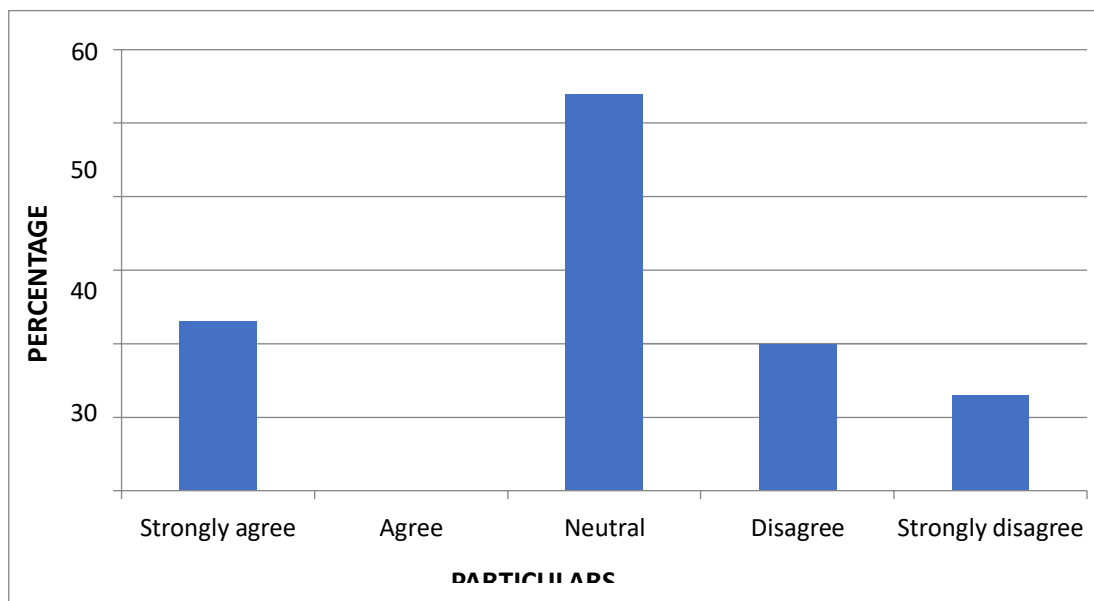


INTERPRETATION:

From the above table it can be interpreted that 50% of the respondents agreed that rate the working hours of the organization.

TABLE: 4.1.14 HEALTH AND SAFETY REGULATION AT WORK

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Strongly agree	23	21
2	Agree	0	0
3	Neutral	54	49
4	Disagree	20	18
5	Strongly disagree	13	12
	TOTAL	110	100

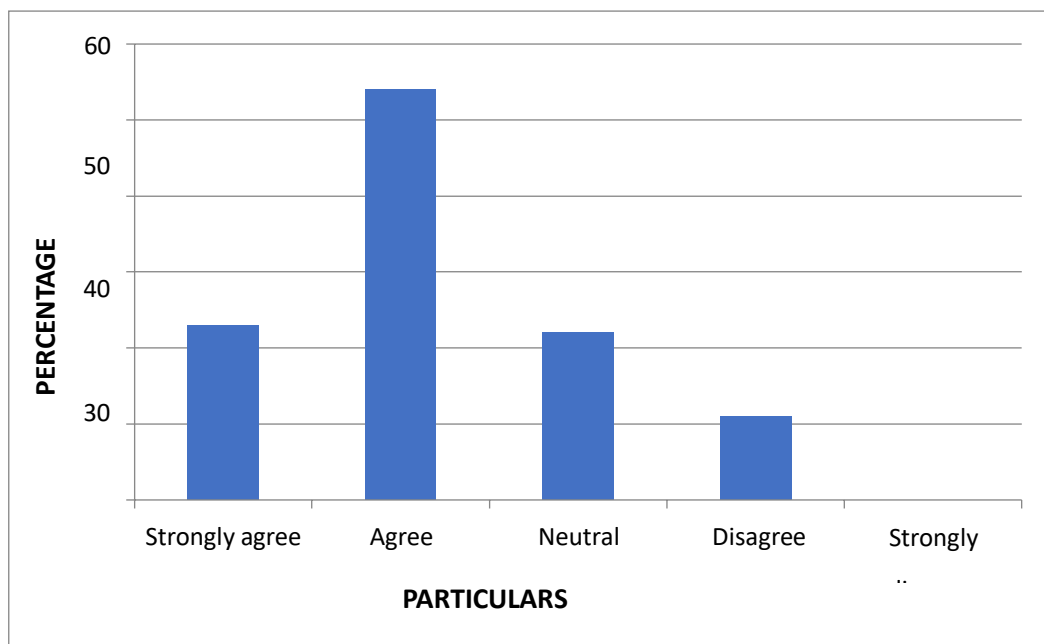


INTERPRETATION:

From the above table it can be interpreted that 49% of the respondents feel that I am clear about health and safety regulations at work.

TABLE: 4.1.15 TRAINING & DEVELOPMENT IN ORGANIZATION

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Strongly agree	23	21
2	Agree	54	49
3	Neutral	22	20
4	Disagree	11	10
5	Strongly disagree	0	0
	TOTAL	110	100

