

# **A STUDY ON EMPLOYEES RETENTION IN THE ORGANIZATION**

Submitted in partial fulfillment of the requirements for the award of Degree in

**MASTER OF BUSINESS ADMINISTRATION**

by

**MALAVI M Register No.41410187**



**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, RAJIV GANDHI SALAI, CHENNAI - 600 119**

**MAY 2023**



# SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

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

[www.sathyabama.ac.in](http://www.sathyabama.ac.in)

## BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **MALAVI M 41410187** who carried out the project entitled "**A Study on Employees Retention in the Organization**" under my supervision from January 2023 to March 2023.

**Dr. Gananath Khilli M., M.Phil., Ph.D.**

Internal Guide

External Guide

SCHOOL OF MANAGEMENT STUDIES  
**SATHYABAMA**  
INSTITUTE OF SCIENCE AND TECHNOLOGY  
(Deemed to be University)  
Dean – School of Management Studies  
Jeppiaar Nagar, Rajiv Gandhi Salai  
Chennai-600 119

Submitted for Viva voice Examination held on 05.05.2023

Internal Examiner

External Examiner



## TESLA CONTROLS (INDIA) PRIVATE LIMITED

Precisely Professional Perfection

24.04.2023

### TO WHOMSOEVER IT MAY CONCERN

**Sub:** Final Year / Summer Project Completion Letter

We wish to confirm that **Ms. M. MALAVI (Reg. Num. 41410187)**, who has completed Second year MBA in Sathyabama Institute of Science And Technology, Chennai, has successfully completed the HR project in our concern titled "**A STUDY OF EMPLOYEE RETENTION IN THE ORGANIZATION**" from January 2023 to March 2023

During this tenure with us, the student's conduct & behaviour was observed to be good.

We wish success in the future endeavours.

For Tesla Controls (India) Private Limited

Mr. Jayakumar  
Director



An ISO 9001:2008 Certified Company

"Ernsy Square" No.4 Saranya Nagar, Thirumudivakkam - Kundrathur Main Road, Thirumudivakkam,  
Chennai - 600 044, Phone : +91 99403 65035 | Email : info@teslacontrols.in | Web : www.teslacontrols.in  
TIN : 33030890632 | CST No : 1239573 Dt : 22/07/2013 | ECC No : AAECT6699PEM001 | CIN : U74999TN2013PTC091579

## DECLARATION

I **MALAVI M (41410187)** hereby declare that the Project Report entitled “**A Study on Employees Retention in the Organization**” done by me under the guidance of **Dr.Gananath Khilla** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

**DATE: 05.05.2023**

**PLACE: Chennai**

A handwritten signature in black ink, consisting of a stylized 'M' followed by a horizontal line.

**MALAVI M**

## 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 sincere thanks to **Dr. G. Bhuvaneswari, MBA., Ph.D., Dean - School of Management Studies** and **Dr. A. Palani, M.Com., M.B.A., Ph.D., Head - School of Management Studies** 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.Gananath Khilla.M.,M.Phil.,Ph.D.** for his 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 **School of Management Studies** who were helpful in many ways for the completion of the project.

**MALAVI M**

## TABLE OF CONTENTS

| CHAPTER NO. | TITLE                                   | PAGE NO. |
|-------------|-----------------------------------------|----------|
|             | <b>ABSTRACT</b>                         |          |
|             | <b>LIST OF TABLES</b>                   |          |
|             | <b>LIST OF CHARTS</b>                   |          |
| 1           | <b>INTRODUCTION</b>                     |          |
|             | 1.1.Introduction                        |          |
|             | 1.2.Industry Profile                    |          |
|             | 1.3.Company Profile                     |          |
|             | 1.4.Need for the study                  |          |
|             | 1.5.Scope & Significance of the study   |          |
| 2           | <b>REVIEW OF LITERATURE</b>             |          |
|             | 2.1 Review of Literature                |          |
| 3           | <b>RESEARCH METHODOLOGY</b>             |          |
|             | 3.1 Methodology                         |          |
|             | 3.2. Research Design                    |          |
|             | 3.3 Sampling Technique                  |          |
|             | 3.4. Sources of Data                    |          |
|             | 3.5. Questionnaire Development          |          |
|             | 3.6. Sample Size                        |          |
|             | 3.7. Period Of Study                    |          |
|             | 3.8. Profile area of the Study          |          |
|             | 3.9 Hypothesis                          |          |
|             | 3.10. Tools For Analysis                |          |
| 4           | <b>DATA ANALYSIS AND INTERPRETATION</b> |          |
|             | 4.1 Percentage Analysis                 |          |
|             | 4.2.ANNOVA                              |          |

|   |                                       |  |
|---|---------------------------------------|--|
|   | 4.3. CHI SQUARE                       |  |
|   | 4.4. CORELATION                       |  |
| 5 | <b>RESEARCH METHODOLOGY</b>           |  |
|   | 5.1.Findings of the Study             |  |
|   | 5.2.Suggestions & Recommendations     |  |
|   | 5.3. Limitations of the study         |  |
|   | 5.4.Conclusion                        |  |
|   | <b>REFERENCES</b>                     |  |
|   | <b>ANNEXURE I – QUESTIONNAIRE</b>     |  |
|   | <b>ANNEXURE II – RESEARCH ARTICLE</b> |  |
|   | <b>ANNEXURE III - BIOGRAPHY</b>       |  |

## **ABSTRACT:**

Employee Retention is a challenging concern of the organization. This study stressed on Employee Retention. Employees are the assets of the organization. The ultimate aim of Employee Retention is to make both the stakeholders, i.e., employees and employer

happier. It facilitates loyal employees sticking to the company for a longer duration, which in turn will benefit both the stakeholders. Employee retention is not just a matter that can be dealt with records and reports. It purely depends upon how the employers understand the various concerns of the employees and how they help them resolve their

problem, when they are in need. Every organization spends time and invests money in grooming new employees and makes them corporate-ready. The organization will be in complete loss, if such employees quit after they are fully trained. The organization is completely at loss when the employees leave their job once they are fully trained.

Employee retention considers the various measures taken so that an individual stays in an organization for the maximum period of time.

Research says that most of the employees leave an organization out of frustration and constant friction with their superiors or other team members. In some cases low salary, lack of growth prospects and motivation compel an employee to look for a change. The management must try its level best to retain those employees who are important for the system and are known to be effective contributor. To retain skilful and committed employees in the organization, management should take care of employee satisfaction. Find out the reasons of employee turnover and overcome this. The purpose of this study is to prove how employee retention is essential in this day and age, and if the organizations are not awake to the situation and immediate actions are not taken to that effect, what repercussions lay ahead and how they would affect the organization and the industry.

## LIST OF TABLE

| TABLE NO. | PARTICULARS                                                                                     | PAGE NO. |
|-----------|-------------------------------------------------------------------------------------------------|----------|
| 4.1.1     | AGE OF THE RESPONDENTS                                                                          |          |
| 4.1.2     | GENDER OF THE RESPONDENTS                                                                       |          |
| 4.1.3     | QUALIFICATION OF THE RESPONDENTS                                                                |          |
| 4.1.4     | TOTAL YEARS OF EXPERIENCE OF THE RESPONDENTS                                                    |          |
| 4.1.5     | INCOME OF THE RESPONDENTS                                                                       |          |
| 4.1.6     | TO STUDY THE COMMON REASONS OF EMPLOYEE VOLUNTARILY LEAVING OR STAYING IN ORGANIZATION          |          |
| 4.1.7     | TO STUDY THE EFFORTS MADE BY THE ORGANIZATION TO RETAIN EMPLOYEE                                |          |
| 4.1.8     | TO STUDY THE SATISFACTORY LEVEL OF EMPLOYEES TOWARDS THEIR JOB AND CULTURE OF THE ORGANIZATION. |          |

### LIST OF CHARTS

| CHARTS NO. | PARTICULARS                                                                                     | PAGE NO. |
|------------|-------------------------------------------------------------------------------------------------|----------|
| 4.1.1      | AGE OF THE RESPONDENTS                                                                          |          |
| 4.1.2      | GENDER OF THE RESPONDENTS                                                                       |          |
| 4.1.3      | QUALIFICATION OF THE RESPONDENTS                                                                |          |
| 4.1.4      | TOTAL YEARS OF EXPERIENCE OF THE RESPONDENTS                                                    |          |
| 4.1.5      | INCOME OF THE RESPONDENTS                                                                       |          |
| 4.1.6      | TO STUDY THE COMMON REASONS OF EMPLOYEE VOLUNTARILY LEAVING OR STAYING IN ORGANIZATION          |          |
| 4.1.7      | TO STUDY THE EFFORTS MADE BY THE ORGANIZATION TO RETAIN EMPLOYEE                                |          |
| 4.1.8      | TO STUDY THE SATISFACTORY LEVEL OF EMPLOYEES TOWARDS THEIR JOB AND CULTURE OF THE ORGANIZATION. |          |

# **CHAPTER 1**

## **INTRODUCTION**

### **1.1.1 INTRODUCTION:**

The term “retention” derives from the Latin word “retention” and describes a continued possession, use or control of something. In context of Human Resources, retention is considered to be the opposite of turnover. Wherever turnover describes a permanent loss of employees from an employer, retention expresses an organizations intention of encouraging qualified employees to remain in an organization for the maximum period of time. For this reason the management of employee retention, further named Employee Retention Management (ERM). It characteristics aimed at creating a comfortable working environment which the employees is not willing to leave. It is therefore the sum of advantages of an organization exceeding those of changing the workplace, which has impact on employees decision whether to stay in an organization or to rather change the employer. ERM increases employees solidarity towards the employer including the interaction between different influences such as working conditions, social benefits and salary as well as human resource management, leadership style and career advancement. Consequently ERM takes into account various appropriate methods in order to keep employees in an organization, focusing on those high quality employees who bring in their intellectual capital which ensures competitive advantages and long term corporate success.

Phoning or revisiting a client can be frustratingly awkward when you discover that the concerned person you were dealing with is he longer working with your client and client’s company. Money spent developing a relationship and sharing business strategies with a very important person you trusted went out of the window. Their reputation becomes undependable, you (Isabelle Klippert, 2013).

Employee retention problems are emerging as the most critical workforce management challenges of the immediate future. Researches have shown that in future, triumphant organizations will be those which adapt their organizational behavior to the realities of the current work environment where longevity and success depend upon innovation, creativity and flexibility. Retention is a complex concept and there's no single formula for keeping employees with an organization (Isabelle Klippert, 2013).

Successful companies such as Microsoft and General Electric have for many years confirmed that having a superior workforce is the key to sustainable market domination and business success (Pitiris, 2014). It's every manager's nightmare: One of your best employees resigns out of the blue. Right away, you've got a number of challenges to tackle on top of your daily responsibilities. Not only do you have to find a replacement for such a talented team member — no small feat when skilled professionals are in high demand, as they are today — but you also have to consider the impact this departure will have on the rest of your staff. Whenever someone walks out the door, people notice. Some will even start wondering if they should start looking for a new job, too. That's why employee retention and employee job satisfaction should be high on every organization's list of priorities, and why creating effective retention strategies to decrease turnover should be one of management's most important jobs (Robert Half, 2018).

Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time. Every organization invests time and money to groom a new joiner, make him a corporate ready material and bring him at par with the existing employees. The organization is completely at loss when the employees leave their job once they are fully trained (Prachi Juneja, 2018).

### **1.1.2 MEASURING EMPLOYEE RETENTION**

A stability index predicates the retention rate of experienced employees like turnover rate; it can be used across an organization as a whole or for a particular part of it. So,

Employee retention rate =

Number of leavers with more than one years of service total number of staff in post one year ago \* 100

### **1.1.3 POTENTIAL REASONS FOR AN EMPLOYEE TO LEAVE A JOB**

Key employee retention is critical to the long term health and success of company. Retaining our best employee ensures product sales, customer satisfaction, contented co workers and reporting authority, effective progression planning and deeply embedded organizational knowledge and learning:

Following are some potential reason for an employee to leave:

Salary

Lack of challenge or growth

Lack of re-organization.

Loss of religion in manager / supervisor for providing opportunity

Lack of trust in senior management

Overall low job satisfaction

Retention starts at the top. Sourcing, hiring and retaining motivated employees are the responsibility of the company's governing board and Leadership Team. (Pearson, 2013, Human Resource Management: a Contemporary Perspective.

### **1.1.4 RECOGNIZING THE PROBLEM**

Getting and retaining good employees demands focused, recognized and comfortable policies and procedures that make retention a prime management outcome. To appreciate staff every day and constantly work to keep them on board is the job of the manager. The HR department alone cannot reduce turnover. Company leaders must establish distinct, significant and positive change

for retention processes and programs within all levels of an organization. After recruiting the right people, it is management's most important role to take responsibility for the success of their employees including leading people towards performance goals and targets.

Retention is the ability to hold on to employees. Where an organization finds that it is losing valuable staff (such as those with scarce skills or specialist knowledge) it may be said to have a 'retention problem' (Pearson, 2013, Human Resource Management: a Contemporary Perspective).

However, irrespective of whether an organization has retention problems, it is seen as good practice to develop a retention plan based on collecting and analyzing data from

1. An ongoing attitude survey (typically once in a year) to test the climate of opinion with the organization.
2. A regular salary survey.
3. Training needs analysis.
4. Exit interviews.

These retention plans should form part of the broader human resource plan (Pearson, 2013, Human Resource Management: a Contemporary Perspective)

### **1.1.5 EMPLOYEE TURNOVER**

Turnover, the opposite of retention, refers to the percentage of employees leaving the organizations for whatever reasons. Employee turnover refers to the rate of change in the work force of an enterprise during a given of time. It is the time to time change in the composition of the work force that results from hiring, release and replacement of employees. Higher the retention rate, lower will be the turnover levels and hence the turnover cost. Turnover levels vary considerably from industry to industry. The highest levels of turnover are found in private sector organizations. High turnover rate has negative impact on organization's performance which adds hundreds of thousands of money to an organization's expenses. "Avoidable" turnover is distinguished from "Unavoidable" so that proper emphasis can be placed on the avoidable portion.

### **1.1.6 TYPES OF EMPLOYEE TURNOVER**

Employee Turnover exists across two categories: Involuntary turnover, instigated by the employer and voluntary turnover, prompted by the employees.

### **1.1.7 INVOLUNTARY TURNOVER**

It is either by discharge or downsizing. Discharge turnover concerns the removal of poor performing or dishonest employees from an organization, while downsizing is a necessary activity to increase the effectiveness of an organization and its ability to meet shareholder targets (PC Bryant & DG Allen, 2013, a Journal on Employee Turnover).

### **1.1.8 VOLUNTARY TURNOVER**

It is separated into two further types: avoidable and unavoidable turnover. Voluntary turnover is separated into two further types.

Avoidable turnover concerns the exit of an employee from an organization under circumstances that could have been avoided: if the employee had felt more valued, for example. Conversely, unavoidable turnover relates to employee exit that occurs independently of any action that the firm could have taken such as an employee passing away unexpectedly, or compulsory relocation. (PC Bryant & DG Allen, 2013, a Journal on Employee Turnover).

### **1.1.9 THE COST OF EMPLOYEE TURNOVER**

The cost of replacing an employee is expensive and it varies from industries to industries and organizations to organizations. This includes a wide variety of expenses or costs such as:

1. Administration of the resignation with exit interviews
2. Recruitment & Selection costs – The cost to the business during hiring new employees includes;

Time spent on sourcing recruitment

Administration of recruitment and selection process

From advertising to the time spent interviewing and selecting.

Cost of covering during the period in which there is vacancy.

Training costs – To estimate the cost of training and developing new employees following factors are considered (PC Bryant & DG Allen, 2013, a Journal on Employee Turnover).

3. Cost of training, Orientation materials and trainer's time.

4. Technology (PC Bryant & DG Allen, 2013, A Journal on Employee Turnover)

5. Loss of Knowledge, productivity, present employees' morale. A new employee operates between 25%-50% of productivity levels for the first three months, not including the time spent by existing employees to assist.

6. Loss of business and image of the company. The sales volume and profit decreases when the role is vacant (PC Bryant & DG Allen, 2013, A Journal on Employee Turnover).

Turnover was considered as a form of secession from the organization. Turnover intention defined as an internal perception of the possibility of an employee leaving the company. The indicators were:

Having strong desire to leave,

Intending to leave the company,

Searching for opportunity to work in other companies.

