

**A STUDY ON JOB SATISFACTION OF EMPLOYEES WORKING
IN SUNDARAM INDUSTRY PRIVATE LIMITED**

Submitted in partial fulfillment of the requirement for the reward of
BACHELOR OF COMMERCE

By

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**BACHELOR COMMERCE
SCHOOL OF MANAGEMENT STUDIES**

**SATHYABAMA
INSTITUTE OF SCIENCE AND TECHNOLOGY**

(DEEMED TO BE UNIVERSITY)

Accredited with Grade “A” by NAAC

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This is to certify that this Project Report is the bonafide work of **POOJA.M (39740168)** who has done the Project work entitled **A STUDY ON JOB SATISFACTION AMONG THE EMPLOYEE IN THE SUNDARAM INDUSTRY PRIVATE LIMITED** under my supervision from 9 February 2022 to 8 march 2022

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I **POOJA.M (39740168)**. Hereby declare that the Project Report entitled "**A STUDY ON JOB SATISFACTION AMONG THE EMPLOYEE IN THE SUNDARAM INDUSTRY PRIVATE LIMITED**" done by me under the guidance of MS. ANNAI AMALA VIDYA, M. Com, M.B.A, MPhil, Department of Management Studies is submitted in partial fulfilment of the requirements for the award of Bachelor of Commerce degree.

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PLACE: CHENNAI

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ABSTRACT

The study is undergone at **SUNDARAM INDUSTRIES PRIVATE LIMITED ROYAPETTAH, CHENNAI**. The project focuses on the employee's job satisfaction level. Job satisfaction refers to one's feelings towards one's job. If the employee's expectations are fulfilled (or) the employees get higher than what he/she feels satisfied. If job satisfaction increases organization commitment will increase. This results in higher productivity. The main objectives of this paper are to assess the job satisfaction: to identify the effectiveness of job satisfaction and find out the several factors like personal and organizational factors influencing job satisfaction: to identify the effectiveness of job satisfaction and to find out the several factors like personal and organizational factors influencing job satisfaction of employees. In this study, 95 no's of respondents were taken as a sample. The study helped in revealing the level of satisfaction of employees with reference to the various factors provided in the organization. This study clearly shows that employees under organization are more or less satisfied with the job. The organization should consider the salary, relationship of employees and supervisors, grievance handling, and give more opportunities to the new employees.

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CHAPTER 1

1.1 INTRODUCTION

Job is one of the important elements of people's life. Their living style and their social lives depend on their jobs. Therefore, every organization must have a satisfied workforce. Nowadays, the private sector plays a significant role in uplifting the economy of Pakistan. They are not only providing good services but are also providing job opportunities to a large group of people. Keeping in view the contribution of the private sector in society and the significant role of job satisfaction to improve the employees' performance, the present study aims to know the job satisfaction of employees and its relationship with the performance level.

There is a general understanding that the overall productivity and success of an organization depends on the effective and efficient performance of employees and that better performance depends on the employees' job satisfaction. For that purpose, researchers have identified various aspects of job satisfaction, its relative importance, and its relationship with performance and productivity.

Job satisfaction is the positive and negative feelings of an employee towards his job or it is the amount of happiness connected with the job. Therefore, job satisfaction is one of the most widely spread researched topics in the field of organizational psychology. According to Locke, job satisfaction is the positive and enjoyable feeling that results from the evaluation of one's job or job experience.

It is observed from the previous studies that when an employee is satisfied, he will perform at his level best to achieve the organizational objectives. Highly satisfied employees are usually regular and punctual, more productive, more committed, and more satisfied in their lives. For that purpose, to boost the level of job satisfaction to improve performance, employees should be given the opportunities of advancement, i.e., pay scales, participation of the employees in policy-making, and taking efforts to increase organizational commitment. Similarly, safety and good relationships with supervisors and co-workers are the biggest satisfiers nature of the job, way of supervision, job security, recognition, and advancement are important factors for employees' organizational commitment. Likewise, participation of employees in pension, profit-sharing plans, and job security is positively correlated with job satisfaction, whereas many studies have recommended opportunity for professional development as the biggest determinant of job satisfaction.