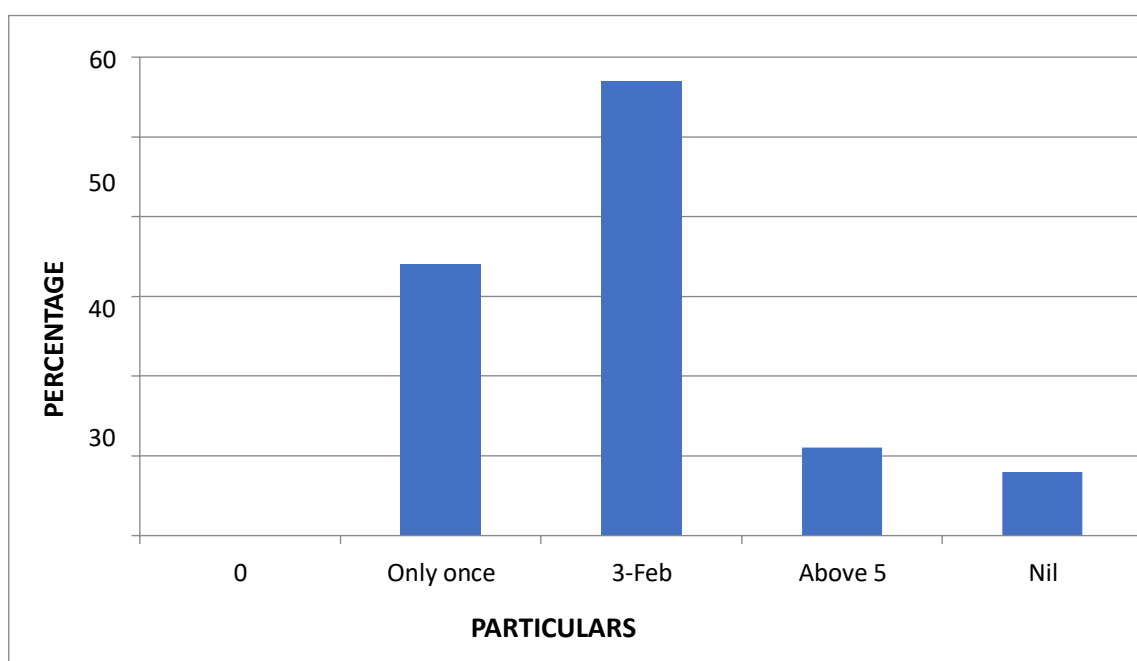


INTERPRETATION:

From the above table it can be interpreted that 49% of the respondents agreed with the organizations considers training as a part of organization strategy. Do you agree with this statement.

TABLE: 4.1.16 TRAINING SESSIONS

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	0	0	0
2	Only once	34	31
3	2-3	57	52
4	Above 5	11	10
5	Nil	8	7
	TOTAL	110	100

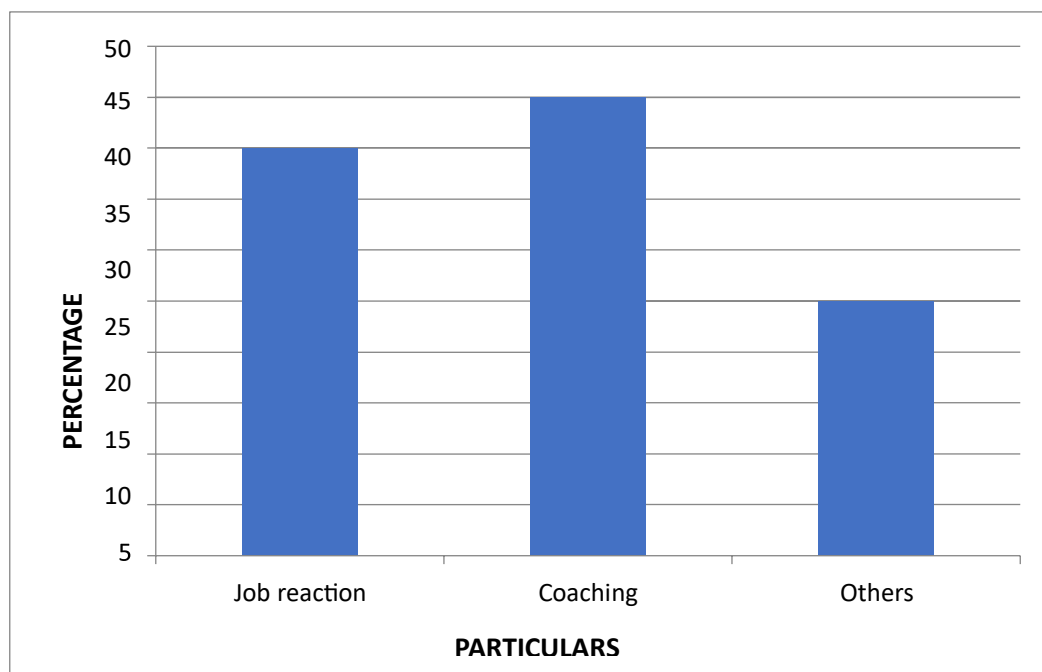


INTERPRETATION:

From the following table it can be interpreted that 52% of the respondents 2-3 training sessions you have been attended.

TABLE: 4.1.17 JOB TRAINING METHOD

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Job reaction	40	40
2	Coaching	45	40
3	Others	25	20
	TOTAL	110	100

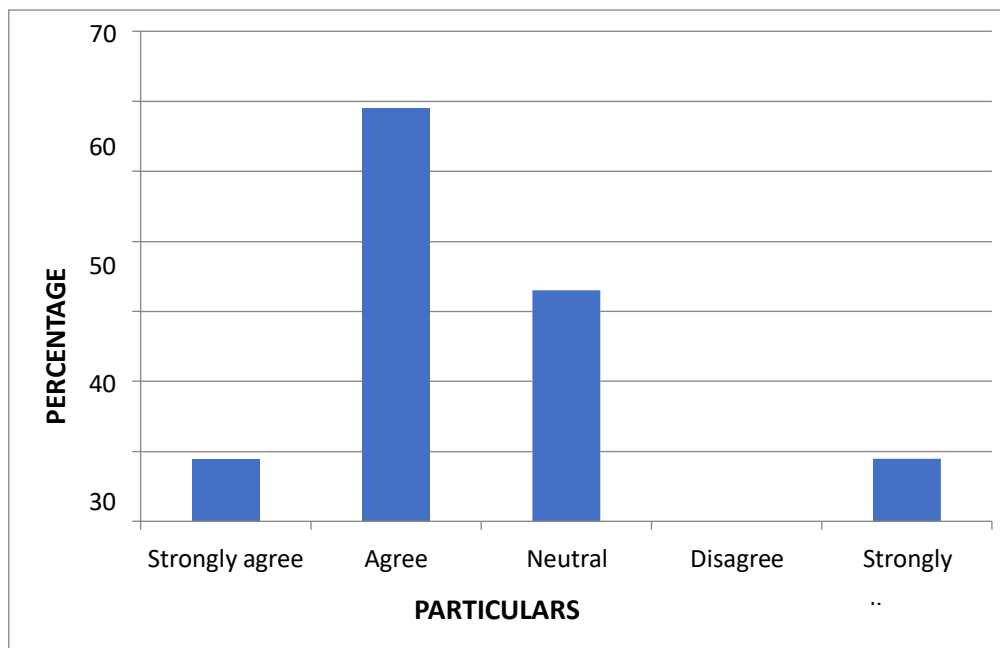


INTERPRETATION:

From the above table it can be interpreted that 40% of the Job training method themfrom the following method which method you had undergone.