Research found that lack of employees training could increase turnover intention (Wu, 2013, pp.132). In a study conducted, it was identified that monetary and non-monetary rewards are important in order to raise employee retention. Monetary rewards reported to significantly increase employee retention included performance bonuses, reasonable salaries, and remuneration for scarce skills. Non-monetary rewards included promotions, child care facilities, extended leave and recreation facilities. It was also reported that employees view salary as the main source of dissatisfaction which often resulted to high employee turnover (Pillay, 2012)\

The linkage from using HRM practices such as remuneration, training & development, career opportunities and work life balance served as a effective tool to increase employee retention and employee performance, whereby HRM

practices influences organizational performance and employee retention by affecting and adjusting employee practices, or by a human capital viewpoint, whereby HRM is primarily seen to contribute to employee skills, information and capacities, which can be conceptualized as valuable resources unique to the firm. HRM practices and setups should be reliable and to fit with the organization's context, including its organizational strategy (Journal of Economics, Business and Management, Vol. 4, No. 12, December 2016).

The scope of HR practices such as Remuneration, Training & development, Career opportunities and Work-life balance are critical tools for retaining valuable employees in the organization that supported each other, good relationships with workers, employee engagement, and employee inclusion in decision making, autonomy and empowerment. The objective of best practice in using HRM practices such as remuneration, training & development, career opportunities and work life balance is to advance commitment and motivation which will yield both economic performance and employee development so that employees will become loyal to the organization and henceforth give the organization a competitive advantage (Sapna Bai and Mehran Bhutto, 2016).

#### **1.1.10 REMUNERATION**

Employees in their organizations hold different types of jobs and are employed in different occupations. The importance of a job function in an organization in terms of remuneration can be measured by its comparison to other similar jobs in the job family (Sapna Bai and Mehran Bhutto, 2016).

Job families are usually arranged by functional groups or work categories such as administration or customer services, finance, information technology (IT) or personnel, or by occupation, for example, IT specialists or scientists. Obviously, in many occupations compensation for the work done could be relied upon to be a prime attractor, with the possibility to inspire commitment. Customarily, pay rates and status have been low, which, some have contended. A review of the HRM literature demonstrates that there is a mind-boggling accord that better

compensation which incorporates pay bundles and advantages, including allowances, benefits such as company car, medical plan, pension plan, bonuses, and cash incentives by and large contribute positively towards employees staying in their employments longer. Pay and performance practices vary as per nationality. The measurement laid out in Pfeffer's rundown of best practices is a remuneration strategy which sees employees recompensed high remuneration dependent upon their performance, however, find that the vital practices of staffing, cooperation and remuneration are positively related to knowledge-management capacity. Better remuneration bundles are positively related to employee retention (Sapna Bai and Mehran Bhutto, 2016)

#### **1.1.11 TRAINING AND DEVELOPMENT**

A long-term introduction to training, learning and development is along these lines likewise viewed as vital, not just does this empower employees to keep up proficiency in their work, yet it additionally permits them to stay up to date with improvements in their field that may influence their future employability that will prompt decline worker turnover. For example, researchers found that opportunities and on-the-job training for the new employees to be received and get concerned with to the new job compact turnover intention (Sapna Bai and Mehran Bhutto, 2016).

The execution of the development practices and effective training that target the older workers and they are matched to their needs and has also been originated to impudence of career satisfaction that eventually improves the retention among the older workers. This has additionally offered ascend to the need of multi skill workers to perform crosswise over capacities and training them on the best way to handle diversity. Training and development practices are positively related to employee retention (Sapna Bai and Mehran Bhutto, 2016)

#### **1.1.12 CAREER OPPORTUNITIES**

A study of bank sector in India has shown that Career development has been shown to be more valuable for the development of the organization's values and

goals and objectives in relation to their observed levels of retention and that concern with the retention of employees. In the study of information technology the most important element to stay in their current job, managers identified the career development is a key issue in the study of retention. The study conducted on system of academic career developed in Germany that shows the career opportunities to obtain for PhDs have improved since 1950s, On other hand, career opportunities to obtain another job or become a professor for PhDs have reduced since 1980s because of a slowdown expansion of higher education. The research reported greater career opportunities for male student progress into doctoral programs, and leadership positions, remarking students on a path to be a leader contained by the profession. Thus, the clear career development in organizations that deals in the literature Support program to manage employees and also to help develop their careers experience lower employee turnover rates (Sapna Bai and Mehran Bhutto, 2016).

#### **1.1.13 WORK LIFE BALANCE**

The work-life balance is a HRM final practice measured in this research. The quality of life is increased as the public debate around the significance of work-life balance, to discuss a very narrowly conceived. In particular, “work” is considered as negative, especially long hours and “life” is adjusted around caring responsibilities. The Study of work life interrupts the Australia and that work-life balance is bad for the people and those in high-skill professions who work are more likely to suffer clash at specific industries, where workers found constantly for around an emotional/social commitments. Work-life balance is scheduled this result depends on the fit between the job requirements and the actual number of hours the employee is derived. It pointed to the effective end of the flexible hours at work and need to apply. Work–life balance has negatively related to work demands, psychological strain and turnover intentions. Employers with jobs that need routine and regular interaction with constant manning and others are less able to keep the commitment to work-life balance. Work–life balance discussions and importance of the workplace policies in attaining any kind of work-life balance

in the future. Work-life balance has common obstacle for faculty members assumed female and male students tackled same challenges through the graduate school. Best practices of work–life balance are positively connected to the employee retention. (Journal of Economics, Business and Management, Vol. 4, No. 12, December 2016)

#### **1.1.14 MEDIATION EFFECT OF EMPLOYEE VALUE FIT IN THE ORGANISATION AND EMPLOYEE RETENTION**

To investigate that how employee value fit in the organization mediate to the effect of the HR practices on the employee retention and it is also important to know the dynamic relation in between (a) HR practices and employee value fit in the organization and (b) employee value fit in the organization and the employee retention. Overall HRM practices reflect the organization and its value and norms. Such as, reinforce and influence the organization values, belief and norms through the careful requirement, retention policies and remuneration. (Sapna Bai and Mehran Bhutto, 2016)

For example as, an organization that has rewards performance appropriate to the employee's contribution very clear determines the organization, consistency, fairness in the reward management and value equality (Sapna Bai and Mehran Bhutto, 2016).

Like that, when an organization has provided the superior training programs, then employees would feel that they also give importance and they are also treated as a valued member. We can say the same for policies of work life balance that are good pointers of how any organization referred to the importance of the life outside the halls of workplace. HRM practices are the group oriented has been initiated to be strongly related to the combined values of the organization. So, HRM practices not tend to reflect the value of the organization, but it's also reinforce and support these values to confirm that a nice fit between the organization and employee values (Sapna Bai and Mehran Bhutto, 2016).

#### **1.1.14 NEED FOR AND IMPORTANCE OF THE STUDY**

Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time. Retention increases Morale. Employees that enjoy what they do and the atmosphere in which they work are more likely to remain employed with their company. Retention strategies are important because they help create positive work environment and strengthen an employee's commitment to the Organization. Implementing an employee retention program is an effective way of making workers remains employed while maintaining job performance and productivity. The difference between the valuable employees and those who don't put their efforts to contribute much to an organization has a lot to do with employee retention strategies. Thus, it is important for a business management to recognize the value of the employees and implement employee retention strategies in an effective manner, so that the employees may stick to an organization and continue to contribute their sincere efforts and produce the desired results which in turn aids an organization greatly to get sustainable development. It is important for any organization to implement employee retention strategies to manage employee turnover effectively and efficiently. It must be noted that a high turnover indicates that a company is losing a high % of employees as compared to the number of employees who have been hired already. It is also an indication of not doing proper job selection and not creating an environment.

## **1.2 INDUSTRY PROFILE**

'People are our greatest asset' is a mantra that companies have been chanting for years. But only a few companies have started putting Human Resources Management (HRM) systems in place that support this philosophy. There are a number of challenges in the Indian industry which require the serious attention of HR managers to 'find the right candidate' and build a 'conductive work environment' which will be beneficial for the employees, as well as the organization. The industry is already under stress on account of persistent problems such as attrition, confidentiality, and loyalty. Other problems are managing people, motivation to adopt new technology changes, recruitment and training, performance management, development, and compensation management. With these challenges, it is timely for organizations to rethink the ways they manage their people. Managing HR in the knowledge based industry is a significant challenge for HR managers as it involves a multi task responsibility. In the present scenario, HR managers perform a variety of responsibilities. Earlier their role was confined to administrative functions like managing manpower requirements and maintaining rolls for the organization. Now it is more strategic as per the demands of the industry

The manufacturing sector is part of the goods-producing industries super sector group. The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products.

A manufacturing business is any business that uses components, parts or raw materials to make a finished good. These finished goods can be sold directly to consumers or to other manufacturing businesses that use them for making a different product.

Manufacturing processes are the steps through which raw materials are transformed into a final product. The manufacturing process begins with the creation of the materials from which the design is made. These materials are then modified through manufacturing processes to become the required part.

Modern manufacturing includes all intermediate processes required for the production and integration of a product's components. Some industries, such as semiconductor and steel manufacturers use the term fabrication instead. The manufacturing sector is closely connected with engineering and industrial design

#### Major Industries in India

- Textile Industry
- Food Processing Industry
- Chemical Industry
- Cement Industry
- Steel Industry
- Software Industry
- Mining Industry
- Petroleum Industry

According to a study recently conducted by global management consulting firm McKinsey and Company, the Indian manufacturing industry is expected to touch US\$ 1 trillion by 2025. Industry experts accredit the increasing demand of manufacturing units and the penchant for setting up low-cost plants in India by multinational firms for this possible development.

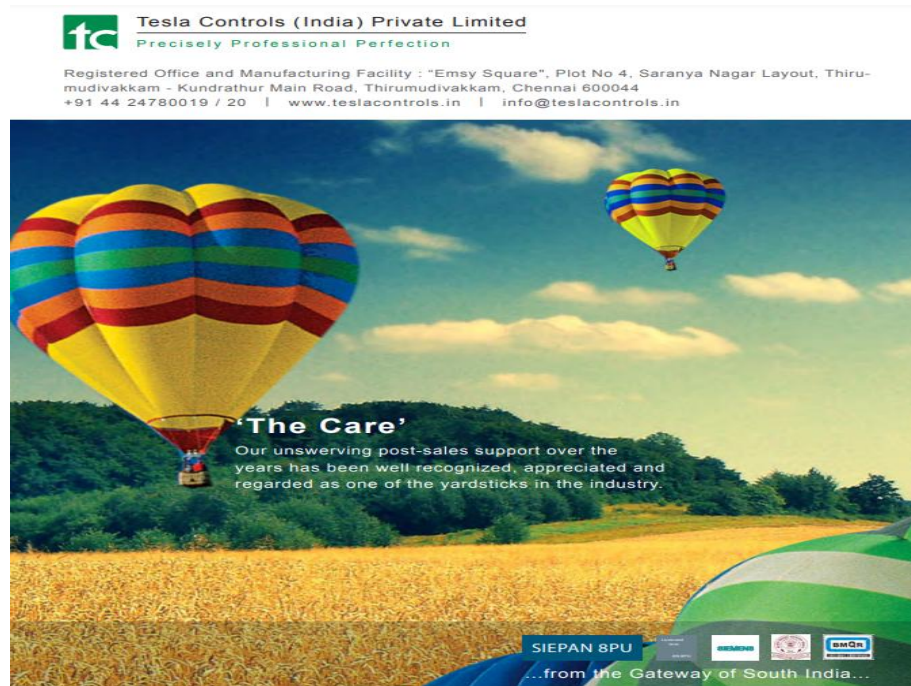
Around 90 million domestic jobs are waiting to be created by that timeframe with the manufacturing segment contributing about 25-30% of India's gross domestic product. India's rapidly expanding economy is giving both international entrepreneurs and home players an array of opportunities to venture out and grow.

#### Key market drivers for the Indian Manufacturing Industry

- 1) The Indian manufacturing sector has been witnessing a sluggish growth due to deceleration in investment.
- 2) The national manufacturing policy suggests raising the share of manufacturing in GDP to 25% in order to create 100 million jobs in the coming decades.
- 3) Additional capacities are being planned to be installed in all the major manufacturing units.

4) A public procurement policy has been proposed incorporating technology along with common facility centres while the Khadi Mark steps has been launched to promote Micro Small and Medium Enterprises.

### 1.3. COMPANY PROFILE



#### **‘The Personality’.**

We at Tesla Controls (India) Private Limited are an enthusiastic and resourceful company into the manufacturing of electrical switchboards in India. We have a greater understanding of the varied industry needs with regard to safety, convenience and conservation. In the process of accommodating these diverse essentials, we uphold the highest standards as laid down by the Indian and International regulatory authorities for the respective products.

Our organization has been built over a decade of experience of our promoters in the fields of Industrial and Building Electricals. Our extensive knowledge in the fields of Electrification in LT/HT and Automation areas of multi-segment industries enables us in extending customised professional solutions to meet customer's requirements. Our abundant experience in projects such as Industries and

Infrastructure provide a platform to ensure state-of-the-art system solutions to our customers.

### **‘The Vision’**

We are committed to provide products and services that are of outstanding quality to enhance customer satisfaction. Through continual improvement of processes and systems we will strive to attain global benchmarks in design and quality of our products and services. We will nurture a culture of Caring, Integrity, Transparency and Dedication in our team to exceed the expectations of our customers and stakeholders.

### **‘The Knowledge’**

The company's goals are being driven by its MD & CEO, who has been with an Indian Engineering conglomerate for over a decade and has been shaping a similar engineering organization over the years. The company's operations are well molded and guided by its COO, who brings in an asset of experience of over two decades from the Panel manufacturing domain. His acumen in manufacturing process complements the exceptional infrastructure that the company possesses. The company's strategy is drawn and put to action by its CFO, who honed his technical and management skills at IIT and IIM. His exposure of over six years in an MNC provides a perfect platform in shaping the Process and Systems of the organization. The Management continuously strives to maintain a passionate team and its knowledge upgradation at all times at every level, be it design or execution.

### **‘The Physique’**

We are equipped with an all-inclusive facility comprising of state-of-the-art CNC Machines for sheet processing, welding equipments, in-house seven tank pre-treatment and powder coating unit supported with adequate power backup ensuring uninterrupted production at all times. The electrolytic grade busbar materials (Aluminium / Copper) are surface coated as it may be sought and are

being processed in a machine to the pre defined design with a greater accuracy of cutting, bending and profile punching enabling flawless operation through the lifetime. The floor space spanning more than 30,000 sqft combined with our team's capabilities to execute projects end-to-end swiftly is a strength to complete large projects in a comparatively shorter duration. Our engineering and design team implements customer requirements and captures finer details using sophisticated softwares ensuring that we deliver worldclass products. We have the Type Tested Assemblies (TTA) as per the latest Indian and International standards, including that of Internal Arc Containment tested (IAC) through the Franchise manufacturing agreement with M/s SIEMENS LTD for their SIEPAN 8PU range of LT Panels. Besides this we also have type tested our panels for 70kA Short Circuit and IP 65 among others. The process and systems of our organisation are closely monitored and are governed by the latest Quality Standards of ISO 9001:2008. '

### **'The Health'**

Our Quality Assurance Plan (QAP) deals with a series of checks beginning from the raw material inward and goes on till the final product is ready for shipment. This includes securing and cross verifying relevant test certificates from vendors and evaluation of the same on a continuous basis for a quality and timely vendor development. We at TCIPL believe that our raw material procurement policy is one of the keys to unlock our outstanding quality. In detail, sheet metal thickness tests using Digital Vernier Calliper, periodic pH and titration evaluation of each tank of pre-treatment and epoxy coating check from curing till achieving the desired quality micron level by using Digital Micron Thickness Gauge. Our busbar works at joints use a prechecked and predefined hardware and undergo a random current injection test for Milli Volt drop to give the endurance to surpass industry benchmarks. Meticulous selection and design of nonconductive and insulating elements of our panels make sure the performance of our products are sustainable through the life. At each stage the safety and convenience of end users is given an utmost importance. The skilled team involved in wiring employ

sophisticated tools, in-house ferule printing machinery etc have proved, even the critical and complicated circuits wired to the standards and tested at a rapid pace. Final inspection and testing are carefully carried out to ensure all the specified electrical and mechanical properties. This activity supported by a gamut of testing equipment that include Secondary Current and Voltage Injection Kit, Current Leakage Accuracy Test, Megger, HV Test etc. Relevant data from the tests and observations are captured and reviewed for continuous process and product improvement.