Job satisfaction is one of the complex areas, consisting of various kinds of feelings and conditions. As the environment becomes competitive and complex day by day, the importance of job satisfaction and its relationship with employees' performance also increases. The aim of the present research is therefore to study the satisfaction and performance level of three major professions, i.e., doctors, bankers, and university teachers of Peshawar. Health, which is one of the essential industries of both public and private sectors, greatly contributes to the overall growth of the nation. As far as the job satisfaction of doctors is concerned, Pakistan is facing various issues. Due to limited research in such an industry, the present study is intended to explore the

satisfaction and performance level of medical doctors working in the private sector. The study conducted on doctors in Pakistan found that most of the doctors working in teaching hospitals were dissatisfied due to factors, such as poor working conditions, unsatisfactory salary packages, workload, etc.

Similarly, the banking sector also plays an important role in the financial and economic development of Pakistan. A few years ago, only public banks were serving the people of the country, but now with the wave of challenging, competitive market and globalization, private banks also entered in Pakistani market. As the banking industry is one of the most demanding industries, the employees working in banks are under constant pressure to meet the challenges of the dynamic environment. Job satisfaction is the only way to motivate them towards high-level performance.

As far as university teachers are concerned, who are considered the backbone of the country are also going through constant stress due to unclear political, economic, and educational policies. In Pakistan, teachers are facing a lot of issues that are not properly addressed due to which job dissatisfaction and poor performance result. Many studies confirmed that higher job satisfaction can only lead to higher performance.

Hence, managers, human resource departments, or employers must develop strategies that provide a good working environment to increase job satisfaction which in turn leads towards the highest level of performance and productivity.

In human resource terms, **employee satisfaction** means employees are contented with their work and position. To be contented, they likely enjoy much of their work, they feel management is fair and cares about them, and they are comfortable in their work environment - both with other staffers and with the resources they have available to complete their jobs.

It ties in closely with **employee turnover** since unhappy staffers are more likely to seek positions elsewhere. It is expensive to replace employees, so many HR departments have a goal of keeping employee satisfaction at a high level so turnover stays low.

1.2 DEFINITION

Job satisfaction or **employee satisfaction** is a measure of workers' contentedness with their job, whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Job satisfaction can be measured in cognitive (evaluative), affective (or emotional), and behavioural components. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction). or cognitions about the job (cognitive job satisfaction).

One of the most widely used definitions in organizational research is that of Edwin A. Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job.

It is assessed at both the global level (whether the individual is satisfied with the job overall), or at the facet level (whether the individual is satisfied with different aspects of the job). Spector (1997) lists 14 common facets: appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security, and supervision.

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job

1) An affective reaction to one's job

2) An attitude towards one's job

3) Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affected (emotion), beliefs and behaviours

4) This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviours

1.3 INDUSTRY PROFILE

SUNDRAM MOTORS IYENGAR

1877-1955

- The TVS Group Was established in 1911 by Shri. T V Sundaram Iyengar. As one of India's largest industrial entities, it epitomizes TRUST, VALUE, and SERVICE
- He was a visionary, whose ideas were years ahead of their times, and a man of principles. Both these things combine to make him a legend in his lifetime all over Southern India.
- Three years before World War 1, when the automobile was still seen as some kind of intimidating "horseless carriage, Sri TVS Iyengar had the vision to set up South India's first-ever rural bus service. And, over the years, this transport company became the largest of its kind in the country -legendary for its punctuality and service. The rules and regulations our founder laid down for himself later became the blueprint for the Motor Vehicles Act.
- Those days the buses were chain driven and not gear driven, as it is in modern times. The bullock carts were the immediate competitors to exploit these roads. Asphalting the road was not yet a common man. The open buses were a luxury.
- To ensure that the buses completed the journey safely and surely, the service includes the accompaniment of a mechanism that had to time and again put the chains of the engine back in place because of the rough roads. Sometimes the rubber peeled off the wooden tires and it had to be put back in place. These mechanics were not the engineers who had their academics in the colleges. But only Blacksmiths and carpenters.
- This service also came with the Indian tradition of serving food to passengers to relieve them of inconvenience.
- The glory and hallmark of the bus service were that buses would leave on time and reach on time. Most others would set their watches based on the passing of the bus service near them.
- On reaching one end of the journey the buses would be thoroughly checked, cleaned, and made ready for the trip, and that too ON TIME.
- Sri TVS Sundaram Iyengar's philosophy of business reflected that kind of man he was simple but stern. It was based rigidly on four concepts -quality, services, reliability, and a sense of ethics.
- It is this personal philosophy that has formed the cornerstone of our corporate culture as, over the past 100 years, we have evolved into one of India's leading industrial houses.