TABLE: 4.1.18 EMPLOYEE ENGAGEMENT

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Strongly agree	9	8
2	Agree	59	54
3	Neutral	33	30
4	Disagree	0	0
5	Strongly disagree	9	8
	TOTAL	110	100

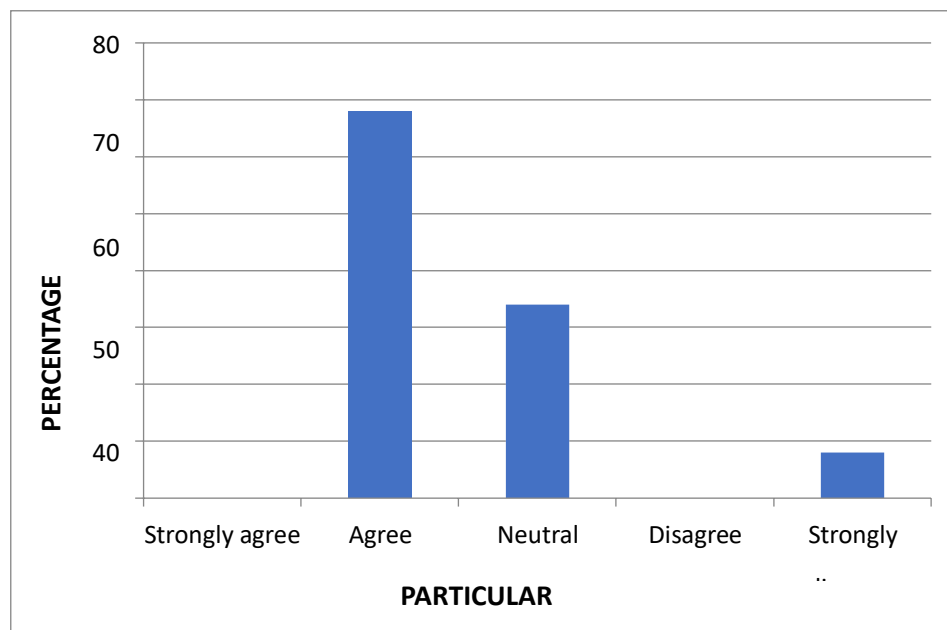


INTERPRETATION:

From the above table it can be interpreted that 54% of the agreed that the employee engagement.

TABLE: 4.1.19 FUTURE ENHANCMENT

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Strongly agree	0	0
2	Agree	68	62
3	Neutral	34	31
4	Disagree	0	0
5	Strongly disagree	8	7
	TOTAL	110	100

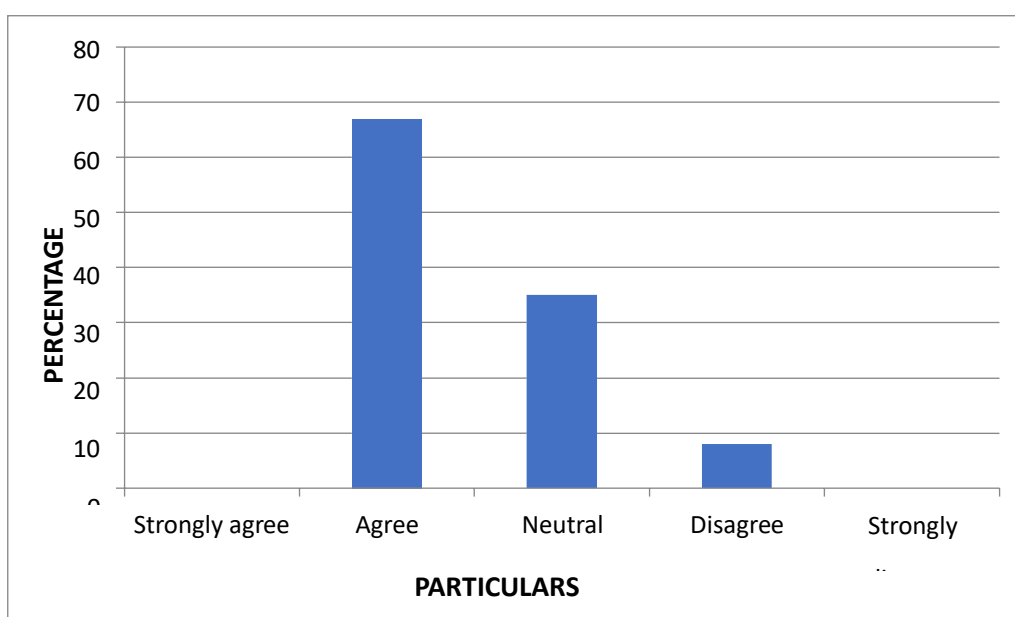


INTERPRETATION:

From the above table it can be interpreted that 62% of the respondents agrees that induction program is highly effective and found it energizing for future.