### **‘The Creation’**

The indoor and outdoor application panels in varied Ingress Protection (IP) levels and Fault levels that we offer consist of the diverse array of product groups

- Power Control Centre
- Intelligent Motor Control Centre
- Synchronizing Panel
- Logic and Control & Relay Panel
- Variable Frequency Drive Panel
- APFCR Panel
- Harmonic Mitigation Solutions
- Distribution Boards
- Air Insulated Bus Ducts and Rising Mains
- Tap Off Boxes

### **‘The Partner’**

After a careful and thorough due diligence and assessment of the capabilities and facilities a technology co-operation and license agreement has been entered into for design, manufacture, testing, supply and post supply support for make range of Low Voltage Switch boards for power control solutions. We take pride in offering this range of products for its dependable and reliable name over the years combined with three key features like TTA, IAC and Seismic Withstand that it presents. ‘

#### **1.4 STATEMENT OF THE PROBLEM**

Retaining a positive and motivated staff is vital to an organization success. High employee turnover increases expenses and also has a negative effect on company morale. As organization cannot invests its time and money in training a new joinee to bring him at par with existing employee. Employees who spend a considerable amount of time in the organization know it in and out and can perform better were new ones takes time to understand well and perform better. High staff turnover can be bad for Industry. It can also create unease, affect morale and cost a company in both time and recruitment fees to find a suitable staff replacement. In order of Investing in employee incentives can boost and maintain staff retention in the organization. Once a new employee is hired, it takes significant time and energy from HR and management to help the new hire learn and adapt to the organization. Time spent on training and orientation is time taken away from focusing on clients and the overall goal of the organization. High turnover affects the smooth functioning state of an organization. A high employee turnover rate, in addition to being an expensive problem, can negatively affect an organization as well as employees in many ways. Employee turnover on the one hand has a direct impact on an organization's revenue and profitability; it leads to decrease the morale of the employee and create unhealthy environment on the other

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

This project is designed mainly to identify and evaluate the employee retention in the organization.

##### **1.5.1 Primary objective:**

1. To study the employment retention at Tesla Controls.

##### **1.5.2. Secondary objectives:**

To study the common reasons of employee voluntarily leaving or staying in organization.

To study about the satisfactory level of employees towards their job and culture of the organization.

To study the efforts made by the organization to retain employee.

### **1.6. NEED FOR STUDY**

This study enhance productivity by helping new co-worker helping colleagues to meet deadline.

To attract and retain good employees through creating and maintaining a friendly, supportive working environment and a sense of belonging

This study create social capitals that is better communication and stronger network facilities accurate information transfer and improve efficiency

This study gives a positive impact on employee performance and well being

To improve belongingness and commitment towards the organization

### **1.7. SCOPE & SIGNIFICANCE OF THE STUDY**

This study aims to understand the effect of employee satisfaction on organizational citizenship behaviour in TESLA CONTROLS which cover the various working schedule, remuneration, developing over time allowance, work freedom, job position etc. the scope is to understand the employee satisfaction on organizational citizenship behaviour, this study is conducted at TESLA CONTROLS covering no of employees and data collected based on the questionnaires prepared

The backbone of the employee satisfaction is respect for worker and job they perform and easy revenue for employee to discuss problem with upper management should be maintained are carefully monitored the study was done to know the employee satisfaction in TESLA CONTROLS employee are backbone of every organization. So organization should consider a lot the employee should be motivated and satisfied, so that they can work more n commit themselves in the organization has a organization citizens and hence that lead to reach the organization is to its greater in the market.

Employee satisfaction is an important aspect as far as an organization is considered employee are back bone of every organization so it is responsibility of the management to keep the employee to contribute more and make individuals to involve themselves in achieving the goal as a person's who voluntary commitment within an organization or company that is not part of his or her contractual tasks to make identity as a organization citizenship in the company

It is said that satisfied employee are more productive, so every organization is giving high priority to keep their employee satisfied by providing several facilities which improve satisfaction and reduce dissatisfaction and it tempt each individual in the organization will commit themselves as a family and achieve the goal of the company

I want to know whether the employee in TESLA CONTROLS Are satisfied (or) not so I had to address the problem in my study.

## **CHAPTER 2 REVIEW OF LITERATURE**

### **2.1.REVIEW OF LITRETURE**

#### **EMPLOYEE SATSIFACTION:**

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desire.

Employee satisfaction is a state which individual are not only happy with their current profile but also look forward a long term association with the organization.

#### **DEFINITION:**

Defined employee satisfaction as “a positive feeling about the job resulting from an evaluation of its characters”, where an employee who has a high level of Satisfaction will tend to positive toward his job, and on the other side, an employee who has a low level of satisfaction will defiantly tend to be negative towards his job.

Based on study by Aziri on job satisfaction there are a number of factors that are related to job satisfaction, which are the work itself, pay, improvements, opportunities, the company supervisors, working environment, and the work team, while a research by Smitth et al. determined there are two types of job satisfaction which are: Intrinsic and Extrinsic Job satisfaction, Intrinsic Job satisfaction (coming from the individuals themselves, such as individual growth) and Extrinsic job satisfaction (coming from individuals environments such as Salary)

Another similar job satisfaction factor was determined by Herzberg in the two factors theory, were are there two factors that affect job satisfaction and job dissatisfaction which are hygiene factors such as pay, and job security, and motivation factors such as achievement, and recognition based on his recent

research among knowledge workers on what drives people in work hygiene factors focus more in the employees surrounding are of work, which are extrinsic factors, while motivation factors are more about the employees work itself, which is an intrinsic factors are:



Figure 1: Two types of job satisfaction.

**Figure 1:** Two types of job satisfaction.

#### **HYGIENE FACTORS**

Supervisions  
Working Conditions  
Interpersonal Relations  
Company Policies  
Salary  
Job Security  
Status

#### **MOTIVATION FACTORS**

Achievement  
Recognition  
The work itself  
Responsibility  
Advancement  
Growth

## **2.2 To study the common reasons of employee voluntarily leaving or staying in organization:**

Common reasons employees leave their job

### **1. Needing more of a challenge**

After working at the same job for a while, you start to get to know all of your tasks and responsibilities quite well. When there's little more to learn in your role, you may start to feel like you are ready for more of a challenge. This is a natural part of growing in your career, especially as you become interested in learning new skills.

## **2. Looking for a higher salary**

When you feel like you're underpaid for the work you do, it may be time to move on to a new job. Likewise, you may be ready to accept more responsibilities and with that comes more pay. As your lifestyle changes or your family grows, you may decide that you need to make more money to afford your living expenses.

## **3. Feeling uninspired**

What started as an exciting opportunity may eventually leave you feeling uninspired over time. Finding a new job is a great way to feel passionate about your work once again. Your current company may not have opportunities for you to do meaningful work, which is why your next employer's values and mission must align with your own.

## **4. Wanting to feel valued**

Feeling replaceable at your job may make you want to search for a position where your efforts are valued more. It feels good to know your work is important and making an impact on the success of the company. Sometimes entry-level positions can make this challenging since you have fewer responsibilities. In this scenario, you may be ready for a higher-level job.

## **5. Seeking a better management relationship**

As you get into your career, you may discover that you get along with some people better than others. This is a perfectly normal part of working at any business, although finding a new job may allow you to build healthier relationships. If you feel like you need a more supportive manager or supervisor, it may be time to look for a company that values employee-manager relationships more.

## **6. Searching for job growth and career advancement**

If your current employer is limited in the number of promotions or learning opportunities they can offer, you may want to find an employer who has these resources. Having room to grow in your career is an important part of feeling fulfilled. Quality employers offer continued education, like workshops, seminars, lectures or even tuition reimbursement.

## **7. Needing more feedback or structure**

Some people thrive off a more fluid work environment while others need more structure. Consistently feeling unsure about how your manager views your progress and effort is a common reason to look for a new job. An integral part of improving your performance is to get regular feedback from your employer. Find a job where they have regular performance reviews.

## **8. Wanting a different work environment**

Every company has a different kind of work environment. This could be the actual structure of the workplace, such as closed offices, an open layout or cubicles. It can also refer to the company's culture, whether it is more casual, social or professional. You may want a job that offers you a work environment you feel the most comfortable working.

## **9. Looking to live somewhere else**

There are many reasons you might want to move, such as living expenses or things to do. You may decide that you'd rather live somewhere closer to family. Likewise, many people who work in the city may look for a job in the suburbs when they are ready to start a family. If your job doesn't offer remote work and you want to move, you may need to look for a new job.

## **10. Feeling conflicted with workplace policies**

Many employees enjoy a workplace that offers flexible scheduling and telecommuting opportunities. If you feel like your work policies make it challenging

to do this, many other companies offer such benefits. Likewise, you may find that your company's paid-time-off and sick leave policies don't align with your personal needs. These are all common reasons many people quit their job.

### **11. Thinking that their job has changed**

When you first start a job, the employer lays out all of your benefits, perks and responsibilities. As your company evolves, you may realize that your job looks quite different from when you first started. This could mean that some of your perks have been reduced or that you're doing work you didn't apply to do.

### **12. Wanting a clearer company vision**

A central part of finding a meaningful job is working for a company with a clear vision. If your employer's goals and mission statement are unclear, you may feel interested in finding a company with clearer values. This way, you can better understand how your contributions are helping the company meet its larger goals.

### **13. Needing a better work-life balance**

Having time for your friends, family and hobbies is an important part of maintaining a healthy work-life balance. You may find that outside of working hours your manager is always contacting you or that you are constantly working overtime. At some point, this can impact your personal time and make you feel burnt out. Looking for a new job that values employees' personal time can help you achieve this balance once again.

### **14. Seeking a more financially secure company**

Things like budget cuts and limited resources can be challenging to work with. As your company experiences financial hardships, you may feel less secure in your role. Finding a job that offers fair wages, room to grow, learning opportunities and regular pay increases can help you feel more confident that your company is doing well financially.

### **15. Wanting more independence**

Some managers use micromanaging as a way to keep track of everything you do. This can make you feel like you need more independence and autonomy in your role. A quality employer trusts their employees and gives them a chance to figure out things on their own.

### **16. Looking for more recognition**

Positive feedback and praise are how managers can make their employees feel more appreciated. Working for a company that rarely gives you recognition can make it challenging to feel motivated each day. Quitting your job and finding one that gives credit to hard-working employees can make you feel more valued.

## **2.3 To study about the satisfactory level of employees towards their job and culture of the organization.**

### **Job Satisfaction & Organizational Culture:**

With the great number of organizations and institutions globally, it is only natural that the general well-being of workplaces has become an object of theoretical interest and extensive research. An organization's well being is described as the way in which its function and quality are perceived by employees (Warr, 1992). It includes the employees' physical and mental health, sense of happiness and social well being, which are all attributed with the term "job satisfaction" (Grant et al., 2007). Job satisfaction is one of the most frequently investigated variables in organizational culture, behavior and other occupational phenomena, ranging from job design to supervision (Spector, 1997). In general, job satisfaction encapsulates an employee's feeling about his/ her job. Research, however, has revealed that job satisfaction is a multidimensional phenomenon, influenced by several internal and external factors, like the individual's values, principles, personality and expectations and the job's nature, the opportunities provided etc. (Davies et al., 2006). Many different components of job satisfaction have been defined and studied, in the frame of a general effort to analyze and promote it. The basis for the investigation and assessment of

job satisfaction was formed by the Motivation-Hygiene theory of Herzberg et al. (1959), according to which employees' feelings toward their job are affected by two factors, motivators and hygiene issues. In particular, motivators are able to create satisfaction by fulfilling the individual's needs for meaning and personal growth. They include the work itself, personal achievement, responsibility, recognition and advancement. Those

Organizational Culture and Job Satisfaction: A Review 140 factors satisfy a person's need for self-actualization, thus lead the employee to develop positive job attitudes. Hygiene factors, on the other hand, do not actually motivate employees, but –if they are properly handled- can minimize the feeling of dissatisfaction. They include physical working conditions, job security, supervision, salary, institution policy and administration, interpersonal relations and benefits. If the hygiene factors are addressed, the motivators will promote the employee's job satisfaction and encourage production. Therefore, Herzberg and his colleagues (1959) formulated the two-factor theory, according to which job satisfaction and dissatisfaction are two separate and sometimes even unrelated, phenomena, which they should not be measured on the same continuum. Intrinsic factors – motivators are considered to be “satisfiers”, while extrinsic factors – hygiene factors are perceived as “dissatisfiers”. The significance of Herzberg's work lies in the fact that it revealed the global character of job satisfaction. The global approach is used in the study of the employee's overall attitude toward their work, while the facet approach is used in the study of separate job parts which are likely to promote or prevent job satisfaction and dissatisfaction (Sowmya and Panchanatham, 2011). A few years later, Hackman and Oldman (1975) formed another model of job satisfaction, in order to describe the causal relation between a job's features and the employees' behavior. This relation is affected by three psychological conditions: 1) Experienced meaningfulness of work, 2) Experienced responsibility for the outcomes of work and 3) Knowledge of the actual results of work. According to this theory, employees are more likely to react positively to their work if they experience the feeling that their work is remarkable and that they

are responsible for their job performance and if they are aware of their actual job performance. The first psychological condition is affected by three fundamental job features, skill variety (different activities require different skills), task identity (completion of a special task) and task significance (the effect of a task on other people). The second condition is affected by another job feature, autonomy (independence and freedom during the completion of a task), while the third condition is affected by the job feature of feedback (providing accurate information about the effectiveness and performance in a specific task). The combined values of these five variables define the overall complexity of the task, which is called motivating potential. The motivating potential is the degree that intrinsic motivation of the employee can be caused and it is affected by the combination of the above five features. During the following decades, many researches were conducted in order to define and describe the dimensions of the job satisfaction phenomenon. The work of Kennerly (1989) revealed the relationship between job satisfaction, leadership behaviors and organizational culture. More specifically, organizational behaviors, like warmth among employees, mutual trust, respect and rapport between employees and superiors can be significant predicting factors of the job satisfaction experienced by employees in the field of health. The work of Billingsley and Cross (1992) showed that leadership support, work involvement and low role conflict can be predicting factor of job commitment, job satisfaction and unwillingness to quit. Moody (1996) found that job satisfaction was higher among employees with many years of experience in the specific institution, in terms of nature of work, income and cooperation among colleagues. In the years that followed, the interest of researchers was turned to a cognitive approach of job satisfaction, taking into account not only the employees' needs, but their cognitive processes that determine their attitudes and perspectives. Spector (1997) reviewed the most popular job satisfaction instruments and summarized the following facets of job satisfaction: appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work itself, the nature of the organization itself, organization's policies and procedures, payment, personal

growth, promotion opportunities, recognition, security and supervision. The study of Doughty, May et al. (2002) showed that the most appreciated job satisfaction factors were job involvement, cohesion among colleagues, support from superiors and opportunities for autonomous action. The counterpart factor revealed by the study of Castillo and Cano (2004) was the work itself, while working conditions were reported to be the less important factors. Other factors of job satisfaction reported in the study of Ambrose et al. (2005) were salaries, mentoring and promotion opportunities. Literature review shows that job satisfaction is a complex phenomenon, which does not happen in isolation, but depends on organization variables, like structure, size, salary, working

International Review of Management and Marketing, Vol. 4, No.2, 2014, pp.132-149

141 conditions and leadership, all of them constituting organizational climate and culture (Boyens, 1985). Organizational culture can be promoted to facilitate the achievement of job satisfaction and organizational goals. The measurement of culture can serve as a starting point in diagnosing and influencing such change in the organization. The research of Koustelios (1996) revealed that there is no statistically significant difference between employees of different types of organizational cultures and different types of institutions. In every institution, the prevailing culture seems to be the so-called culture of power, which means that there is a central source of influence and authority—either one person or a group of people. This source affects job satisfaction in terms of working conditions, colleagues, institution as a whole and promotion opportunities. Furthermore, the organizational culture of power seems to be the most appropriate for the ultimate aim of management, the identification of the goals of the employees and those of the institution. Employees who are able to work in small groups tend to be more efficient and productive, thus promoting the institution's function and competition (Deal and Kennedy, 1988, as referred in Koustelios, 1996). The first researches on the relation between organizational culture and job satisfaction suggested that a productive working environment promotes the construction of a specific

organizational culture and the experience of employees' job satisfaction (Hellreigel and Slocum, 1974, Schneider and Synder, 1975). In addition, they implied that job satisfaction increases as employees progress to higher job levels (Corbin, 1977). In the 1980's, the study of Schneider and Reichers (1983) found a correlation between organizational climate and job satisfaction for employees in certain job positions, as well as a relation between satisfaction and turnover. According to them (1983) organizational culture is a combination of value system and assumptions which lead an organization to run its business. McCormick and Ilgen (1987) suggested that the measurement of individual dimensions of job satisfaction enables researchers to identify the environmental factors (climate variables) related to certain dimensions of job satisfaction. During the 1990's, the studies of Robbins (1993) and Hutcheson (1996) suggested that, since the dimensions of job satisfaction are components of an organization, job satisfaction is an evaluation of organizational culture. The latter described job satisfaction as the difference between the outcomes that an employee expects to receive and those that he/she actually receives. Therefore, job satisfaction is related to job characteristics and evaluated according to what employees perceive as being important and meaningful to them. The evaluation of the different aspects of the job by employees is thus subjective, and people will reflect different levels of satisfaction around the same factors. Koustelios (1991) reviewed a number of investigations correlating job satisfaction with several aspects of organizational culture: organization size, employees' background, attitudes and national culture. In addition, he found that there was a significant difference in job satisfaction among employees who operate in different organizational cultures. Also, he found that when employees have a match-up between their present and desired culture, they are more satisfied with the intrinsic aspects of their work. The study of Kline and Boyd (1994) revealed that employees at different levels of the organizations are affected by different work factors. In particular, different aspects of the working environment should be looked into when addressing the issues of job satisfaction amongst different positions in the same organization. Kerego and

Mthupha (1997) described job satisfaction as the evaluation of the organizational context, while organizational climate and culture provide a description of the work context. In the 2000's the results of a number of researches revealed the clear relation between organizational culture and job satisfaction (Jiang and Klen, 2000; Mckinnon et al., 2003; Navaie-Waliser et al., 2004; Rad et al., 2006; Arnold and Spell, 2006; Chang and Lee, 2007; Mansoor and Tayib, 2010). The study of Sempene et al. (2002) revealed a significant relation between organizational culture and the variables of job satisfaction, as the latter was found to be able to predict employees' perceptions of organizational culture. Many of them perceived some aspects of organizational culture more positively (e.g. organizational integration, customer orientation) than some others (e.g. conflict resolution, disposition towards change, locus of authority, management style and task structure). The study of Shurbagi and Zahari (2012) found that the relationship between the four types of organizational culture (Clan, Adhocracy, Market and Hierarchy culture) and the five

Organizational Culture and Job Satisfaction: A Review 142 facets of job satisfaction (Supervision, Benefits, Rewards, Operating and Co-Workers satisfaction) was positive and significant. For the measurement of job satisfaction in the frame of organizational culture, several inventories have been developed. One of the most widely known and used is the Employee Satisfaction Inventory - ESI (Koustelios, 1991; Koustelios and Bagiatis, 1997). The inventory was created using Greek employees as a sample.