1.4 INDUSTRY STRUCTURE AND DEVELOPMENTS

Two-wheeler

2019-20 marked the successful transition to BS-VI for the Indian 2-wheeler industry. A global first of leapfrogging from Stage IV - Stage VI emission norms in 3 years. However, the domestic two-wheeler industry recorded a sale of 17.4 Mn units in 2019-20, a decline of 17.7% from 21.2 Mn units of 2018-19. 16% was the decline in the first half of the year on back of weakening consumer sentiment, falling GDP growth forecasts and increased 2W prices due to insurance cost increases and mandatory safety regulations. The decline further intensified in second half to 20%, owing to BS-VI transition, wherein 2W prices further went up by an average of 15%. The year ended with start of the single-minded struggle against CoVID-19 pandemic.

The scooter category declining 16.7%, with 5.6 Mn Units in 2019-20 over 6.7 Mn Units in 2018-19. The category share increased marginally to 32% in 2019-20 from 31.6% in 2018-19.

The motorcycle category also declined by 17% over last year. The category share for motorcycle settled at 64.4%. Within motorcycles, the premium segment with a category share of 9.3%, declined by 25% from 2.15 Mn units in 2018-19 to 1.61 Mn units in 2019-20. The commuter segment category share however moved to 50% while volumes declined by 16% to 8.7 Mn units in 2019-20 from 10.4 Mn units in 2018-19.

In the international market, two-wheeler industry had a growth of 7% over last year. Stable price of crude oil and continued growth in Africa propelled the growth of exports.

Three-wheeler

Overall three-wheeler small passenger industry (3 plus 1 segment) declined by 12% in 2019-20 (from 8.45 lakh units in 2018-19 to 7.45 lakh units in 2019-20). Domestic industry declined by 14% and exports market declined by 11% in 2019-20 over last year.

Motorcycles can leverage its additional geographical network reach and global supply chain capabilities to expand to new markets and audiences with existing and upcoming products

1.5 AUTOMOBILE INDUSTRY

1. The automobile industry is a wide range of companies and organization involved in the design, development, manufacturing, marketing, and selling of motors vehicles. It is one of the world's most important economic sectors by revenue.

2. The term automotive was created from Greek autos (self), and latin motivus (of motion) to represent any from of self-powered vehicle.

3. The automobile sector is one of the key segment of the economy having extensive forward and backward linkage with other key segment of the economy.

4. It contributes about 4 per cent in India's gross domestic product(GDP) and 5 per cent in India's industrial production.

5. This sector has generated about 4.5lakh of direct employment and about one core of indirect.

1.6 OVERVIEW OF AN AUTOMOBILE INDUSTRY

1. The Indian automobile industry manufacture over 11 million vehicles and export about 1.5 million each year.

2. The dominant products of the industry are two wheelers with a market share of over 75% and passenger cars with a market share of about 16%.

3. Commercial vehical and three wheelers share about 9%precent of market between them about 91% of the vehical are sold by household and only about 9% for commercial purposes

4. The industry has a turnover of more than USD \$ 35 billion and provides direct and indirect employment to over 30million people.

1.7 GROWTH OF AN AUTOMOBILE INDUSTRY

1. Automobile industry in India has long been recognised as a core manufacturing sector with the potential to drive national economic growth and forest development of technology.