TABLE: 4.1.20 MATERIALS OF THE COMPANY

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Strongly agree	0	0
2	Agree	67	61
3	Neutral	35	32
4	Disagree	8	7
5	Strongly disagree	0	0
	TOTAL	110	100

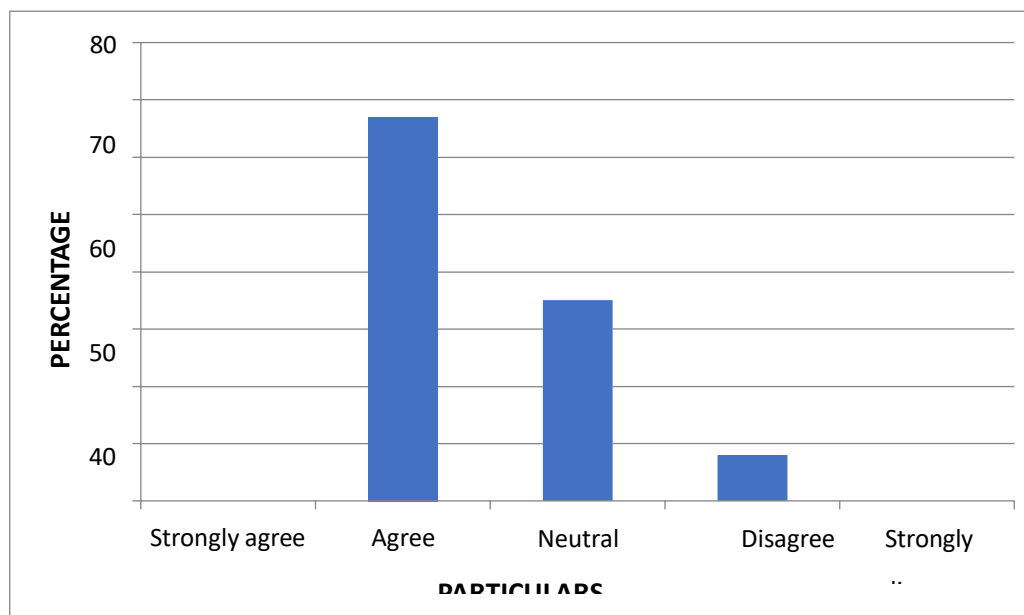


INTERPRETATION:

From the above table it can be interpreted that 61% of the respondents agreed that the initial study material is enough to understand the company procedures.

TABLE: 4.1.21 MEMBER OF TEAM

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Strongly agree	0	0
2	Agree	67	61
3	Neutral	35	32
4	Disagree	8	7
5	Strongly disagree	0	0
	TOTAL	110	100

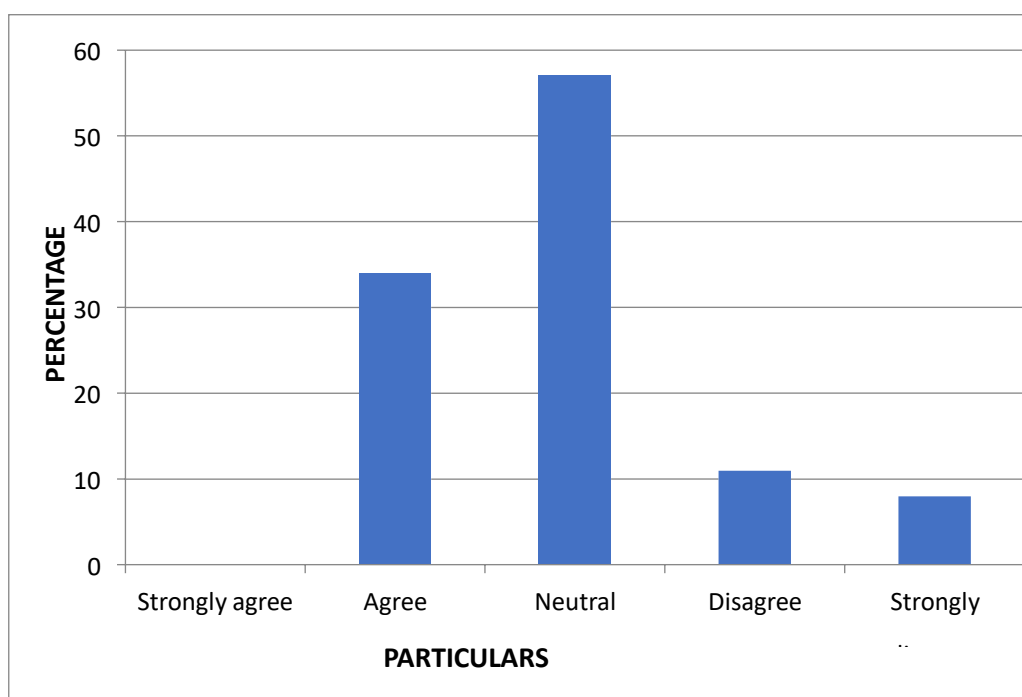


INTERPRETATION:

From the above table it can be interpreted that 61% of the respondents agreed that the end of the week they felt like a member of the “TEAM”

TABLE: 4.1.22 FEEDBACK

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Strongly agree	0	0
2	Agree	34	31
3	Neutral	57	52
4	Disagree	11	10
5	Strongly disagree	8	7
	TOTAL	110	100

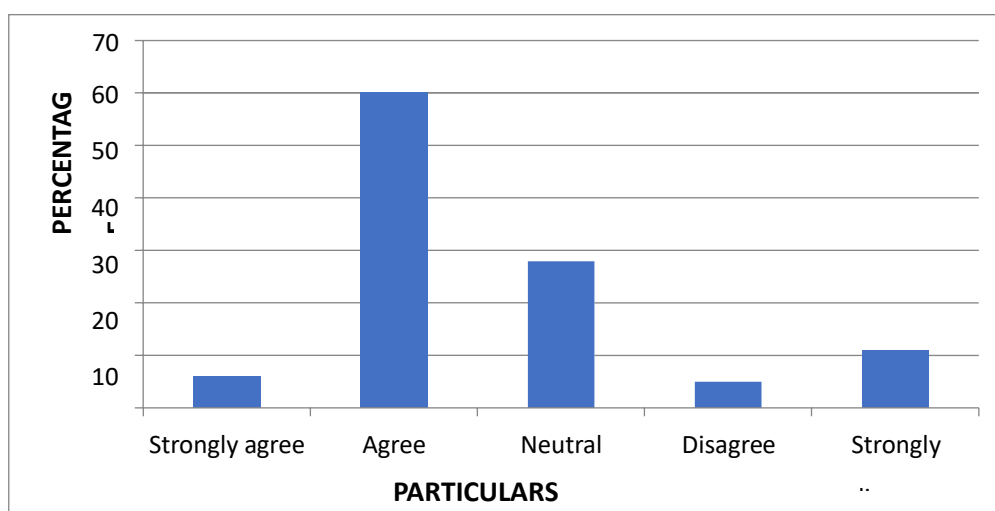


INTERPRETATION:

From the above table it can be interpreted that 52% of the respondents say that they received feedback based on assessment and guidance for professional development.