The responses were given in a five-level Likert scale: 1 = I strongly disagree, 5 = I strongly agree. The structure, manufacturing validity, reliability and internal consistency of the inventory have been supported by studies of human resources occupations, like public employees (Koustelios & Bagiatis, 1997) and teachers in Primary and Secondary Education (Koustelios and Kousteliou, 2001; Koustelios and Kousteliou, 1998).

Employees' feeling of job satisfaction has also been studied in parallel with a specific dimension of organizational culture, leadership. Studies have shown that in organizations

which are flexible and adopt the participative management type, with emphasis in communication and employees' reward, the latter are more likely to be satisfied, resulting in the organization's success (Mckinnon et al., 2003). According to Schein (1992), there is an interactive relationship between the leader and the organizational culture. The leader creates an organization which reflects specific values and beliefs, a fact that leads to the creation of a specific culture. However, a culture is usually dynamic rather than static. As it evolves, therefore, it affects the actions and tactics of the leader. Hence, it could be said that, although the leader creates the culture primarily, he/ she is the one who evolves through this process, and so are the leadership tactics he/ she applies. The two main types of leadership in organizations which are likely to influence the employee's job satisfaction are the transactional and the transformational one. The transactional kind of leaders are the ones who tend to act within the frame of the prevailing culture, while the transformational kind of leaders often work towards change and adaptation of the culture to their own vision. Brown (1992) has stressed that a good leader must have the ability to change those elements of organizational culture that impede the performance of a company. Ogbonna and Harris (2000) found that leadership is indirectly linked to performance, while the specific characteristics of an organizational culture (e.g. competitiveness, originality) are directly linked to it. Chang and Lee (2007) investigated the connection and interaction between leadership style, organizational culture and job satisfaction among 134 private field employees, including bank employees. According to the results, leadership style and organizational culture were very likely to influence employees' job satisfaction positively, especially when the latter shared their leaders' vision in the frame of a transformational leadership style. As a result, employees and superiors cooperate not only for the organization's well being, but also for their personal completion, especially if the "clan" or the "task assignment" organizational culture is applied. Riaz et al. (2011) have come to similar conclusions in their study of the effect of transformational leadership on employees' job commitment. More specifically, they found strong positive interaction between those two elements, and suggested that

bank managers should adopt the transformational leadership style in order to increase employees' commitment to the banking institution. Bushra et al. (2011) investigated the relation between transformational leadership and job satisfaction among 133 bank employees in Pakistan. They found that transformational leadership had a positive impact on the general job satisfaction experienced by 42% of participants, indicating their preference for this particular leadership style. In general, transformational leadership seems not only to influence job satisfaction, but also to determine job commitment (Emery and Barker, 2007); the relation between job commitment and job satisfaction has been proven to be reciprocal, anyway (Riaz et al., 2011). The influence of this type of leadership lies in the ability of the leaders to promote those values related to goal achievement and emphasize on the impact of the employees' performance on the latter. Transformational leaders inspire employees to work harder, providing them with the idea of a common vision, in the frame of which the company's well being is strongly related to their personal involvement and completion (Shamir et al., 1998; Givens, 2008).

International Review of Management and Marketing, Vol. 4, No.2, 2014, pp.132-149 143 Apart from organizational culture, occupational phenomena like job satisfaction and job commitment have been investigated in relation with national cultures, which also affect organizations' structures, leadership, function and internal climate and culture (Hofstede, 1991; Cheng, 1995). Many cross-cultural researches have shown significant differences in characteristics of national – and thus organizational- culture between eastern and western societies and eastern and western-type organizations. More specifically, researches like the ones of Pye (1985), Chen et al. (2008) and El Kahal (2001) in eastern countries like China have revealed high power distance values and bureaucratic cultures, with owners and executives on top of structure and top-down directions. The opposite has been found in researches from western-type countries, like the United States of America and Australia (Hofstede, 1980; Malone, 1997; Conger and Kanungo, 1998). In those organizations, authority is legitimized more on performance and merit. Decision making and control

are delegated and decentralized. Greater empowerment by management, however, is able to enhance employees' participation, productivity and hence job satisfaction and job commitment. In terms of leadership, transformational and "consideration" leadership attributes, common in western cultures, are considered to be significant for employees' motivation and performance (Walder, 1995). Such attributes include empowerment and clear vision, which have been correlated with high job satisfaction and job commitment (Smith & Peterson, 1988, Iverson & Roy, 1994). On the contrary, eastern organizations are considered to function under a more "initiating structure" leadership style, which, however, has also been connected with job satisfaction (Walder, 1995). It could be said, therefore, that the role of national and organizational culture is crucial for employees' job satisfaction and job commitment, if superiors adopt its most beneficial elements in order to build a strong relation with their colleagues. The relation between organizational culture and job satisfaction has also been studied in the light of demographical characteristics. The results seem to be similar both for eastern and western-type organizations and cultures. Sommer et al. (1996), for instance, found that job commitment of employees from Korea was positively correlated with position held, tenure and age, indicating that older employees, who held higher positions and for longer time reported higher levels of job satisfaction and job commitment. The same study, however, found no statistically significant correlation between educational level and job commitment among employees of western countries, stressing the role of education in job satisfaction as an element of national culture. The study of Lok and Crawford (2004) among managers from Hong Kong and Australia showed that Australian managers reported higher the innovative and supportive culture measures and on job satisfaction and organizational commitment. However, significant difference between the two groups of participants was not found in terms of bureaucratic organizational culture or on consideration and initiating structure leadership styles. In addition, no significant difference was found with the impact of leadership style on job satisfaction and job commitment between the two samples. When it comes to

demographic characteristics, statistically significant differences were found in the effects of gender and age on job satisfaction, as they were considered to have a more positive effect on job satisfaction among employees from Hong Kong. From all the above, it can be supported that organizational culture and leadership styles are important organizational antecedents of job satisfaction and job commitment. Moreover, the results of recent researches suggest that national culture is able to produce statistically significant moderating effects on the impact of certain demographic, leadership and organizational culture variables on job satisfaction and job commitment.

## **2.4 To study the efforts made by the organization to retain employee**

Companies highly value employee retention because it costs time and money to replace employees, especially productive ones. Having talented employees leave your organization can also cause strain on existing employees that have to take on extra work until those roles can be filled. Given this, retaining your top employees should be a priority. Here are eight tips for keeping your very best employees.

### **Pay above-average salaries**

One of the most obvious ways to retain your top workers is to offer better-than-average salaries and excellent benefits. This can lock employees in and encourage them to stick around for the pay and perks alone. You can also provide a specific retention bonus to give incentive to stay with the company.

“A well-compensated and engaging culture will make employees more likely to stay in their jobs long term,” author and digital consultant John Boitnott writes in Inc. “This means that you will experience less of the disruption that comes from new hires having to learn new duties. You'll also spend less time and money looking for new hires and interviewing. The recruitment process can be costly, so avoiding it as much as possible can be a positive thing.”

### **Allow employees to speak their minds**

While it might seem small, creating a culture where employees can freely speak up – within reason – can keep employees engaged and wanting to stick around. Many employees may not want to speak up for fear of retribution, so it's important to make sure workers feel comfortable calling out things they'd like to see changed.

"In a number of studies, we've found that when employees can voice their concerns freely, organizations see increased retention and stronger performance," James R. Detert and Ethan Burris write in the Harvard Business Review.

### **Show appreciation and respect**

On top of pay, make sure you regularly show your top employees that you appreciate them. This can include publicly recognizing employees on their achievements, celebrating birthdays, giving bonuses, and providing positive reinforcement.

"Employee appreciation can sometimes fall to the side, but it's an important part of any business's employee retention strategy," Kristen Wessel, Vice President of PR & Digital Marketing at ChicExecs, writes in Forbes. "Show your employees you care about them, whether it's as small as a handwritten card or as grand as a huge bonus. Employees need to know that you've got their back."

### **Encourage input and feedback**

Employees want to know that you're listening and really hearing their feedback. Use engagement tools such as TINYpulse, Culture Amp and Officevibe to survey how workers are performing and generally feeling. Then respond to your employee feedback in a timely fashion.

"In our business, most of our clients are trying to retain their top talent by any means necessary," Robert Moutal, cofounder and director of client happiness at Clarity Wave, told Project Manager. "One of the reasons they hire our service is because they have figured out that creating a culture of constant feedback

through micro-surveys allows people to feel heard and understood. This, in turn, fosters a sense of community that permeates the whole organization.”

### **Don't micromanage**

You may have been told before to not micromanage employees because it can hamper productivity, but it can also turn off high-performing employees from wanting to stick around. Micromanagement both harms morale and takes away the opportunity for employees to create better results for themselves.

“Focus on facts and results rather than the process,” Heather R. Huhman, career and workplace expert, writes in Entrepreneur. “For instance, if a goal of winning 10 new accounts has been set, have feedback revolve around whether or not those expectations have been met. Employees can look at their results and think about whether or not their process worked as well as they’d hoped. They can see what they’re doing right and what’s leading to their success, as well as how they need to adapt.”

### **Identify and invest in high performers**

As your employees develop their skills, track employee productivity and results over time to identify which ones stand out. Then work to invest in those employees with new opportunities.

“We make sure our teams are constantly identifying high performers and high potentials,” KPMG U.S. Chairman and CEO Lynne Doughtie told Glassdoor. “Top talent wants to know we are helping them grow and develop throughout their careers. We make sure our business leaders create stretch assignments and new roles, provide mentors and sponsors, and constantly recommend opportunities to expand their careers.”

### **Offer the ability to grow**

It may be tempting to keep your best employees in the same position with the same duties. If they are performing above expectations, why change what they are doing? But employees who do the same tasks, again and again, can also

grow complacent. If they ask for more or to change things up, entertain the idea seriously.

“When your employees (and maybe even you, as their manager) aren’t allowed to grow, they begin to feel that they don’t matter,” executive coach and speaker Whitney Johnson writes in the Harvard Business Review. “They feel like a cog in a wheel, easily swapped out. If you aren’t invested in them, they won’t be invested in you, and even if they don’t walk out the door, they will mentally check out.”

### **Provide flexibility**

Even before coronavirus and remote work were top-of-mind topics for many companies, flexible work schedules were sought after by employees. Flexibility can provide a significant incentive for your best workers to stick around.

“Collaboration, messaging, all these different solutions mean that work can be done from anywhere, anytime,” Kate Donovan, senior vice president of ManpowerGroup Solutions, told CIO. “And while it started with the younger generation, it really benefits everyone. Organizations have to understand that this is a requirement now if they want to win the war for the best talent. Because as people experience flexibility in their jobs, they’re refusing to go back to how it used to be.”

CO— aims to bring you inspiration from leading respected experts. However, before making any business decision, you should consult a professional who can advise you based on your individual situation.

### **2.5 JOURNAL REVIEW:**

MarielaPavalache-Ilie (2014): The relations between the good soldier syndrome and work satisfaction, personality and socio-demographic variables were investigated in two correlational independent studies, conducted in Romania on contract-based employees from the army and employees from public and private organizations, respectively. The results show that people satisfied with their work tend to frequently adopt organizational citizenship behaviours. These behaviours are associated with the self-efficacy, the internality, and length in service within

the organization. In public organizations, the availability to contributing with extra-role behaviours in the work place is more intensive than in the private ones. People having higher education levels get more involved in volunteer behaviours.

Chepkwony, ProtusKiprop (2015):The results of this study have delivered insights on the effect of altruism, courtesy, sportsmanship and civic virtue on employee performance. Overall, the results showed no support for the study hypotheses. Sportsmanship, altruism, civic virtue and courtesy were found to have a positive and significant effect on employee performance. Altruism enables employees to go beyond the job requirements resulting to accomplishment of difficult task. Also, through altruism, employees are able to share their knowledge and expertise with other employees as well as support those with problems at work. Further, altruism makes it possible for employees to help out other teammate in case they experience work-related problems as well as assisting new employees in the organization. Furthermore, employees that display courtesy are more likely to engage in citizenship behaviour that is deemed beneficial for the organization. Specifically, they are likely to encourage their teammates when they are down and they are the ones that take steps to prevent problems with other teammates. As such, they discuss with other teammates before initiating an action that might affect them.

Meg Doris Noni Huak, Fazi Gisele Pivi (2015):The findings examined the impact OCB dimensions on employees' Job satisfaction, Job commitment and Turnover intentions. This research determined the impact of OCB (Altruism, civic virtue and consciousness) on employees' job satisfaction, turnover intentions and job commitment in the dining restaurants in Malaysia. OCB dimensions have a significant relationship with Employees' job satisfaction, job commitment and turnover intentions. The second conclusion is that OCB dimensions do affect employees' Job Satisfaction, Job commitment and turnover Intentions. So, managers/supervisors in the company should demonstrate managerial skills and also the company management support in order to drive OCB on employees' Job

commitment, satisfaction and turnover intentions. Therefore, it was concluded that OCB factor is affecting the employees' job satisfaction, job commitment and turnover intentions among the employee who work in dining restaurants in Malaysia. However we concluded that OCB do not influence to reduce the turnover intention among the employees

Jitendra Kumar Singh, Dr. Mini Jain (2013):The basis of above deliberations, we can say that employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public. Every organization should develop strategies that strengthen the work environment and increase the employee's morale and employee's satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention. Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees. A good work environment and good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance.

Ayesha Masood, Qurat-UI-Ain, RabiaAslam, (2013): The results of the study depict a significant positive relationship between the Employee satisfaction and Job performance. When the employees feel satisfied about their jobs their efforts towards their jobs also increases in the same way, the more they satisfied the harder and truly they work towards organizations benefits, means the performance level enhanced. So the Employee satisfaction is highly influential on Job Performance. Another strong relation confirmed by this study is between the Employee Satisfaction and the turnover intentions. They both have negative strong relationship. As the satisfaction level of the employees increases the likelihood of switching or changing the organization decreases. Both the factors

having inverse relationship, an increased turnover intention would be resulted as a low satisfaction level and an increased satisfaction would result in a low turnover intention.

Manu Melwin Joy, Femina Sidhique (2016): The field of industrial psychology has a exhaustive history connected to the research of human resource practices and job satisfaction. Some of these researches are very accurate and are targeted mainly at other experts, while other studies provide practical insights on understanding employee attitudes. IT firms facing tough competition from the other players in the industry in the form of employee poaching and they should adopt innovative human resource practices to enhance job satisfaction and therefore increase employee retention. In future, experts could investigate the domain of attitudinal research to have a clear understanding of the different internal and external factors those affecting employee attitudes. Greater insights on the association between job satisfaction and organizational performance will help HR professionals as they strive to enhance the essential human side of the business in a highly competitive, global arena.