2. In recent years for instance, the contribution of automobile industry to GDP has risen noticeable-from 2.7% in 1992-93 to 4% in 2003-2004.

3. Sale of commercial vehical grew 5.3 per cent to 52,481 units in January 2015

1.8 MANUFACTURING CAPABILITY

TVS motor has a generation limit of more than 3 million vehicles a year. The organisation has four assembling plants – three situated in India (Hosur, Tamil Nadu; Mysore, Karnataka and Nalagarh, Himachal Pradesh) and one in Indonesia (karawang).

1.9 DISTRIBUTION

"Today, TVS Motor capacities through an across the nation system of more than 4000 touch focuses over every one of the states in India."

1.10 MANAGEMENT

Administration of all organizations is by relatives. The majority of the gathering organizations keep up a position of safety and take after a preservationist administration style.

1.11 AWARDS OF TVS

MOST TRUSTED BRAND

TVS is India's Most Trusted Brand in the Two-Wheeler Category

Source: Economic Times Most Trusted Brand Survey, 2012.

TWO-WHEELER MANUFACTURER OF THE YEAR

TVS Motor Company was named the Two-Wheeler Manufacturer of the Year by NDTV Car and Bike Awards 2015

MOST APPEALING EXECUTIVE SCOOTER

TVS Scooty Zest 110 is awarded the Most Appealing Executive Scooter by J.D. Power Asia Pacific Awards for 2016.

MOST APPEALING ECONOMY MOTORCYCLE

TVS Star City + is awarded the Most Appealing Economy Motorcycle by J.D. Power Asia Pacific Awards for 2016.

BEST EXECUTIVE SCOOTER

TVS Wego is awarded the Best Executive Scooter by J.D. Power Asia Pacific Awards for 2016.

MOST APPEALING PREMIUM MOTORCYCLE

TVS Apache RTR180 is the Most Appealing Premium Motorcycle as awarded by J.D. Power Asia Pacific Awards, 2016.

HIGHEST IN CUSTOMER SATISFACTION

TVS Motor has been awarded Highest in Customer Satisfaction by J.D. Power Asia Pacific Awards for 2016.

MOST APPEALING EXECUTIVE SCOOTER

TVS Jupiter is awarded the Most Appealing Executive Scooter by J.D. Power Asia Pacific Awards for 2018.

MOST APPEALING ECONOMY MOTORCYCLE

TVS Star City + is awarded the Most Appealing Economy Motorcycle by J.D. Power Asia Pacific Awards for 2018.

HIGHEST RANKED ECONOMY MOTORCYCLE IN INITIAL QUALITY

TVS Star City + is awarded the highest ranked Economy Motorcycle by J.D. Power Asia Pacific Awards for 2018.

MOST APPEALING PREMIUM MOTORCYCLE

TVS Apache RTR180 is the Most Appealing Premium Motorcycle as awarded by J.D. Power Asia Pacific Awards for 2018.

HIGHEST IN CUSTOMER SATISFACTION

TVS motor has been awarded highest in customer satisfaction by J.D. power Asia Pacific awards for 2018

1.12 COMPANY PROFILE

- TV Sundaram Iyengar -the legendary founder of the TVS group had a humble beginning.
- He laid the foundation for the motor transport industry in south India by starting a rural bus service at Madurai, in the year 1912.
- Today, the group built by the legendary founder has an enviable presence in the automotive industry in India spanning over automotive components manufacturing, two/three-wheelers, tires and treading, vehicle dealership, finance, insurance, and in many other fields.
- TVS TREADS is the re-treading arm of Sundaram Industries Private Ltd, one of the initial ventures personally initiated by the founder himself.
- Sri TV Sundaram Iyengar followed his stead-fast principles of trust, value, service, and ethics.

1.13 TVS GROUPS

- Established over 100 years ago, and has become an inseparable part of the automotive industry in India.
- The group celebrated its centenary year in 2011.
- Today it has over 50 companies with a combined turnover exceeding US\$ 7 billion and employing a workforce of more than 50,000.