TABLE: 4.1.23 SUFFICIENT DURATION

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Strongly agree	6	5
2	Agree	60	55
3	Neutral	28	25
4	Disagree	5	5
5	Strongly disagree	11	10
	TOTAL	110	100

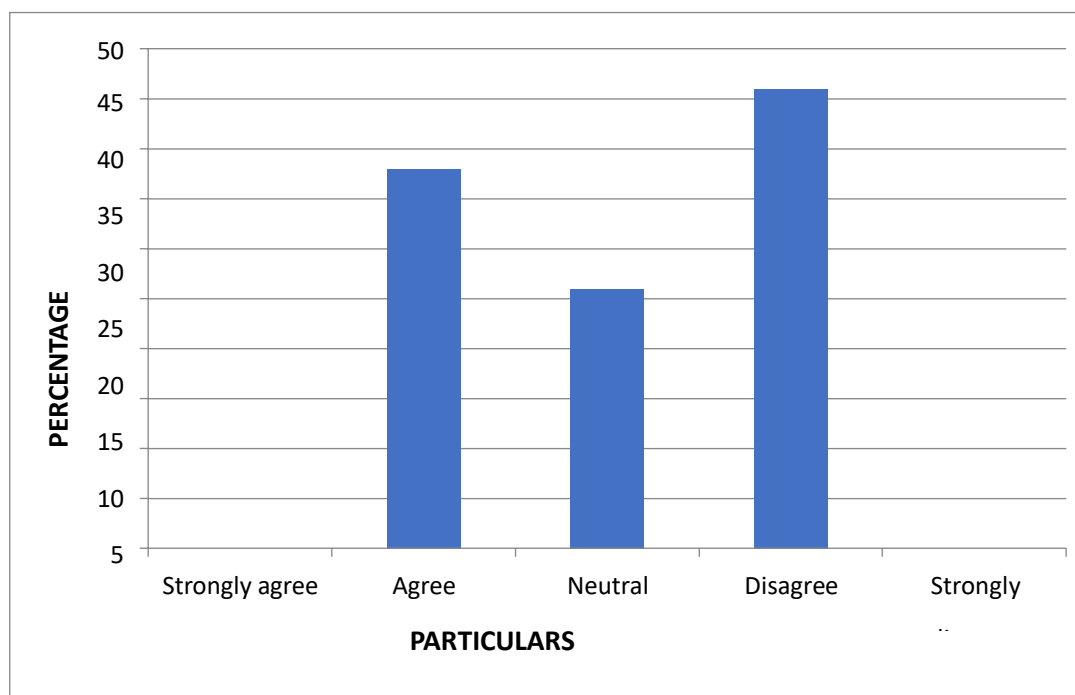


INTERPRETATION:

From the above table it can be interpreted that 55% of the respondents agree that duration of the program was sufficient.

TABLE: 4.1.24 PERFORMACE IN THE ORGANIZATION

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Strongly agree	0	0
2	Agree	38	31
3	Neutral	26	22
4	Disagree	46	40
5	Strongly disagree	0	0
	TOTAL	110	100

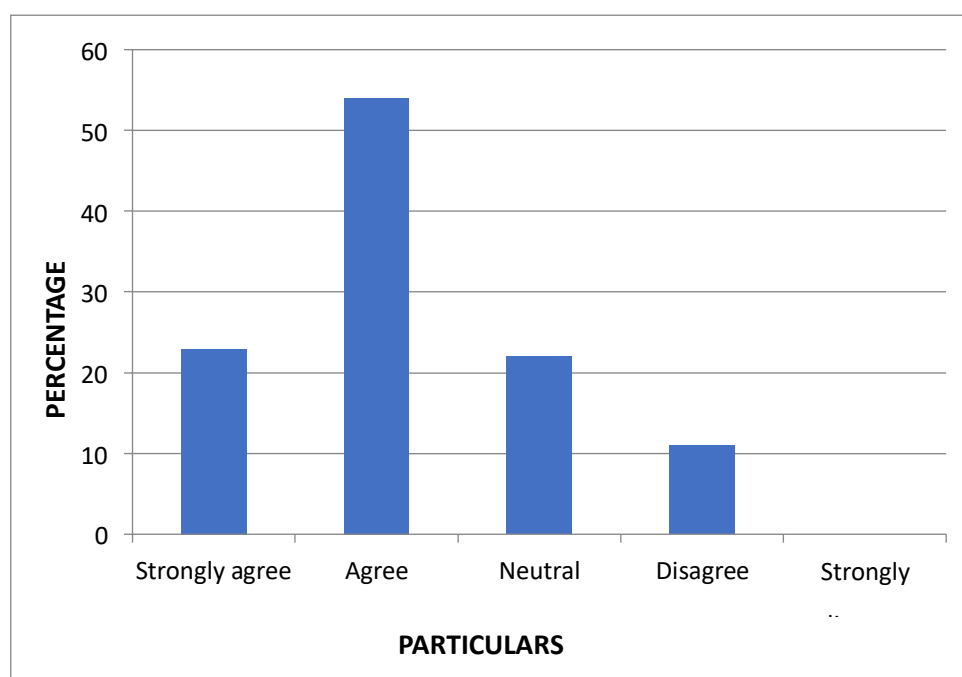


INTERPRETATION:

From the above table it can be interpreted that 40% of the respondents disagreed that after undergoing the induction program, they were able to perform their duty in the organization.

TABLE: 4.1.25 PAY ROLL POLICIES

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Strongly agree	23	21
2	Agree	54	49
3	Neutral	22	20
4	Disagree	11	10
5	Strongly disagree	0	0
	TOTAL	110	100



INTERPRETATION:

From the above table it can be interpreted that 49% of the respondents agreed with Office hours, dress code, sick leave and other policies were explained and also payroll policies were also on first days of the induction program.