Amna Arif, Aisha Chohan (2012): The purpose of present study is to look at the relationship between job satisfaction and organizational citizenship behavior (OCB) among employees working in banking sector of Pakistan. 350 employees from banking sector have contributed in this study by filling the questionnaire. The survey was conducted to test the hypothesized relationship between job satisfaction and organizational citizenship behavior of the banking employees. The 5-point Likert-scale research instrument for job satisfaction and its aspects was developed based on the work of Herzberg two factor theory for Job Satisfaction and dimension for OCB was developed based on work of Parsons and Shrivastava (1951). Thus, in this research, OCB is defined as being composed of 4 main dimensions, namely, 1) interpersonal helping; 2) individual initiative; 3) Personal industry; and 4) Loyal Boosterism. Based on the multiple regression

analysis, it is found that both the variables are highly correlated and the degree of correlation between organizational citizenship behavior and job satisfaction

Malvern W. Chiboiwa<sup>1</sup>(2011):The paper was to evaluate job satisfaction and Organizational Citizenship Behaviour (OCB) amongst selected organizations in Zimbabwe. The research was aimed at achieving the following objectives: determine job satisfaction levels of employees in the selected organizations; determine the extent to which employees in these organizations engaged in OCB; analysis the correlation between job satisfaction and OCB and recommend job satisfaction measures that can be used by these organizations to enhance OCB. The study adopted the quantitative research design. Questionnaires were administered to 1,202 employees from 5 selected organizations. Employees in the organizations surveyed experienced intrinsic job satisfaction more than extrinsic job satisfaction. Furthermore, employees in these organizations engaged more in altruism than other dimensions of OCB. Substantive correlation between job satisfaction and OCB was also found

Muhammad Rizwan(2012): Employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public. So, every organization should develop strategies that strengthen the work environment and increase the employee morale and employee satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

Itiola, K.O, Odebiyi, Itunu. I, Alabi, Ezekiel(2014): The empirical review of the present study about Organizational Citizenship Behaviours and job satisfaction and many researcher and scientists established that there is positive relationship between Organizational Citizenship Behaviours and job satisfaction. The findings of present study revealed Organizational Citizenship Behaviors dimensions (Altruism, Sportsmanship, Courtesy, Civic virtue and General compliance have

significant impact on job satisfaction. The study revealed that Civic virtue and Sportsmanship of OCB respectively have high beta score than other factors with job satisfaction. Also, according to the results it can be concluded that predictor variables namely (Altruism, Courtesy, Sportsmanship, Civic virtue and General compliance) is 86.9% variance of job satisfaction. Therefore, all Osun State owned tertiary institutions should enhance the level of Organizational Citizenship Behaviors by investing on acceptable OCB, because if it is higher, job satisfaction and institutions' productivity will improve.

MosammodMahamudaParvin, MMNurulKabir(2011): Employee job satisfaction can improve service quality and increase employee satisfaction. In this circumstance, policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees. This study tested factors affecting job satisfaction for pharmaceuticals companies. The results suggest that the factors had satisfactorily explained job satisfaction and that the policy makers and managers should focus on the factors that affect employee job satisfaction, if they want to enhance their businesses. Based on the results for the standardized values, we are able to see that work conditions, fairness, promotion, and pay, are key factors affecting pharmaceuticals companies employees' job satisfaction. Money is a good motivator, actually all employees' work for money, employees need the money, a good salary and good compensations are key factors in satisfying the employee. In pharmaceuticals companies job security as an aspect of job satisfaction was more important to male employees than to female employees. Employees from medium- and large-staff-sized organizations, compared with those from small staff-sized organizations, were more likely to cite job security as a very important contributor to their job satisfaction.

Julia G Weikamp, Anja S Göritz(2016):Lifespan aspects deserve further attention in work and organizational psychology. How people perceive their remaining opportunities instead of their remaining time in their occupational future predicts their preference for showing OCBO or OCBI: people who perceive themselves as

having many remaining opportunities show more OCBO than OCBI relative to people who perceive themselves as having few remaining opportunities in their occupational future, in agreement with SST. Furthermore, people who perceive themselves as having many remaining occupational opportunities are generally more satisfied with their jobs; in addition, they are also more satisfied with their jobs if they show more OCBO than OCBI relative to people who perceive themselves as having few remaining occupational opportunities. In sum, employees' extra-role behaviours change depending on their perception of remaining opportunities in their occupational lifespan, whereby the share of OCBI is expanding and the share of OCBO is shrinking. We recommend future research to incorporate person–organization fit, and developmental theories such as SST to better understand employee behaviours and to advance human resource management across occupational life.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION TO METHODOLOGY:**

Research methodology is mainly needed for the purpose of framing the research process and the designs and tools that are to be used for the project purpose. Research methodology helps to find the customer satisfaction based on product. This time research methodology is framed for the purpose of finding the level of Users Perception and Problems Faced by the employees in the organization.

#### **3.2. RESEARCH DESIGN:**

Descriptive Research Design

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study

#### **3.3. SOURCES OF DATA:**

Data collection is the term used to describe a process of preparing and collecting data.

- **Primary Data** – Questionnaire given to 122 respondents
- **Secondary Data** - Websites and online journals, Published reports & Review of literature from published articles

#### **3.4. QUESTIONNAIRE DEVELOPMENT:**

Questionnaire was divided into two sections. First part was designed to know the general information about users and the second part contained the respondent's opinions about employee's retention.

#### **3.5. SAMPLE SIZE:**

The total Sample Size is 122.

### **3.6. PERIOD OF STUDY:**

The Period of Study is from January 2023 to March 2023

### **3.7. PROFILE AREA OF THE STUDY:**

The Location and the targeted people of the study are TESLA CONTROLS organization located in Chennai and the people targeted are employees of the organization.

### **3.8.HYPOTHESIS:**

The hypothesis used are H1, H2 and Null Hypothesis.

### **3.9. TOOLS FOR ANALYSIS:**

#### **3.9.1. Percentage analysis**

Research questions are always answered with a descriptive statistic: generally either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

#### **3.9.2.CHI SQUARE TEST**

Chi-square is a statistical test that examines the differences between categorical variables from a random sample in order to determine whether the expected and observed results are well-fitting.

#### **USES:**

A chi-square test is a statistical test used to compare observed results with expected results. The purpose of this test is to determine if a difference between observed data and expected data is due to chance, or if it is due to a relationship between the variables you are studying.

#### **TEST QUESTION:**

- To study the Efforts made by the organization to retain employee:

- Age and the welfare facilities provided to the employees by the organization are satisfactory.

### **3.9.3 ANNOVA TEST:**

Analysis of variance (ANOVA) is an analysis tool used in statistics that splits an observed aggregate variability found inside a data set into two parts: systematic factors and random factors. The systematic factors have a statistical influence on the given data set, while the random factors do not. Analysts use the ANOVA test to determine the influence that independent variables have on the dependent variable in a regression study.

#### **USES:**

The ANOVA test allows a comparison of more than two groups at the same time to determine whether a relationship exists between them.

#### **TEST QUESTION:**

- Study the common reasons of employee voluntarily leaving or staying in organization:
- Gender and acceptance of additional responsibility with longer hours and without increase in pay

### **3.9.4 REGRESSION TEST:**

Regression testing is a software testing practice that ensures an application still functions as expected after any code changes, updates, or improvements. Regression testing is responsible for the overall stability and functionality of the existing features.

#### **USES:**

Regression testing is performed to find out whether the updates or changes had caused new defects in the existing functions. This step would ensure the

unification of the software. In a typical software development pipeline, re-testing is performed before regression testing practices.

**TEST QUESTION:**

- To study the Efforts made by the organization to retain employee
- Relationship between the age and the working hours in TESLA controls company satisfaction level.

## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATION

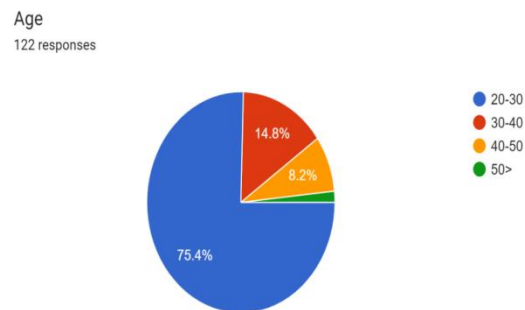
#### 4.1.PERCENTAGE ANALYSIS

**Table 4.1.1:Table indicating Age of the respondents**

| S.NO  | AGE   | NO.OFRESPONDENTS | PERCENTAGE |
|-------|-------|------------------|------------|
| 1.    | 20-30 | 92               | 75.4%      |
| 2.    | 30-40 | 18               | 14.8%      |
| 3.    | 40-50 | 10               | 8.2%       |
| 4.    | 50 >  | 2                | 1.6%       |
| TOTAL |       | 122              | 100%       |

**Source: Primary data.**

**Figure 4.1.1: Figure represents Age of the respondents**



#### **Interpretation:**

From the above graph it is interpreted that the number of respondents between 20-30- age of respondents are 75.4%, between 30-40 age of respondents are 14.8%, between 40-50 age of respondents are 8.2 , Above 50 of respondents are 1.6%

#### **Inference:**

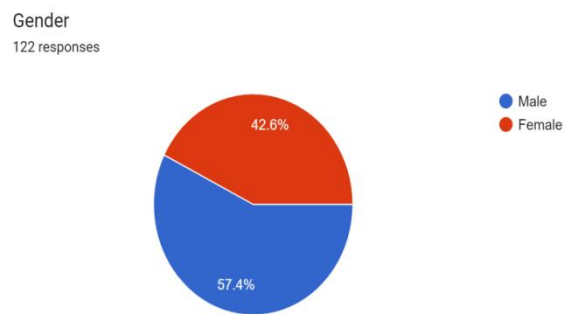
Majority 75.4% of the respondents are age between 20-30 years.

**Table 4.1.2: Gender of the respondents**

| S.NO  | GENDER | NO.OF RESPONDENTS | PERCENTAGE |
|-------|--------|-------------------|------------|
| 1.    | Male   | 70                | 57.4%      |
| 2.    | Female | 52                | 42.6%      |
| TOTAL |        | 122               | 100%       |

**Source: Primary data.**

**Figure 4.1.2: Gender of the respondents Interpretation**



**Interpretation:**

From the above table it is interpreted that the number of male respondent is 57.4% , female responded is 42.6%.

**Inference:**

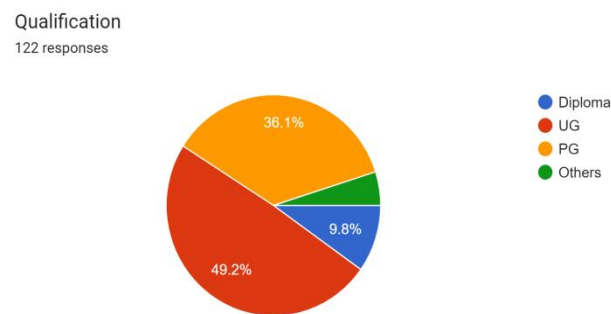
Majority (57.4% )of the respondents are Male.

**Table 4.1.3: Qualification of the respondents**

| S NO  | QUALIFICATION | NO.OF RESPONDENTS | PERCENTAGE |
|-------|---------------|-------------------|------------|
| 1.    | Diploma       | 12                | 9.8%       |
| 2.    | UG            | 60                | 49.2%      |
| 3.    | PG            | 44                | 36.1%      |
| 4.    | Others        | 6                 | 4.9%       |
| TOTAL |               | 122               | 100%       |

**Source: Primary data**

**Figure 4.1.3: Qualification status of the respondents Interpretation**



**Interpretation:**

From the above table it is interpreted that the number of respondents were 9.8% are Diploma , 49.2% respondents are UG , 36.1% respondents are PG and 4.9% respondents are Other grads.

**Inference:**

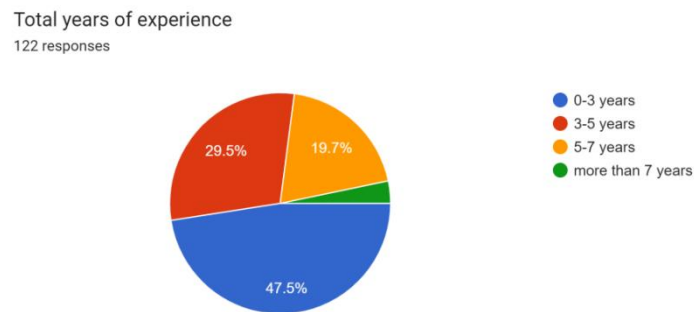
Majority (49.2%) of the respondents are UG grads.

**Table 4.1.4: Total Years of Experience of the respondents**

| S NO  | Yrs.of Experience | No. of Respondents | Percentage |
|-------|-------------------|--------------------|------------|
| 1.    | 0-3               | 58                 | 47.5%      |
| 4.    | 3-5               | 36                 | 29.5%      |
| 5.    | 5-7               | 24                 | 19.7%      |
| 6.    | More than 7 years | 4                  | 3.3%       |
| TOTAL |                   | 122                | 100%       |

**Source: Primary data**

**Figure 4.1.4: Years of Experience of the respondents**



**Interpretation:**

From the above table it is interpreted that the number of respondents who has 0-3 years of experience is 47.5% , number of respondents who has 3-5 years of experience is 29.5%, number of respondents who has 5-7 years of experience is 19.7% and who has more than 7 years of experience is 3.3% .

**Inference:**

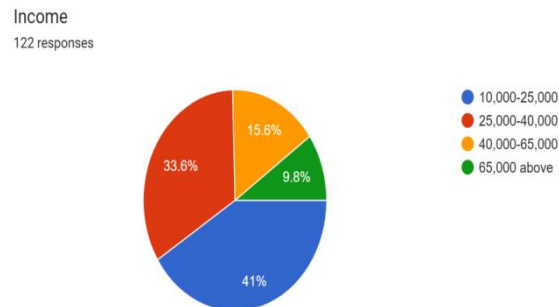
Majority (47.5%)of the respondents has 0-3 years of experience.

**Table 4.1.5: Income of the respondents**

| S NO  | INCOME        | No. of Respondents | Percentage |
|-------|---------------|--------------------|------------|
| 1.    | 10,000-25,000 | 50                 | 41%        |
| 2.    | 25,000-40,000 | 41                 | 33.6%      |
| 3.    | 40,000-65,000 | 19                 | 15.6%      |
| 4.    | 65,000 above  | 12                 | 9.8%       |
| TOTAL |               | 122                | 100%       |

**Source: Primary data**

**Figure 4.1.5: Income of the respondents**



**Interpretation:**

From the above table it is interpreted that the number of respondents who has annual income of Below 3L is 46.20%, income of 3L-5L is 18.30%, income above 5L is 19.20% and others are 16.30%

**Inference:**

Majority (41%) of the respondents has income of 10,000-25,000

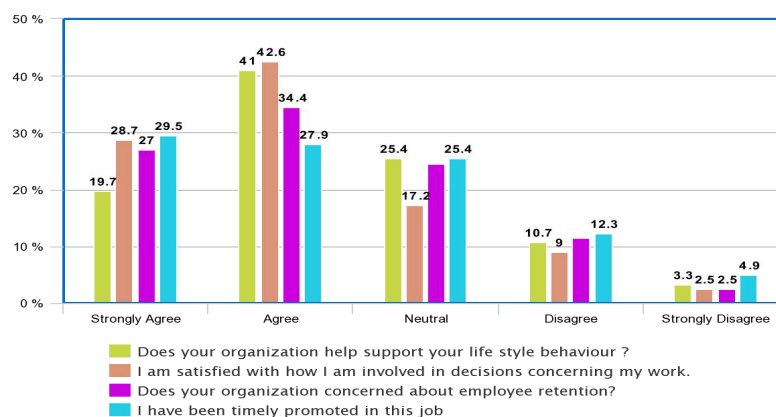
**Table 4.1.6.1: To Study the common reasons of employee voluntarily leaving or staying in organization.**

**SA-Strongly Agree, A- Agree, N- Neutral, DA – Disagree, SDA- Strongly Disagree**

| <b>Factors</b>                                                         | <b>SA</b> | <b>%</b> | <b>A</b> | <b>%</b> | <b>N</b> | <b>%</b> | <b>D A</b> | <b>%</b> | <b>SDA</b> | <b>%</b> |
|------------------------------------------------------------------------|-----------|----------|----------|----------|----------|----------|------------|----------|------------|----------|
| Does your organization help support your life style behavior?          | 24        | 19.7%    | 50       | 41%      | 31       | 25.4%    | 13         | 10.7%    | 4          | 3.3%     |
| I am satisfied with how I am involved in decisions concerning my work. | 35        | 28.7%    | 52       | 42.6%    | 21       | 17.2%    | 11         | 9%       | 3          | 2.5%     |
| Does your organization concerned about employee retention?             | 33        | 27%      | 42       | 34.4%    | 30       | 24.6%    | 14         | 11.5%    | 3          | 2.5%     |
| I have been timely promoted in this job                                | 36        | 29.5%    | 34       | 27.9%    | 31       | 25.4%    | 15         | 12.3%    | 6          | 4.9%     |

**Source: Primary data.**

**Figures 4.1.6: Factors considered by respondents to Study the common reasons of employee voluntarily leaving or staying in organization.**



### **Interpretation:**

From the above table it is interpreted that

- 19.7% respondents are Strongly Agree , 41% respondents are Agree , 25.4% respondents are Neutral, 10.7% respondents are Disagree , 3.3% respondents are Strongly Disagreeing for the organization to help support your life style behaviour.
- 28.7% respondents are Strongly Agree , 42.6% respondents are Agree , 17.2% respondents are Neutral, 9% respondents are Disagree , 2.5% respondents are Strongly Disagreeing for the satisfaction with how they are involved in decisions concerning their work.
- 27% respondents are Strongly Agree , 34.4% respondents are Agree , 24.6% respondents are Neutral, 11.5% respondents are Disagree , 2.5% respondents are Strongly Disagreeing for the organization concerned about employee retention.
- 29.5% respondents are Strongly Agree , 27.9% respondents are Agree , 25.4% respondents are Neutral, 12.3% respondents are Disagree , 4.9% respondents are Strongly Disagreeing for the timely promoted in this job.