1.14 SUNDARAM INDUSTRIES

Sundaram industries private limited today has two business groups, headquartered in Madurai and Chennai.

The Chennai headquartered Sundaram Industries private limited has 3 business divisions-

- Industrial Solid tire division
- Re-treading & Tyre solution division
- SIL Rubber resources division

1.15 MEANING OF TVS

TVS stands for

T-TRUST

V-VALUE

S-SERVICE

1.16 MISSION

We are committed to being a highly profitable, socially responsible, and leading manufacturer of high value for money, environmentally friendly, lifetime personal

transportation products under the TVS brand, for customers predominantly in Asian markets and to provide fulfillment and prosperity for employees, dealers, and suppliers.

1.17 VISION

- Driven by the customer

TVS TREAD will be responsive to customer requirements consonant with its core competence and profitability. TVS TREAD will provide total customer satisfaction by giving the customer the right product at the right price, at the right time.

- o 500 crores turnover
- o TSD 500,000 tires P/M
- o SUN TWS-1000 MT P/M
- o SIL RRD -600 MT P/M
- o PCTR -500 MT P/M
- o We, the SIL family will
- o "COME TOGETHER,
- o TO WORK TOGETHER,
- o TO GROW TOGETHER,
- o TO EARN TOGETHER,
- o TO SHARE, TOGETHER &

1.18 NEED OF THE STUDY:

Beyond the research literature and studies, job satisfaction is also important in everyday life. As many studies suggest, employers' benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction.

1.19 SCOPE OF STUDY:

The study aims to understand employee satisfaction in Sundaram Industries Pvt Ltd which covers the various working schedule, remuneration, developing overtime allowance, work freedom, job position, etc. The scope is to understand employee satisfaction. The study is conducted at Sundaram Industries Pvt Ltd covering 50 employees and needs to collect data based on the questionnaire prepared.

The backbone of employee satisfaction is respect for workers and the job they perform. And easy revenue for an employee to discuss problems with upper management should be maintained and carefully monitored. The study was done to know the employee satisfaction in Sundaram Industries Pvt Ltd. Employees are the backbone of every organization so the organization should consider a lot the employees should be motivated and satisfied. So that they can work more and hence to reach the organization is to its great.

1.20 OBJECTIVES OF THE STUDY:

Primary Objective:

The objective of the research is to find employees' satisfaction level with the organization.

Secondary Objective:

- To access the general attitude of the employee towards **SUNDARAM INDUSTRIES PRIVATE LIMITED**
- To understand the problem of the employee in the working condition.
- To know the employee's opinion about the workplace, pay, and benefits.
- To study and analyze the various factors affecting the job satisfaction level.

1.21 WELFARE ACTIVITIES OF TVS

Welfare activities mean the services, facilities and amenities provided to the employees to promote their wellbeing. Welfare section of tvs is concerned the following benefits.

The organisation provided various welfare measures to the employees. They are as follows

1. Supply of helmet
2. Supply of hearing aid
3. Family planning
4. Cycle advance
5. Salary advance
6. Education assistant scheme
7. Staff advance
8. Cash awards
9. Death relief fund
10. Accident leave

The organisation provides various motivation programmes like monetary incentives, best performance awards etc, and provide some training as a safety measure like first-aid training, firefighting training etc.

1.22 INCENTIVES PROVIDED BY THE ORGANISATION

1. House rent allowance
2. Skill allowance
3. Night shift allowance
4. Technical allowance
5. Transfer allowance
6. Uniform & lunch allowance
7. Washing allowance
8. Service weightage

CHAPTER 2

REVIEW OF LITERATURE

2.1 REVIEW OF LITERATURE

Job satisfaction can be defined as a sense of employee achievements and success- es. It is generally believed that it is directly related to productivity and work performance, as well as to personal well-being. Job satisfaction means doing the work one likes, doing it well, and being rewarded for own efforts (Kaliski, 2007; Aziri, 2011).

People can also have different approaches to various aspects of their work, such as the type of work they are doing, colleagues, superiors, or subordinates, and their salary (George and Jones, 2008).