4.2 CHI-SQUARE:

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null Hypothesis (Ho):

There is no significant relationship between gender and overall service satisfaction.

Alternative Hypothesis:

There is a significant relationship between gender and overall service satisfaction.

TABLE NO: 6.1 & 6.3 COMPARING AGE & EXPERIENCE

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
EXPERIENCE * AGE	110	100.0%	0	0.0%	110	100.0%

EXPERIENCE * AGE Crosstabulation

Count					
		AGE			
		21-30 yrs	31-40 yrs	41-50 yrs	
EXPERIENCE	'2-5 yrs	27	17	8	52
	6 - 10 yrs	15	15	10	40
	11-15 yrs	8	3	7	18
	Total	50	35	25	110

CHI-SQUARE TESTS

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.150 ^a	4	.188
Likelihood Ratio	6.208	4	.184
Linear-by-Linear Association	2.789	1	.095
N of Valid Cases	110		

a. 1 cells (11.1%) have expected count less than 5. The minimum expected count is 4.09.

INTERPRETATION:

Since the value is less than 0.05, we accept the alternate hypothesis and reject the null hypothesis. Hence, there is a significant relationship between the Age and the Experience.

4.3 ONE-WAY ANOVA:

Null Hypothesis (Ho):

There is no significant relationship between gender and overall service satisfaction.

Alternative Hypothesis:

There is a significant relationship between gender and overall service satisfaction.

TABLE NO: 6.1 & 6.3 COMPARING AGE & EXPERIENCE

Descriptives

experience

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
21-30 yrs	50	1.62	.753	.106	1.41	1.83	1	3
31-40 yrs	35	1.60	.651	.110	1.38	1.82	1	3
41-50 yrs	25	1.96	.790	.158	1.63	2.29	1	3
Total	110	1.69	.739	.070	1.55	1.83	1	3

ANOVA

EXPERIENCE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.351	2	1.175	2.201	.116
Within Groups	57.140	107	.534		
Total	59.491	109			

INTERPRETATION:

Since the value is less than 0.05, we accept the alternate hypothesis and reject the null hypothesis. Hence, there is a significant relationship between the Age and the Experience.

4.4 CORRELATION:

Null Hypothesis (Ho):

There is no significant relationship between gender and overall service satisfaction.

Alternative Hypothesis:

There is a significant relationship between gender and overall service satisfaction.

TABLE NO: 6.1 & 6.3 COMPARING AGE & EXPERIENCE:

Correlations		
	AGE	EXPERIENCE
AGE		
Pearson Correlation	1	.160
Sig. (2-tailed)		.095
N	110	110
EXPERIENCE		
Pearson Correlation	.160	1
Sig. (2-tailed)	.095	
N	110	110

INTERPRETATION:

Since the value is less than 0.05, we accept the alternate hypothesis and reject the null hypothesis. Hence, there is a significant relationship between the Age and the Experience.

CHAPTER V

5.1 FINDINGS

- ❖ 40% of the respondents belong to the age group of 21-30 years.
- ❖ 84% of the respondent's male.
- ❖ 60% of the respondents belong to 6 to 10 years of experience.
- ❖ 41% of the respondents are 0 to 5 years are working in this organizations.
- ❖ 42% of the respondents Your role within the organizations.
- ❖ 54% of the respondents My work is valued by this organizations.
- ❖ 55% of the respondents feel that the sets high expectations for our term's performance.
- ❖ 35% of the respondents strongly agree that is approachable and easy to take.
- ❖ 67% of the respondents agreed that induction program provides warm and sincere welcome to the new employee of the organization.
- ❖ 57% of the respondents agreed that this organization provides attractive opportunity for training and development.
- ❖ 65% of the respondents agreed that Vision and Goals of this organization are important to me personally.
- ❖ 57% of the responded agreed that induction rate of the health advantage gave by the organization to the workers and their families.
- ❖ 50% of the respondents agreed that rate the working hours of the organization.
- ❖ 49% of the respondents feel that I am clear about health and safety regulations at work.
- ❖ 49% of the respondents agreed with the organizations considers training as a part of organization strategy. Do you agree with this statement.
- ❖ 52% of the respondents 2-3 training sessions you have been attended.
- ❖ 40% of the Job training method them from the following method which method you had undergone.
- ❖ 54% of the agreed that the employee engagement.
- ❖ 62% of the respondents agrees that induction program is highly effective and found it energizing for future.
- ❖ 61% of the respondents agreed that the initial study material is enough understand the company procedures.
- ❖ 61% of the respondents agreed that the end of the week they felt like a member of the "TEAM"

- ❖ 52% of the respondents say that they received feedback based on assessment and guidance for professional development.
- ❖ 55% of the respondents agrees that duration of the program was sufficient.
- ❖ 40% of the respondents disagreed that after undergoing the induction program, they were able to perform their duty in the organization.
- ❖ 49% of the respondents agreed with Office hours, dress code, sick leave and other policies were explained and payroll policies were also on first days of the induction program.

5.2 SUGGESTIONS

- The management should provide more incentives, which would enhance the job satisfaction of the work.
- The organization should implement promotion policy based on effective performance in the company.
- The management should improve status and recognition of job.
- The management should make immediate decisions to the grievances.
- The management should provide compensation without delay which would lead to job satisfaction and higher moral of the employees.
- The supervisors must be concerned more on the employee's problems and should give immediate solutions.
- Interpersonal relationship among the employees must be encouraged and this can be implemented by assigning team work among the members other than the jobs they perform.

5.3 CONCLUSION

The present study has produced some important results that have implications for both research and practice.

Job satisfaction is a positive approach about one's job resulting from an evaluation of its characteristics, Job satisfaction represents an attitude rather than behaviour. They believe that satisfied employees are more productive than dissatisfied has been a basic tenet. A person with a high level of job satisfaction holds positive feeling about the job. When people weak of employee attitudes it does not mean job satisfaction.