### **Inference**

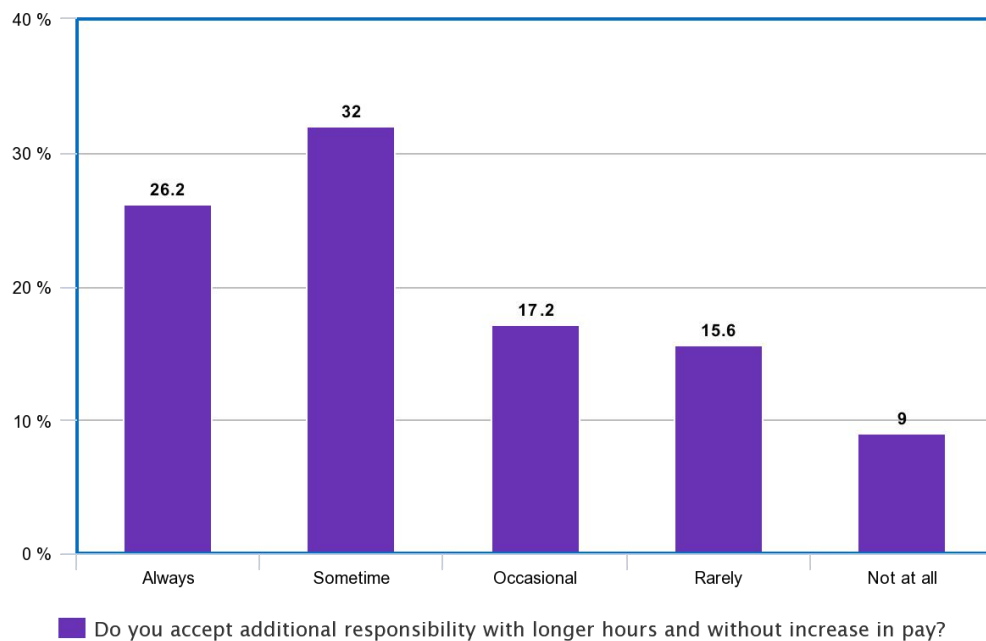
- Majority (41%) respondents are agreeing for the organization help support their life style behaviour.
- Majority (42.6%) respondents are agreeing of how satisfied involved in decisions concerning their work.
- Majority (34.4%) respondents are agreeing for the organization concerned about employee retention.
- Majority (29.5%) respondents are Strongly agreeing of how they are being promoted in this job.

**A-Always, S- Sometime, O – Occasional, R- Rarely, N-Not at all**

| Factors                                                                                 | A  | %      | S  | %   | O  | %      | R  |
|-----------------------------------------------------------------------------------------|----|--------|----|-----|----|--------|----|
| Do you accept additional responsibility with longer hours and without I ncrease in pay? | 32 | 26.20% | 39 | 32% | 21 | 17.20% | 19 |

**Source: Primary data.**

**Charts 4.1.6.2: Factors considered by respondents accepting additional responsibility with longer hours and without increase in pay**



### **Interpretation:**

From the above table it is interpreted that the number of respondents who accepts additional responsibility with longer hours and without increase in pay are 26.2% respondents are always , 32% respondents are Sometimes, 17.2% respondents are Occasional , 15.6% respondents are Rarely and 9% of the respondents are not at all.

### Inference:

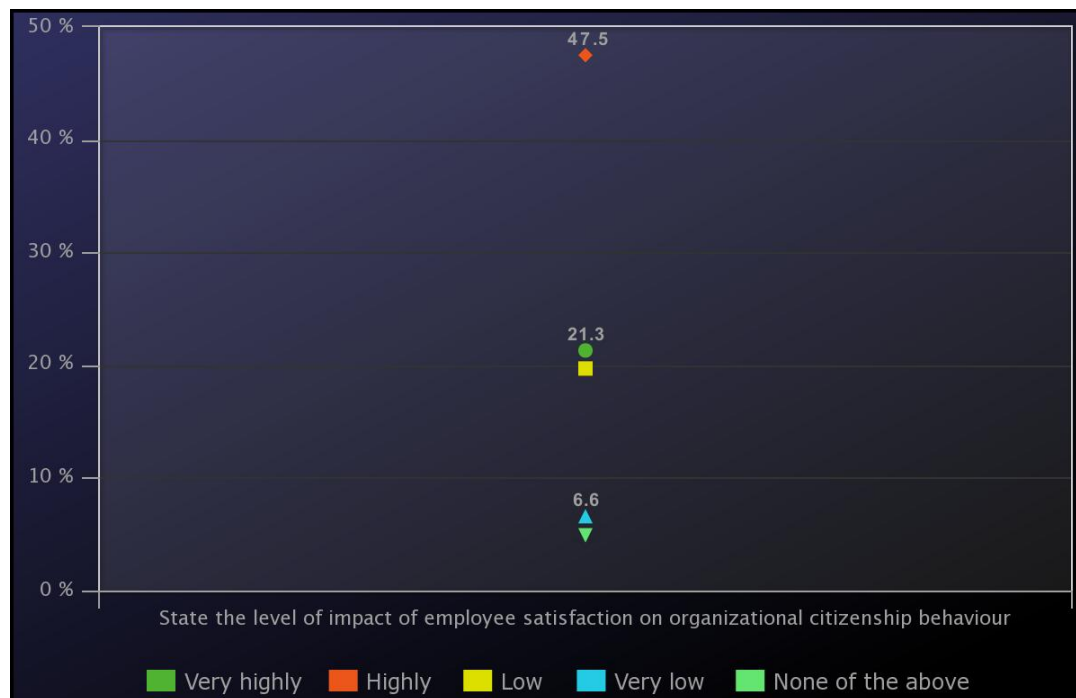
Majority (32%) of the respondents are sometime accepting additional responsibility with longer hours and without increase in pay.

**VH-Very Highly, H- Highly, L- Low, VL – Very Low, N-None of the above**

| Factors                                                                        | V<br>H | %     | H  | %     | L  | %     | V<br>L | %    | N | %    |
|--------------------------------------------------------------------------------|--------|-------|----|-------|----|-------|--------|------|---|------|
| State the level of impact of employee satisfaction on organizational behaviour | 26     | 21.3% | 58 | 47.5% | 24 | 19.7% | 8      | 6.6% | 6 | 4.9% |

**Source: Primary data.**

**Charts 4.1.6.2: Factors considered by respondents for the level of impact of employee satisfaction on organizational behaviour**



**Interpretation:**

From the above table it is interpreted that the number of respondents State the level of impact of employee satisfaction on organizational Behaviour are 21.3% respondents are very high , 47.5% respondents are high , 19.7% are low , 6.6% respondents are low and 4.9% respondents are none of the above

**Inference:**

Majority (47.5%) of the respondents are satisfied on impact of employee satisfaction on organizational behaviour.

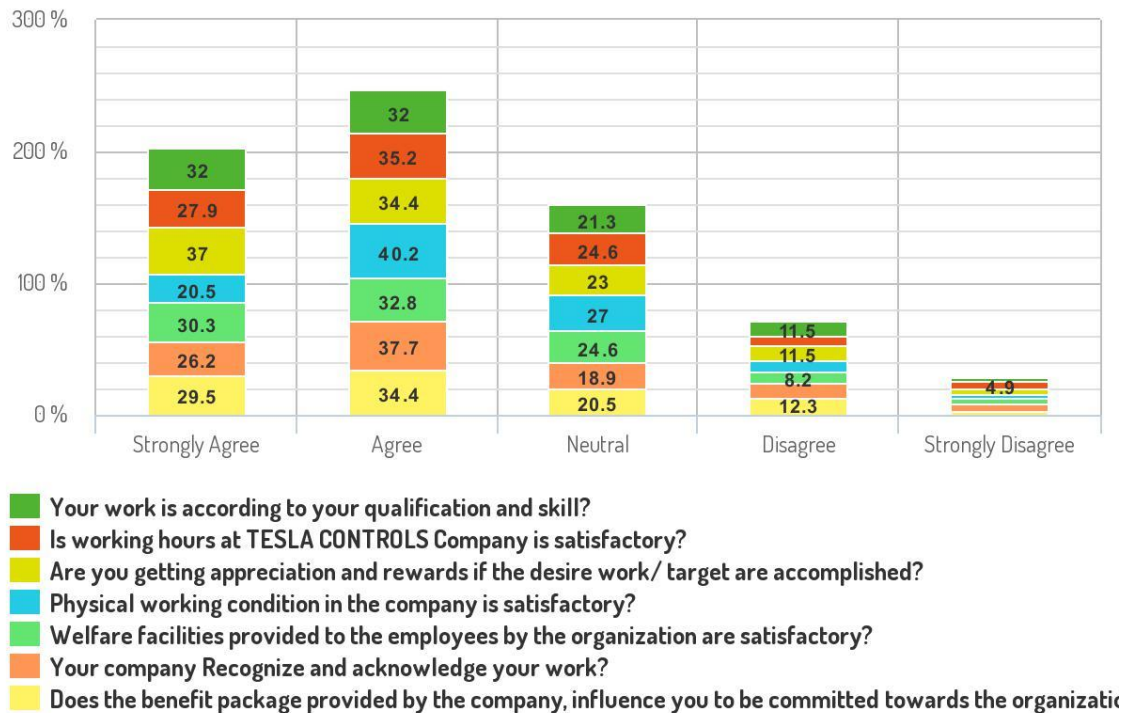
**Table 4.1.7 To study the Efforts made by the organization to retain employee**

**SA-Strongly Agree, A- Agree, N- Neutral, DA – Disagree, SDA- Strongly Disagree**

| Factors                                                                                                   | SA | %     | A  | %     | N  | %     | DA | %     | SDA | %    |
|-----------------------------------------------------------------------------------------------------------|----|-------|----|-------|----|-------|----|-------|-----|------|
| Your work is according to your qualification and skill?                                                   | 39 | 32 %  | 39 | 32%   | 26 | 21.3% | 14 | 11.5  | 4   | 3.3% |
| Is working hours at TESLA CONTROLS Company is satisfactory?                                               | 34 | 27.9% | 43 | 35.2% | 30 | 24.6% | 9  | 7.4%  | 6   | 4.9% |
| Are you getting appreciation and rewards if the desire work/target are accomplished?                      | 33 | 37 %  | 42 | 34.4% | 28 | 23%   | 14 | 11.5% | 5   | 4.1% |
| Physical working condition in the company is satisfactory?                                                | 25 | 20.5% | 49 | 40.2% | 33 | 27%   | 10 | 8.2%  | 5   | 4.1% |
| Welfare facilities provided to the employees by the organization are satisfactory?                        | 37 | 30.3% | 40 | 32.8% | 30 | 24.6% | 10 | 8.2%  | 5   | 4.1% |
| Your company Recognize and acknowledge your work?                                                         | 32 | 26.2% | 46 | 37.7% | 23 | 18.9% | 15 | 12.3% | 6   | 4.9% |
| Does the benefit package provided by the company, influence you to be committed towards the organization? | 36 | 29.5% | 42 | 34.4% | 25 | 20.5% | 15 | 12.3% | 4   | 3.3% |

Source: Primary data.

**Charts 4.1.7: To study the Efforts made by the organization to retain employee**



#### Interpretation:

- From the above table it is interpreted that the number of respondents work according to their Qualification and skill are 32% respondents strongly agree , 32% respondents agree, 21.3% respondents are Neutral, 11.5% respondents Disagree and 3.3% respondents Strongly disagree.
- From the above table it is interpreted that the number of respondents satisfaction of working hours in TESLA CONTROLS Company are 27.9% respondents strongly agree , 35.2% respondents agree, 24.6% respondents are Neutral, 7.4% respondents Disagree and 4.9% respondents Strongly disagree.
- From the above table it is interpreted that the number of respondents are getting appreciation and rewards if the desire work/ target are accomplished are 37% respondents strongly agree , 34.4% respondents agree, 23%

respondents are Neutral, 11.5% respondents Disagree and 4.1% respondents Strongly disagree.

- From the above table it is interpreted that the number of respondents satisfaction of Physical working condition in the company are 20.5% respondents strongly agree , 40.2% respondents agree, 27% respondents are Neutral, 8.2% respondents Disagree and 4.1% respondents Strongly disagree.
- From the above table it is interpreted that the number of respondents satisfaction of Welfare facilities provided to the employees by the organization are 30.3% respondents strongly agree , 32.8% respondents agree, 24.6% respondents are Neutral, 8.2% respondents Disagree and 4.1% respondents Strongly disagree.
- From the above table it is interpreted that the number of respondents recognize and acknowledge their work are 26.2% respondents strongly agree , 37.7% respondents agree, 18.9% respondents are Neutral, 12.3% respondents Disagree and 4.9% respondents Strongly disagree.
- From the above table it is interpreted that the the benefit package provided by the company, influence you to be committed towards the organization are 29.5% respondents strongly agree , 34.4% respondents agree, 20.5% respondents are Neutral, 12.3% respondents Disagree and 3.3% respondents Strongly disagree.

### **Inference**

- Majority (32%)of the respondents strongly agree and agree to work according to their Qualification and skill.
- Majority (35.2%)of the respondents agree of working hours in TESLA CONTROLS Company.
- Majority (37%)of the respondents are getting appreciation and rewards if the desire work/ target are accomplished .
- Majority (40.2%) of the respondents agree to the satisfaction of Physical working condition in the company .
- Majority (32.8%)of the respondents agree to the satisfaction of Welfare facilities provided to the employees by the organization.

- Majority (37.7%) of the respondents agree to recognize and acknowledge their work.
- Majority (34.4%) of the respondents agree that the benefit package provided by the company, influence you to be committed towards the organization.

**Table 4.1.8: To study the Satisfactory Level of Employees towards their Job and Culture of the organization**

| Factors                                               | S<br>A | %                          | A      | %                          | N      | %                          | D<br>A | %          | S<br>D<br>A | %                     |
|-------------------------------------------------------|--------|----------------------------|--------|----------------------------|--------|----------------------------|--------|------------|-------------|-----------------------|
| I feel satisfied with my job                          | 3<br>4 | 2<br>7<br>.<br>9<br>0<br>% | 3<br>7 | 3<br>0<br>.<br>3<br>0<br>% | 2<br>9 | 2<br>3<br>.<br>8<br>0<br>% | 1<br>8 | 14.8<br>0% | 4           | 3<br>.<br>3<br>0<br>% |
| I feel a personal accomplishment in my work           | 3<br>1 | 2<br>5<br>.<br>4<br>0<br>% | 4<br>6 | 3<br>7<br>.<br>7<br>0<br>% | 2<br>4 | 1<br>9<br>.<br>7<br>0<br>% | 1<br>7 | 13.9<br>0% | 4           | 3<br>.<br>3<br>0<br>% |
| I feel recognized as an employee of this organization | 3<br>8 | 3<br>1<br>.<br>1<br>0<br>% | 4<br>2 | 3<br>4<br>.<br>4<br>0<br>% | 2<br>3 | 1<br>8<br>.<br>9<br>0<br>% | 1<br>4 | 11.5<br>0% | 5           | 4<br>.<br>1<br>0<br>% |
| My job utilizes my skills at work                     | 3<br>1 | 2<br>5<br>.<br>4<br>0<br>% | 5<br>0 | 4<br>1<br>%                | 2<br>6 | 2<br>1<br>.<br>3<br>0<br>% | 1<br>0 | 8.20<br>%  | 5           | 4<br>.<br>1<br>0<br>% |

|                                                                                    |        |                            |        |                            |        |                            |        |            |   |                       |
|------------------------------------------------------------------------------------|--------|----------------------------|--------|----------------------------|--------|----------------------------|--------|------------|---|-----------------------|
| I have the tools to effectively perform the job                                    | 3<br>3 | 2<br>7<br>%                | 4<br>7 | 3<br>8<br>.<br>5<br>0<br>% | 2<br>5 | 2<br>0<br>.<br>5<br>0<br>% | 1<br>3 | 10.7<br>0% | 4 | 3<br>.<br>3<br>0<br>% |
| My company promotes I nattendiveness and creativity                                | 3<br>8 | 3<br>1<br>.<br>1<br>0<br>% | 4<br>4 | 3<br>6<br>.<br>1<br>0<br>% | 2<br>3 | 1<br>8<br>.<br>9<br>0<br>% | 1<br>2 | 9.80<br>%  | 5 | 4<br>.<br>1<br>0<br>% |
| I am satisfied with the opportunities to expand my career in this company.         | 3<br>4 | 2<br>7<br>.<br>9<br>0<br>% | 4<br>4 | 3<br>6<br>.<br>1<br>0<br>% | 3<br>0 | 2<br>4<br>.<br>6<br>0<br>% | 9      | 7.40<br>%  | 5 | 4<br>.<br>1<br>0<br>% |
| I am satisfied with how I am involved in decisions concerning my work.             | 3<br>4 | 2<br>7<br>.<br>9<br>0<br>% | 3<br>6 | 2<br>9<br>.<br>5<br>0<br>% | 2<br>9 | 2<br>3<br>.<br>8<br>0<br>% | 1<br>7 | 13.9<br>0% | 6 | 4<br>.<br>9<br>0<br>% |
| I get feedback from the managers or supervisors regarding my areas of improvement. | 2<br>9 | 2<br>3<br>.<br>8<br>0<br>% | 5<br>5 | 4<br>5<br>.<br>1<br>0<br>% | 1<br>8 | 1<br>4<br>.<br>8<br>0<br>% | 1<br>3 | 10.7<br>0% | 7 | 5<br>.<br>7<br>0<br>% |
| My co-workers make me feel important                                               | 2<br>7 | 2<br>2<br>.<br>1<br>0<br>% | 4<br>4 | 3<br>6<br>.<br>1<br>0<br>% | 3<br>3 | 2<br>7<br>%                | 1<br>3 | 10.7<br>0% | 5 | 4<br>.<br>1<br>0<br>% |

|                                                                            |        |        |        |        |        |        |   |           |   |                       |
|----------------------------------------------------------------------------|--------|--------|--------|--------|--------|--------|---|-----------|---|-----------------------|
| At my work, my development is encouraged and supported by the organization | 4<br>2 | 3<br>4 | 4<br>4 | 3<br>6 | 2<br>5 | 2<br>0 | 7 | 5.70<br>% | 4 | 3<br>.<br>3<br>0<br>% |
|----------------------------------------------------------------------------|--------|--------|--------|--------|--------|--------|---|-----------|---|-----------------------|

**Source: Primary data**

**Chart 4.1.8: To study the Satisfactory Level of Employees towards their Job and Culture of the organization**



### Interpretation:

- From the above table it is interpreted that the number of respondents who are satisfied with their job. 27.9% respondents strongly agree , 30.3% respondents agree, 23.8% respondents are Neutral, 14.8% respondents Disagree and 3.3% respondents Strongly disagree.
- From the above table it is interpreted that the number of respondents feel accomplished in their work. 25.4% respondents strongly agree , 37.7% respondents agree, 19.7% respondents are Neutral, 13.9% respondents Disagree and 3.3% respondents Strongly disagree.
- From the above table it is interpreted that the number of respondents feel recognized in their organization. 31.1% respondents strongly agree , 34.4%

respondents agree, 18.9% respondents are Neutral, 11.5% respondents Disagree and 4.1% respondents Strongly disagree.

- From the above table it is interpreted that the number of respondents feel that their skills are being utilized in their job are 25.4% respondents strongly agree , 41% respondents agree,
- 21.3% respondents are Neutral, 8.2% respondents Disagree and 4.1% respondents Strongly disagree.
  
- From the above table it is interpreted that the number of respondents have tools to effectively perform their job are 27% respondents strongly agree , 38.5% respondents agree, 20.5% respondents are Neutral, 10.7% respondents Disagree and 3.3% respondents Strongly disagree.
- From the above table it is interpreted that the number of respondents feels that their company promotes inattentiveness and creativity are 31.3% respondents strongly agree , 36.1% respondents agree, 18.9% respondents are Neutral, 9.8% respondents Disagree and 4.1% respondents Strongly disagree.
- From the above table it is interpreted that the the number of respondents satisfied satisfied with the opportunities to expand my career in this company. 27.9% respondents strongly agree , 36.1% respondents agree, 24.6% respondents are Neutral, 7.4% respondents Disagree and 4.1% respondents Strongly disagree.
- From the above table it is interpreted that the the number of respondents satisfied with how they are involved in decisions concerning their work are 27.9% respondents strongly agree , 29.5% respondents agree, 23.8% respondents are Neutral, 13.9% respondents Disagree and 4.9% respondents Strongly disagree.
- From the above table it is interpreted that the the number of respondents get feedback from the managers or supervisors regarding their areas of improvement are 23.8% respondents strongly agree , 45.1% respondents agree, 14.8% respondents are Neutral, 10.7% respondents Disagree and 5.7% respondents Strongly disagree.
- From the above table it is interpreted that the the number of respondents feels that their co-workers make them feel important are 22.1% respondents

strongly agree , 36.1% respondents agree, 27% respondents are Neutral, 10.7% respondents Disagree and 4.1% respondents Strongly disagree.

- From the above table it is interpreted that the the number of respondents feels that their work development is encouraged and supported by the organization are 34.4% respondents strongly agree , 36.1% respondents agree, 20.5% respondents are Neutral, 5.7% respondents Disagree and 3.3% respondents Strongly disagree.

#### **Inference:**

- Majority (30.3%)of the respondents are satisfied with their job.
- Majority (37.7%)of the respondents feel accomplished in their work.
- Majority (34.4%)of the respondents feel recognized in their organization.
- Majority (41%)of the respondents feel that their skills are being utilized in their job.
- Majority (38.5%)of the respondents have the tools to effectively perform the job.
- Majority (36.1%)of the respondents agree company promotes inattentiveness and
- creativity
- Majority (36.1%)of the respondents are satisfied with the opportunities to expand my career in this company.
- Majority (29.5%)of the respondents feels satisfied with how they are involved in decisions concerning my work.
- Majority (45.1%)of the respondents get feedback from the managers or supervisors regarding my areas of improvement..
- Majority (36.1%)of the respondents agree to co-workers make me feel important..
- Majority (36.1%) respondents agree that at work, my development is encouraged and supported by the organization.

## STATISTICAL ANALYSIS

### 4.2 CHISQUARE:

#### Hypothesis: 1

**H0(Null hypothesis):** There is no significant association between age of the respondents and the welfare facilities provided to the employees by the organization are satisfactory

**H1(Alternate hypothesis):** There is a significant association between age of the respondents and the welfare facilities provided to the employees by the organization are satisfactory

#### Age \* Welfare facilities provided to the employees by the organization are satisfactory? Crosstabulation

| Count |       | Welfare facilities provided to the employees by the organization are satisfactory? |       |         |                   |                   | Total |
|-------|-------|------------------------------------------------------------------------------------|-------|---------|-------------------|-------------------|-------|
|       |       | Strongly agree                                                                     | Agree | Neutral | Strongly Disagree | Strongly Disagree |       |
| Age   | 20-30 | 24                                                                                 | 34    | 24      | 2                 | 8                 | 92    |
|       | 30-40 | 6                                                                                  | 5     | 5       | 1                 | 1                 | 18    |
|       | 40-50 | 7                                                                                  | 1     | 1       | 0                 | 1                 | 10    |
|       | 50>   | 0                                                                                  | 0     | 0       | 2                 | 0                 | 2     |
| Total |       | 37                                                                                 | 40    | 30      | 5                 | 10                | 122   |

#### Chi-Square Tests

|                              | Value               | df | Asymptotic Significance (2-sided) |
|------------------------------|---------------------|----|-----------------------------------|
| Pearson Chi-Square           | 57.377 <sup>a</sup> | 12 | .000                              |
| Likelihood Ratio             | 23.393              | 12 | .025                              |
| Linear-by-Linear Association | .043                | 1  | .835                              |
| N of Valid Cases             | 122                 |    |                                   |

a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is .08.

#### Interpretation:

Since p value (.000) is lesser than 0.05. We reject the null hypothesis and accept the alternate hypothesis. Hence there is significant difference between age of the respondents and the welfare facilities provided to the employees by the organization are satisfactory.

**Inference:**

There is a difference in the significance given to between age of the respondents and the welfare facilities provided to the employees by the organization are satisfactory

#### 4.3 ONE WAY ANOVA TEST

**Hypothesis:2**

**H0(Null hypothesis):**There is no significant association between gender of the respondents and accepting the responsibility with longer hours and increase in pay.

**H1 (Alternate hypothesis):**There is a significant association between gender of the respondents and accepting the responsibility with longer hours and increase in pay.

##### Descriptives

Do you accept responsibility with longer hours and without increase in pay?

|        | N   | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum | Maximum |
|--------|-----|------|----------------|------------|----------------------------------|-------------|---------|---------|
|        |     |      |                |            | Lower Bound                      | Upper Bound |         |         |
| Male   | 70  | 2.53 | 1.348          | .161       | 2.21                             | 2.85        | 1       | 5       |
| Female | 52  | 2.44 | 1.195          | .166       | 2.11                             | 2.77        | 1       | 5       |
| Total  | 122 | 2.49 | 1.281          | .116       | 2.26                             | 2.72        | 1       | 5       |

##### Test of Homogeneity of Variances

Do you accept responsibility with longer hours and with

| Levene Statistic | df1 | df2 | Sig. |
|------------------|-----|-----|------|
| 1.626            | 1   | 120 | .205 |

### ANOVA

Do you accept responsibility with longer hours and without increase in pay?

|                | Sum of Squares | df  | Mean Square | F    | Sig. |
|----------------|----------------|-----|-------------|------|------|
| Between Groups | .222           | 1   | .222        | .134 | .715 |
| Within Groups  | 198.270        | 120 | 1.652       |      |      |
| Total          | 198.492        | 121 |             |      |      |

### Interpretation

Since p value (0.715) is greater than 0.05, we accept the null hypothesis and reject the alternate hypothesis. Hence there is no significant association between gender of the respondents and accepting the responsibility with longer hours and increase in pay. Hence Reject H1

### Inference:

There is a difference in the significance given to between gender of the respondents and accepting the responsibility with longer hours and increase in pay.

## 4.4 CORRELATION

### Hypothesis 3

**H<sub>0</sub>(Null Hypothesis):** There is no significant relationship between the age and the working hours in TESLA controls company satisfaction level.

**H<sub>1</sub>(Alternate Hypothesis):** There is significant relationship between the age and the working hours in TESLA controls company satisfaction level.

### Descriptive Statistics

|                                                             | Mean | Std. Deviation | N   |
|-------------------------------------------------------------|------|----------------|-----|
| Age                                                         | 1.36 | .705           | 122 |
| Is working hours at Tesla controls company is satisfactory? | 2.29 | 1.146          | 122 |

### Correlations

|                     |                                                             | Age   | Is working hours at Tesla controls company is satisfactory? |
|---------------------|-------------------------------------------------------------|-------|-------------------------------------------------------------|
| Pearson Correlation | Age                                                         | 1.000 | -.139                                                       |
|                     | Is working hours at Tesla controls company is satisfactory? | -.139 | 1.000                                                       |
| Sig. (1-tailed)     | Age                                                         | .     | .063                                                        |
|                     | Is working hours at Tesla controls company is satisfactory? | .063  | .                                                           |
| N                   | Age                                                         | 122   | 122                                                         |
|                     | Is working hours at Tesla controls company is satisfactory? | 122   | 122                                                         |

### Interpretation

Since  $P(.063)$  value is greater than the alpha value 0.05, hence alternate hypothesis ( $H_1$ ) is not accepted. Therefore, there is no significant difference between the age and the working hours in TESLA controls company satisfaction level.

### Inference:

There is a difference in the significance relationship between the age and the working hours in TESLA controls company satisfaction level.

## **CHAPTER 5**

### **FINDINGS,SUGGESTIONS AND CONCLUSION**

#### **5.1 FINDINGS**

- Majority 75.4% of the respondents are age between 20-30 years.
- Majority (57.4% )of the respondents are Male.
- Majority (49.2%) of the respondents are UG grads.
- Majority (47.5%)of the respondents has 0-3 years of experience.
- Majority (41%)of the respondents has income of 10,000-25,000
- Majority (41%) respondents are agreeing for the organization help support their life style behaviour.
- Majority (42.6%) respondents are agreeing of how satisfied involved in decisions concerning their work.
- Majority (34.4%) respondents are agreeing for the organization concerned about employee retention.

- Majority (29.5%) respondents are Strongly agreeing of how they are being promoted in this job.
- Majority (32%)of the respondents are sometime accepting additional responsibility with longer hours and without increase in pay.
- Majority (47.5%)of the respondents are satisfied on impact of employee satisfaction on organizational behaviour.
- Majority (32%)of the respondents strongly agree and agree to work according to their Qualification and skill.
- Majority (35.2%)of the respondents agree of working hours in TESLA CONTROLS Company.
- Majority (37%)of the respondents are getting appreciation and rewards if the desire work/ target are accomplished .
- Majority (40.2%) of the respondents agree to the satisfaction of Physical working condition in the company .
- Majority (32.8%)of the respondents agree to the satisfaction of Welfare facilities provided to the employees by the organization.
- Majority (37.7%) of the respondents agree to recognize and acknowledge their work.
- Majority (34.4%)of the respondents agree that the the benefit package provided by the company, influence you to be committed towards the organization.
- Majority (30.3%)of the respondents are satisfied with their job.
- Majority (37.7%)of the respondents feel accomplished in their work.
- Majority (34.4%)of the respondents feel recognized in their organization.
- Majority (41%)of the respondents feel that their skills are being utilized in their job.
- Majority (38.5%)of the respondents have the tools to effectively perform the job.
- Majority (36.1%)of the respondents agree company promotes inattentiveness and creativity
- Majority (36.1%)of the respondents are satisfied with the opportunities to expand my career in this company.

- Majority (29.5%)of the respondents feels satisfied with how they are involved in decisions concerning my work.
- Majority (45.1%)of the respondents get feedback from the managers or supervisors regarding my areas of improvement..
- Majority (36.1%)of the respondents agree to co-workers make me feel important..
- Majority (36.1%) respondents agree that at work, my development is encouraged and supported by the organization.

## **5.2 SUGGESTIONS & RECOMMENDATIONS**

In a business setting, the goal of employers is usually to decrease employee turnover, thereby decreasing training costs, recruitment costs and loss of talent and organizational knowledge. By implementing lessons learned from key organizational behaviour concepts, employers can improve retention rates and decrease the associated costs of high turnover. However, this isn't always the case. Employers can seek "positive turnover" whereby they aim to maintain only those employees whom they consider to be high performers.

Following are few suggestions to adopt diversity and inclusion for the higher benefit of the workforce and the organization,

- The employer can create a positive working environment for their employees by that they will feel satisfied with their work.
- The management can frame new polices which provide a competitive benefits package, including health and life insurance and a retirement plan.

- The employer may provide employees financial incentives such as raises, bonuses and stock options.
- The Human Resource personnel can make sure that employees know what's expected of them and how they can grow within the company.
- The workers also can have a sense of belongingness towards their work and their organization so that they will emotionally attach with their organization and will retain for long period of time.
- The supervisor and the reporting managers is the key people who plays vital role in employee retention if they were able to maintain a smooth relationship with the employees then they won't get the thought of leaving the organization.
- The study has revealed that the involvement of employees is purely depending upon the level of satisfaction of employee. And to improve satisfaction the main criteria is to improve employee pay according to the skills and knowledge. Thus it is suggested to provide a better pay package to the employee along with various benefit allowance this will create a positive bonding with the company which makes them more committed
- The employee are satisfied with learning and development programmes provided thus more training on team work, adopting to challenging work atmosphere, preparation of work schedule and work stress management could be provided to improve employee satisfaction.

### **5.3 LIMITATIONS OF STUDY**

- Respondents refused at times to declare all information required stating organizational confidentiality policy.
- It was a challenge to clarify any doubts regarding the response to the respondents as they were all professionals running tight schedules.
- As the data is collected from the SICAGEN INDIA LIMITED, this result cannot correlate to the entire industry
- .As it was not possible to visit each department the true picture of working Condition could not be judged.

- The workers were busy with their work therefore they could not give enough Time for the interview. Some of the respondents didn't respond to the questions which may affect the Analysis.
- The personal biases of the respondents might have entered into their response.

## **5.4. CONCLUSION**

Hiring the employees is just a start to creating a strong work force and the next major process is to keep them retain in the organization. The high employee turnover can cost the business owners in time and productivity so that to save the business and to have a high productive workforce the employer uses various strategies and tactics to retain their employees. Studies have shown that cost related to directly replacing an employee can be as high as 50–60% of the employee's annual salary, but the total cost of turnover can reach as high as 90–200% of the employee's annual salary. These costs include candidate views, new hire training, the recruiter's salary, separation processing, job errors, lost sales, reduced morale and a number of other costs to the organization. Turnover also affects organizational performance. High-turnover industries such as retailing, food services, call centres, elder-care nurses, and salespeople make up almost a quarter of the United States population.