It is very tough job for hr department to ensure job satisfaction among staff. Employees will not be just happy with pay cheque, a good position and prestige.

They also want a constant feeling of well being, demand better work & family life balance and look to the organization for fulfilling even their community needs. These highlighted expectations result in dissatisfaction and finds true job happiness remains an unfulfilled dream all the job hopping not with stand.

Thus, the overall job satisfaction of employees at JBM Pvt Ltd is very high. The employees at JBM Pvt Ltd have a very good high regard and respect towards the company's image and future of the organization.

APPENDIX

QUESTIONNAIRE ON JOB SATISFACTION

1. Age

- a) 21-30 yrs b) 31-40 yrs c) 41-50 yrs

2. Gender

- a) Male b) Female

3. Experience

- a) Valid 2 to 5 yrs b) 6 to 10 yrs c) 11 to 15 yrs

4. How long you are working in this organization?

- a) 0-5 yrs b) 6-10 yrs c) 11-15 yrs d) over 15 yrs

5. Your role within the organization?

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

6. My work is valued by this organization?

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

7. Sets high expectations for Our term's performance? (My Supervisor)

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

8. Is Approachable and Easy to take (My supervisor)

a) Strongly Disagree b) Disagree c) Neutral

d) Strongly agree e) Agree

9. The program provides warm and sincere welcome to the new employee of the organization

a) Strongly Disagree b) Disagree c) Neutral

d) Strongly agree e) Agree

10. This organization provides attractive opportunity for training & development? (Myorganization)

a) Strongly Disagree b) Disagree c) Neutral

d) Strongly agree e) Agree

11. Vision & Goals of this organization are important to me personally?(My organization)

a) Strongly Disagree b) Disagree c) Neutral

d) Strongly agree e) Agree

12. How do you rate the health advantages gave by the organization to the workers and theirfamilies? (Safety)

a) Strongly Disagree b) Disagree c) Neutral

d) Strongly agree e) Agree

13. How do you rate the working hours of the organization? (safety)

a) Strongly Disagree b) Disagree c) Neutral

d) Strongly agree e) Agree

14. I am clear about health and safety regulations at work (Safety)

a) Strongly Disagree b) Disagree c) Neutral

d) Strongly agree e) Agree

15. Your organization considers Training as a part of organization strategy. Do you agree with this statement (Training & development)

a) Strongly Disagree b) Disagree c) Neutral

d) Strongly agree e) Agree

16. How many training sessions you have been attended? (Training & development)

a) 0 b) Only once c) 2-3 d) Above 5 e) Nil

17. If you trained under on-the-job training method then from the following method which method you had undergone? (Training & development)

a) Job rotation b) Coaching c) Others

18. Employee Engagement:

I like the type of work that I do a) Strongly Disagree b) Disagree

I believe my job is secure c) Neutral d) Strongly disagree

Overall, I am very satisfied with my employer e) Disagree

19. You feel that the program is highly effective and found it energizing for future.

a) Strongly Disagree b) Disagree c) Neutral

d) Strongly agree e) Agree

20. The initial study material provided is enough to understand the company procedures.

a) Strongly Disagree b) Disagree c) Neutral

d) Strongly agree e) Agree

21. At the end of the week I felt like a member of the "TEAM"

a) Strongly Disagree b) Disagree c) Neutral

d) Strongly agree e) Agree

22. I have received feedback based on assessing me that I can use to guide my professional development.

a) Strongly Disagree b) Disagree c) Neutral

d) Strongly agree e) Agree

23. Duration of the Job training program was sufficient

a) Strongly Disagree b) Disagree c) Neutral

d) Strongly agree e) Agree

24. After undergoing the training program, you were able to perform your duty in the organization.

a) Strongly Disagree b) Disagree c) Neutral

d) Strongly agree e) Agree

25. Office hours, dress code, sick leave & other policies were explained and also payroll policies were also cover on first days of the training program.

a) Strongly Disagree b) Disagree c) Neutral

d) Strongly agree e) Agree

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A STUDY ON JOB SATISFACTION LEVEL AMONG THE EMPLOYEES WITH SPECIAL REFERENCE TO JBM AUTO PRIVATE LIMITED

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ABSTRACT

Job satisfaction represents one of the most complex areas when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. There is a considerable impact of the employee's perceptions for the nature of his work and the level of overall job satisfaction. Financial compensation also has a great impact on the overall job satisfaction of employees.

[KEY WORDS:- satisfaction, performance, employees, organization.]

INTRODUCTION

Human Resource Management (HRM) is an operation in companies designed to maximize employee performance in order to meet the employer's goals and objectives. Human resource management is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. Human Resource Management (HRM) is an operation in companies designed to maximize employee performance in order to meet the employer's strategic goals and objectives. Human resource management in a function in organizations designed to maximize employee performance in service of their employer's strategic objectives.

CAUSES OF JOB SATISFACTION:

- Pay influences job satisfaction only to a point.
- After about 40,000 a year, there is no relationship between amount of pay and job satisfaction.
- Personality can influence job satisfaction.
- Negative people are usually not satisfied with their jobs.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE:

The primary objectives is to study of Organizational climate employee motivation and job satisfaction.

SECONDARY OBJECTIVE:

- To measure the level of employee satisfaction towards their jobs
- To study the training and development programmes
- To analyse the company's working environment
- To study the level of satisfaction of employees regarding safety measures.

REVIEW OF LITERATURE

Rizwan Qaiser Danish, Umae draz, Hafizyasir Ali (2015) The purpose of this empirical study is to observe the impact of organizational climate on job satisfaction and organizational commitment in study of 179 teachers from different colleges and universities of Punjab, Pakistan Descriptive statistics and regression analysis are used to explain variations in job satisfaction and organizational climate. The results suggest that the organizational climate has considerable impact on job satisfaction as well as on organizational commitment.

In 2013, Zijaba Rahimi'c analyzed the importance and impact of different dimensions of organizational climate that influence the JS. Employees motivation and performance in Bosnia and Herzegovina (BiH). The Paper reveals that employees with higher organizational hierarchy have positive response towards the organizational climate.