Replacing workers in these industries is less expensive than in other, more stable, employment fields but costs can still reach over \$500 per employee. It is important to first pinpoint the root cause of the retention issue before implementing a program to address it. Once identified, a program can be tailored to meet the unique needs of the organization. A variety of programs exist to help increase employee retention. By focusing on the fundamentals, organizations can go a long way towards building a high-retention workplace. Organizations can start by defining their culture and identifying the types of individuals that would thrive in that environment. Organizations should adhere to the fundamental new hire orientation and on boarding plans. Attracting and recruiting top talent requires time, resources and capital. However, these are all wasted if employees are not positioned to succeed within the company. Research has shown that an employee's first 10 days are critical because the employee is still adjusting and getting acclimated to the organization. Companies retain good employees by being employers of choice. Employees who are satisfied with their jobs, enjoy their work and the organization, believe their job to be more important, take pride in the company and feel their contributions are impactful are five times less likely to quit than employees who were not engaged. Employee engagement plays vital role in retaining the employee..

Employee satisfaction as “a positive feeling about the job resulting from an evaluation of its characters”, where an employee who has a high level of Satisfaction will tend to positive toward his job, and on the other side, an employee who has a low level of satisfaction will defiantly tend to be negative towards his job, Another similar job satisfaction factor was determined by Herzberg in the two factors theory, where there are two factors that affect job satisfaction and job dissatisfaction which are hygiene factors such as pay, and job security, and motivation factors such as achievement, and recognition based on his recent research among knowledge workers on what drives people in work hygiene factors focus more in the employees surrounding are of work, which are extrinsic factors, while motivation factors are more about the employees work itself, which is an intrinsic factors.

“The study on the employee retention in the organization” is to find out the level of job satisfaction that has an impact on retaining employees in the

organization . This study reveals various findings and suitable suggestion are recommended to be adapted by the management to improve employee job satisfaction which in term improves employee retention.

## **REFERENCES:**

### **I. BOOKS:**

1. Adrian Gostick & Chester Elton (2017): The carrot principle, How the Best Managers Use Recognition to Engage Their People, Retain Talent, and Accelerate Performance, The Fairmont Press.
2. David K. Hayes and Jack D. Niemeier (2013): 50 one minute tips for retaining employees, Crisp learning publications.
3. Edmund Heery and Mike Noon (2008): A Dictionary of human resource management, Oxford university press.
4. Paul R. Sparrow and Cary L.Cooper (2011): The employment relationship Key challenges for HR, Taylor and Francis publishers.
5. Sheila J. Costello (2001): Effective performance management, Mc Graw Hill – Education.
6. Steven A.Y Poelmans and Paula Caligiuri (2018): Harmonizing work family and personal life, Cambridge university press.

7. Jack J. Phillips and Lisa Edwards (2008): Managing talent retention, an ROI approach, and Pfeiffer publishers.
8. Dr. Mathis Althen (2015): Human resource planning, Arcler press LLC,
9. David Watson (2009): The question of Morale, Mc Graw Hill – Education.
10. Herbert G. Heneman II (2009): Staffing Organizations, Mc Graw Hill – Education, Sixth Edition.
11. W. David Rees and Cristine Porter (2015): Skills of management, Palgrave publishers, Sixth edition.
12. Stephen Taylor (2002): The employee retention hand book, Jaico Publishers.
13. Aswathapa (2006) Human resource management, Mc Graw Hill Education  
~ 143 ~
14. Jack J. Phillips (2003): Managing Employee retention, Pfeiffer Publications.
15. Rita E. Numerof and Michael N. Abrams (2006), Health Administration Press.
16. Alan M. Saks, (2006) "Antecedents and consequences of employee engagement", Journal of Managerial Psychology, Vol. 21 Iss: 7, pp.600 – 619
17. Stephen Billett, (2014) "Learning through work: workplace affordances and individual engagement", Journal of Workplace Learning, Vol. 13 Iss: 5, pp.209 – 214
18. Serilda Summers-Mcgee; Change the Work game: Building and Sustaining a Diverse Workforce; Workplace Change; 2016.
19. Robert G. DelCampo; Managing the Multi-Generational Workforce; Routledge; 2011.
20. The Management of a Multicultural Workforce; Wiley; 2006.
21. Judith H. Katz, Frederick A. Miller; Safe Enough to Soar: Accelerating Trust, Inclusion, & Collaboration in the Workplace; Berrett-Koehler Publishers; 2018.
22. Brenda Shore, Camelia M. Fawzy; The Inclusive Management Strategy: Engineering Culture Change for Employees with Disabilities; Emerald Publishing Ltd; 2018
23. Ken Dychtwald, Robert Morison, Tamara J. Erikson; Workforce Crisis; Harvard Business Review Press; 2006.

24. David Lepak, Jaime Bonache, Paula Caligiuri; Managing the Global Workforce (Global Dimensions of Business); Wiley-Blackwell; 2010.

## **II. JOURNAL REFERENCE:**

- SaepungW, Sukimo, Siengthai S (2011) The Relationship between Job Satisfaction and Organizational Citizenship Behavior (OCB) in the Retail Industry in Indonesia. *World Review of Business Research* 1: 162-178.
- ArifA, Chohan A (2012) How Job Satisfaction is influencing the Organizational Citizenship Behavior (OCB): A Study on Employee Working in Banking Sector of Pakistan. *Interdisciplinary Journal of Company Research in Business* 4: 74-88.
- AworemiJR, Abdul AzeezIA, Durowcju ST (2011) An Empirical Study of the Motivational Factors of Employees in Nigeria. *International Journal of Economics and Finance* 3: 227-233.
- Mohammad J, HabibFQ, Alias MA (2011) Job Satisfaction and Organizational Citizenship Behavior: An Empirical Study at Higher Learning Institution. *Asian Academy of Management Journal* 16: 149-165.
- DavoudiS (2012) A Comprehensive Study of Organizational Citizenship Behavior (OCB): Introducing The Term, Clarifying Its Consequences and Identifying Its Antecedents. *A Journal of Economics and Management* 1: 73-85.
- Miao RT (2011) Perceived Organizational Support, Job Satisfaction Task Performance and Organizational Citizenship Behavior in China. *Journal of Behavioral & Applied Management* 12: 105-127.
- UnalO (2012) Relationship between the Dimensions of Organizational Citizenship Behavior and the Facets of Job Satisfaction (An Empirical Study in A Group of Companies in Turkey). *WEI International Academic Conference Proceedings*. pp: 123-137.
- OzturkF (2010) Determinants of Organizational Citizenship Behavior among Knowledge Workers: The Role of Characteristics, Job Satisfaction, and Organizational Commitment.
- SwaminathanS, Jawahar P (2013) Job Satisfaction as a Predictor of Organizational Citizenship Behavior: An Empirical Study. *Global Journal of Business Research* 7: 71-80.

- MehboobF, Bhutto NA (2012) Job Satisfactions a Predictor of Organizational Citizenship Behavior. International Conference on Business Management and Behavioral Science. pp: 552-556.
- ArokiasamyA, Tat HH, Abdullah AGK (2013) TheEffect of Reward System and Motivation on Job Satisfaction: Evidence from the Education Industry in Malaysia. World Applied Science Journals 24: 1597-1604.
- Suma S, Lesha J (2013) Job Satisfaction and Organizational Commitment: The Case Study of Shkodra Municipality. European Scientific Journal 9: 41-51.
- Baylor KM (2010) The Influence of Intrinsic and Extrinsic Job Satisfaction Factors and Affective Commitment on the Intention to Quit For Occupations Characterized By High Voluntary Attrition.
- KumariN (2011) Job Satisfaction of the Employees at the Workplace. European Journal of Business and Management 3: 11-30.
- SageerA, RafatD, Agarwal P (2012) Identification of Variables Affecting Employee Satisfaction and their Impact on the Organization.
- IntaraprasongB, DityenW, KnigkninjitP, Subhadrabandhu T (2012) Job Satisfaction and Organizational Citizenship Behavior of Personnel at One University Hospital in Thailand.
- Tanaka K (2013) Organizational Citizenship Behavior in Contemporary Workplace in Japan. Japan Labor Review 10: 5-18.
- VaijayanthiP, ShreenivasanKA, RoyR(2014) Deducting the Organizational Citizenship Behavior Dimensions and its Antecedents (job satisfaction) in the Indian Context. Research Journal of Applied Sciences, Engineering and Technology 7: 1953-1960.
- Islam T, Ahmed Z, Ahmed I, Mohammad SK (2012) Key Factors of Organizational Citizenship Behavior in the Banking Sector of Pakistan. African Journal of Business Management 6: 3296-3302.
- KucukbayrakR (2010) An Investigative Model of Transformational Leadership, Organizational Commitment, Job Satisfaction and Organizational Citizenship Behavior.
- Newland S (2012) Organizational Citizenship Behavior- Individual Or Organizational Citizenship Behavior-Organization: Does The Underlying Motive Matter?

- Magny O (2012) Intrinsic and Extrinsic Factors that Influence Job Satisfaction in Police Officers Relative to Fredrick Herzberg's Motivation/Hygiene Theory.

## **ARTICLES AND WEB REFERENCES**

1. Workforce diversity and management: An empirical study on relationship between diversity management practices, obstacles and acceptance of gender diversity among employees in IT industry; Bangalore; IOSR Journal of Business and Management; 2014; Authors: Dr. M. M. Bagali, Shreelatha R. Rao.
2. Moving from Diversity to Inclusion; Diversity Journal; 2011; Author: T. Hudson Jordan
3. Workforce diversity and organizational performance: a study of IT industry in India; Haryana School of Business, Guru Jambheshwar University of Science and Technology, Hisar, India; 2015; Authors: Archana Mor, Subhash C. Kundu
4. <http://www.snacknation.com/blog/how-to-retain-employees/>
5. <https://www.diversitybestpractices.com/news-articles/case-study-whirlpools-diverse-talent-retention-strategy>
6. [https://www.google.co.in/url?q=https://globaljournals.org/GJMBR\\_Volume17/3EmployeeRetentionStrategies.pdf&sa=U&ved=2ahUKEwjI6vPA\\_NfZAhWEto8KHWTBPBQkQFjAAegQICBAB&usg=AOvVaw3R5jiAv1cvN1aX8AQAqoZv](https://www.google.co.in/url?q=https://globaljournals.org/GJMBR_Volume17/3EmployeeRetentionStrategies.pdf&sa=U&ved=2ahUKEwjI6vPA_NfZAhWEto8KHWTBPBQkQFjAAegQICBAB&usg=AOvVaw3R5jiAv1cvN1aX8AQAqoZv)
7. [https://play.google.com/store/books/details?pcampaignid=books\\_inapp\\_quote\\_sharing&id=q-6kAwAAQBAJ](https://play.google.com/store/books/details?pcampaignid=books_inapp_quote_sharing&id=q-6kAwAAQBAJ)
8. PDF epository.uonbi.ac.ke
9. <http://www.selectinternational.com/blog/bid/148239/5-things-successful-companies-do-to-retain-top-talent>
10. <http://guides.wsj.com/small-business/hiring-and-managing-employees/how-to-retain-employees/>
11. <https://www.thebalance.com/top-ways-to-retain-your-great-employees-1919038>
12. [https://en.wikipedia.org/wiki/Employee\\_retention](https://en.wikipedia.org/wiki/Employee_retention)

13. <https://recruitloop.com/blog/8-effective-employee-retention-strategies/>
14. <https://www.hr360.com/Human-Resources/Employee-Retention.aspx>
15. [https://www.brandonu.ca/rdi/files/2015/09/Employee\\_Retention\\_Strategies/](https://www.brandonu.ca/rdi/files/2015/09/Employee_Retention_Strategies/)
16. <https://search.proquest.com/openview/d6d01dae2181983b4c69f5bef1265d00/1?pq-origsite=gscholar&cbl=546310>
17. <https://www.sciencedirect.com/science/article/pii/S0278431911001642>
18. <https://www.emeraldinsight.com/doi/abs/10.1108/09596110810897619>
19. <http://www.ccsenet.org/journal/index.php/ass/article/view/19338>
20. <http://journals.sagepub.com/doi/abs/10.1177/08863680022097920?journalCode=cbrb>
21. <http://www.indjst.org/index.php/indjst/article/view/30326>
22. <https://search.proquest.com/openview/028159d66e5109e0b1feb88a055c816f/1?pq-origsite=gscholar&cbl=39006>
23. <https://search.proquest.com/openview/09362190102d0520c943b8de0e97d3c9/1?pq-origsite=gscholar&cbl=546310>
24. <http://www.mcser.org/journal/index.php/mjss/article/view/1925>
25. [https://journals.lww.com/healthcaremanagerjournal/Abstract/2005/04000/Managing\\_Human\\_Resources\\_to\\_Improve\\_Employee.6.aspx](https://journals.lww.com/healthcaremanagerjournal/Abstract/2005/04000/Managing_Human_Resources_to_Improve_Employee.6.aspx)
26. <https://onlinelibrary.wiley.com/doi/abs/10.1002/hrm.20044>
27. <https://search.proquest.com/openview/843cccb616d5af5af9e5a1b623f8f0e0/1?pq-origsite=gscholar&cbl=30764>

## **ANNEXURE I – QUESTIONNAIRE:**

### **QUESTIONNAIRE**

#### **DEMOGRAPHIC DETAILS**

1) **AGE:**        a) 20-30                      b) 30-40                      c) 40-50                      d) 50>

2) **GENDER:**    Male (    )                      Female (    )

3) **QUALIFICATION:**

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

4) **Total years of experience:**

a) 0-3 years    b) 3-5 years    c) 5-7 years    d) more than 7 years

5) **INCOME:**

a) 10,000-25,000    b) 25,000-40,000    c) 40,000-65,000    d) 65,000above

**To Study the common reasons of employee voluntarily leaving or staying  
in organization**

**6) Do you accept additional responsibility with longer hours and without increase in pay?**

- a) Always              b) Sometime              c) Occasional              d) Rarely              e) Not at all

**7) Does your organization help support your life style behaviour ?**

- a) Strongly agree B) Agree C) Neutral D) Disagree E) Strongly disagree

**8) State the level of impact of employee satisfaction on organizational citizenship behaviour?**

- a) Very highly              b) Highly              c) Low              d) Very low              e) None of the above

**9) I am satisfied with how I am involved in decisions concerning my work.**

- a) Strongly agree B) Agree C) Neutral D) Disagree E) Strongly disagree

**10) Does your organization concerned about employee retention?**

- a) Strongly agree B) Agree C) Neutral D) Disagree E) Strongly disagree

**11) I have been timely promoted in this job**

- a) Strongly agree B) Agree C) Neutral D) Disagree E) Strongly disagree

**To study the Efforts made by the organization to retain employee**

**12) Your work is according to your qualification and skill?**

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

**13) Is working hours at TESLA CONTROLS Company is satisfactory?**

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

**14) Are you getting appreciation and rewards if the desire work/ target are accomplished?**

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

**15) Physical working condition in the company is satisfactory?**

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

**16) Welfare facilities provided to the employees by the organization are satisfactory?**

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

**17) Which of the following factors which motivate you most?**

- a) Salary   b) Rewards & Recognition   c) Learning and development  
d) Working conditions e) job satisfaction

**18) Your company Recognize and acknowledge your work?**

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

**19) Does the benefit package provided by the company, influence you to be committed towards the organization?**

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

**Satisfactory Level of Employees towards their Job and Culture of the organization**

(**SA** - Strongly agree, **A** - Agree, **N** - Neutral, **D** - Disagree, **SD** - Strongly disagree)

| S.NO | STATEMENT                                             | SA | A | N | D | SD |
|------|-------------------------------------------------------|----|---|---|---|----|
| 20)  | I feel satisfied with my job                          |    |   |   |   |    |
| 21)  | I feel a personal accomplishment in my work           |    |   |   |   |    |
| 22)  | I feel recognized as an employee of this organization |    |   |   |   |    |

|            |                                                                                    |  |  |  |  |  |
|------------|------------------------------------------------------------------------------------|--|--|--|--|--|
| <b>23)</b> | My job utilizes my skills at work                                                  |  |  |  |  |  |
| <b>24)</b> | I have the tools to effectively perform the job                                    |  |  |  |  |  |
| <b>25)</b> | My company promotes innovativeness and creativity                                  |  |  |  |  |  |
| <b>26)</b> | I am satisfied with the opportunities to expand my career in this company.         |  |  |  |  |  |
| <b>27)</b> | I am satisfied with how I am involved in decisions concerning my work              |  |  |  |  |  |
| <b>28)</b> | I get feedback from the managers or supervisors regarding my areas of improvement. |  |  |  |  |  |
| <b>29)</b> | My co-workers make me feel important                                               |  |  |  |  |  |
| <b>30)</b> | At my work, my development is encouraged and supported by the organization         |  |  |  |  |  |