Aguinis et al. (2013) stated that monetary rewards can be very powerful determinant of employee motivation and achievement which, in turn, can advance to important returns in terms of firm-level performance.

RESEARCH METHODOLOGY

The data are collected through a small 10-Page questionnaire, called the Core Welfare Indicators Questionnaire (CWIQ). The questionnaire and data software constitute an off-the- shelf survey package developed by the World Bank to produce standardised monitoring indicators of welfare. The questionnaire is purposively concise and is designed to collect information on household demographics, employment, education, health and nutrition as well as utilisation and satisfaction with social services. Questionnaires are scan able with interviewer's shading bubbles and writing numbers later recognised by the scanning software. The data system is fully automated allowing the results to roll out within weeks of the fieldwork.

POPULATION:-

The population comprises of 1200 employees.

TARGET RESPONDENTS

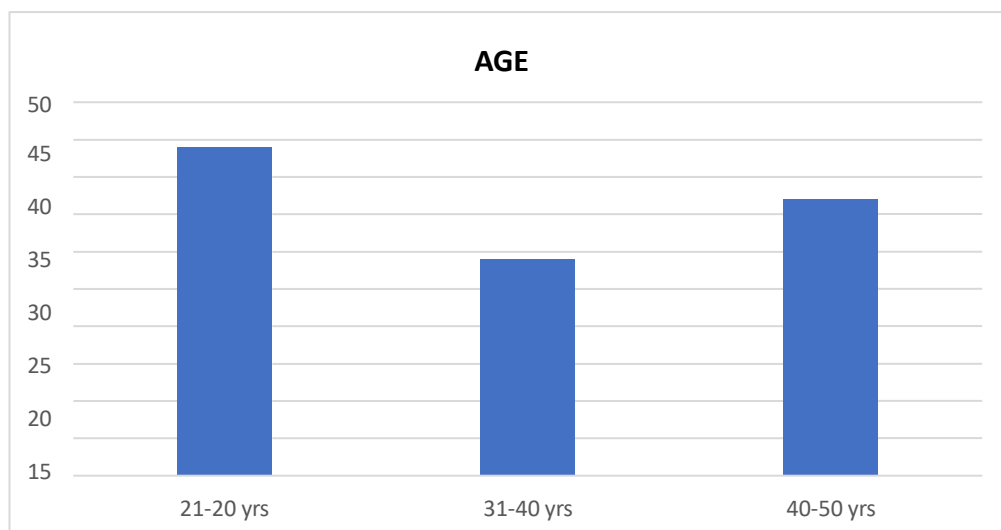
The target respondents for this survey are the new employees in which the survey data are to be used to make inferences.

DISTRIBUTION OF RESPONDENTS ON THE BASIS OF AGE

TABLE-4.1.1

Particulars	Respondents	Percentage
21-30 yrs	44	40.0
31-40 yrs	29	26.0
41-50 yrs	37	34.0
Total	110	100.0

EXHIBIT- 4.1.1 AGE GROUP



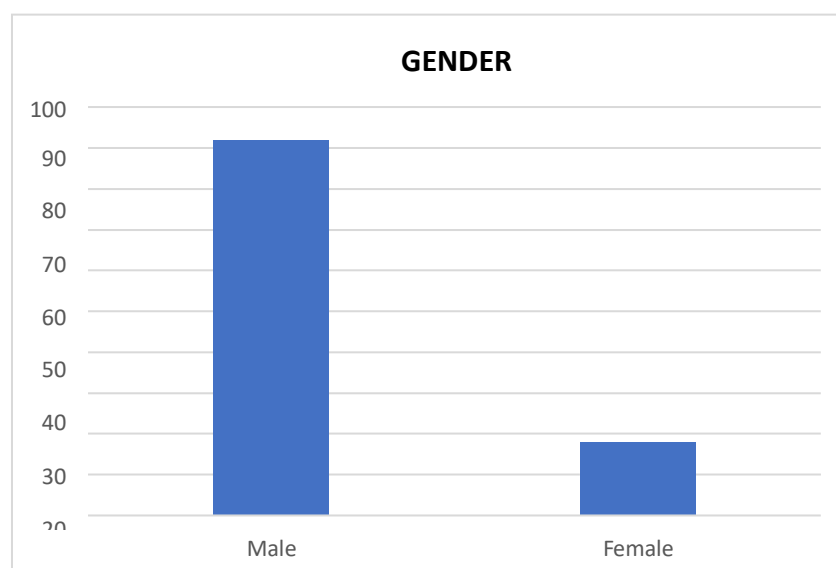
INFERENCE

From the above table it is found that 40% of the respondents belong to the age group of 21-30 years, 26% of the respondents belong to the age group of 31-40 years and 34% of the respondents belong to the age group of 41 years and above.

**DISTRIBUTION OF RESPONDENTS ON THE BASIS OF
GENDER**
TABLE- 4.1.2 GENDER

Gender	Respondents	Percentage
Male	92	84.0
Female	18	16.0
Total	110	100.0

EXHIBIT- 4.1.2 GENDER



INFERENCE

From the above table it is found that 84% of the respondent's male and 16% of the respondent's female.

FINDINGS:

- ❖ 40% of the respondents belong to the age group of 21-30 years.

- ❖ 84% of the respondent's male.
- ❖ 60% of the respondents belong to 6 to 10 years of experience.
- ❖ 41% of the respondents are 0 to 5 years are working in this organizations.
- ❖ 42% of the respondents Your role within the organizations.

SUGGESTION:

- The management should provide more incentives, which would enhance the job satisfaction of the work.
- The organization should implement promotion policy based on effective performance in the company.
- The management should improve status and recognition of job.
- The management should make immediate decisions to the grievances.

CONCLUSION:

The present study has produced some important results that have implications for both research and practice.

Job satisfaction is a positive approach about one's job resulting from an evaluation of its characteristics, Job satisfaction represents an attitude rather than behaviour. They believe that satisfied employees are more productive than dissatisfied has been a basic tenet. A person with a high level of job satisfaction holds positive feeling about the job. When people weak of employee attitudes it does not mean job satisfaction.

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