Different motivation styles and leadership styles can work differently for every employee, resulting in increased work performance and job satisfaction. Therefore, job satisfaction is an essential element in motivating employees and encouraging them to achieve better results (Raziq and Maulabakhsh, 2015).

Ostroff (1992) says that employee satisfaction is of great importance not only for employees but also for the entire organization. Because satisfied employees are usually happy and motivated to work, consequently the organization can get amazing results from their work, from the other side, those dissatisfied employees will not be encouraged and will be disturbed by their work routine, they will run away from responsibility and even avoid work (sick leave, days off, etc.) (Judge, et al., 2001).

Job satisfaction is considered as one of the main factors of the effectiveness and efficiency of business organizations. The new managerial paradigm, which insists that employees should be treated primarily as someone who has their own needs and personal desires, is a very good indicator of the importance of job satisfaction in modern enterprises. Analyzing job satisfaction, it can be concluded that a satisfied employee is a happy employee and a happy employee is a successful employee (Aziri, 2011).

The availability of superiors at the time of need, the ability to connect employees, stimulating creative thinking and knowledge of values, openness in the eyes of employees, and the ability to communicate with employees are basic features of supervision. Various researches have shown that with good and effective supervisors, the level of employee satisfaction was high, while with poorer communication skills, the level of employee dissatisfaction was high (Schroffel, 1999; Raziq and Maulabakhsh, 2015).

Rötze claims that there are four determinants influencing employee satisfaction: “supervisor/leader, job design”, “workplace environment” and “performance pay”. According to his research, the factor supervisor/leader has not a so strong impact on motivation but is crucial for job-design satisfaction and affects the level of satisfaction with performance pay very much (Brenninger, 2015). So, it can be claimed that managers can influence employee satisfaction, commitment, and performance through appropriate leadership styles.

CHAPTER -3

RESEARCH METHODOLOGY

3.1 METHODOLOGY:

Research methods are the techniques and tools by which you research a subject or a topic. Research methodology involves the learning of various techniques to conduct research and acquiring knowledge to perform tests, experiments, surveys, and critical analysis.

Research methodology simply refers to the practical “how” of any given piece of research. It’s about how a researcher systematically designs a study to ensure valid and reliable results that address the research aims and objectives.

3.2 RESEARCH DESIGN

The study was based on survey method. The aim of the study is to find satisfaction levels of employees

3.3 PERIOD OF STUDY

This study on employee satisfaction was conducted during the period of 28 days

3.4 SAMPLE SIZE

The sample size of this study is 95 respondents

3.5 RESEARCH INSTRUMENT

A questionnaire was prepared to keep the objective in mind, the questions were structure and directed to make the respondent understand it easily. The respondent has to use a rating scale to answer some questions. The questionnaire includes open-ended and closed-ended questions.

3.6 DATA REQUIREMENT

PRIMARY DATA

In the study, primary data were collected through personnel interviews using a questionnaire. The questionnaire was administered to hundered employees of Sundaram Industries Pvt Ltd.

SECONDARY DATA

Secondary data was for this study was collected.

1. Previously publishes records, statistics, research reports, and documents.
2. Periodicals and websites.

3.7 HYPOTHESIS

It is a known fact to all keep an employee happy is managements responsibility to get the work done perfectly. But to feel happy is an employee's perception. So, a satisfied employee is an essential element for improving efficiency and effectiveness.

1. Job satisfaction is a great motivator, which keeps the employee always in high morale
2. Job satisfaction among employees result in increasing the perception of the organization.
3. Job satisfaction reduces the resistance among employees to new implementation.

3.8 SAMPLING DATA

A sample design is a definite plan for obtaining a sample from a giving population. The convenience sampling method was used in selected

3.9 QUESTIONNAIRE

In this study the researcher have used a questionnaire consisting of twenty-eight choice-based questions

3.10 GRAPHICAL REPRESENTATION OD DATA

Graphical representation tools such as bar graphs and pie charts have been used for the data analysis

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

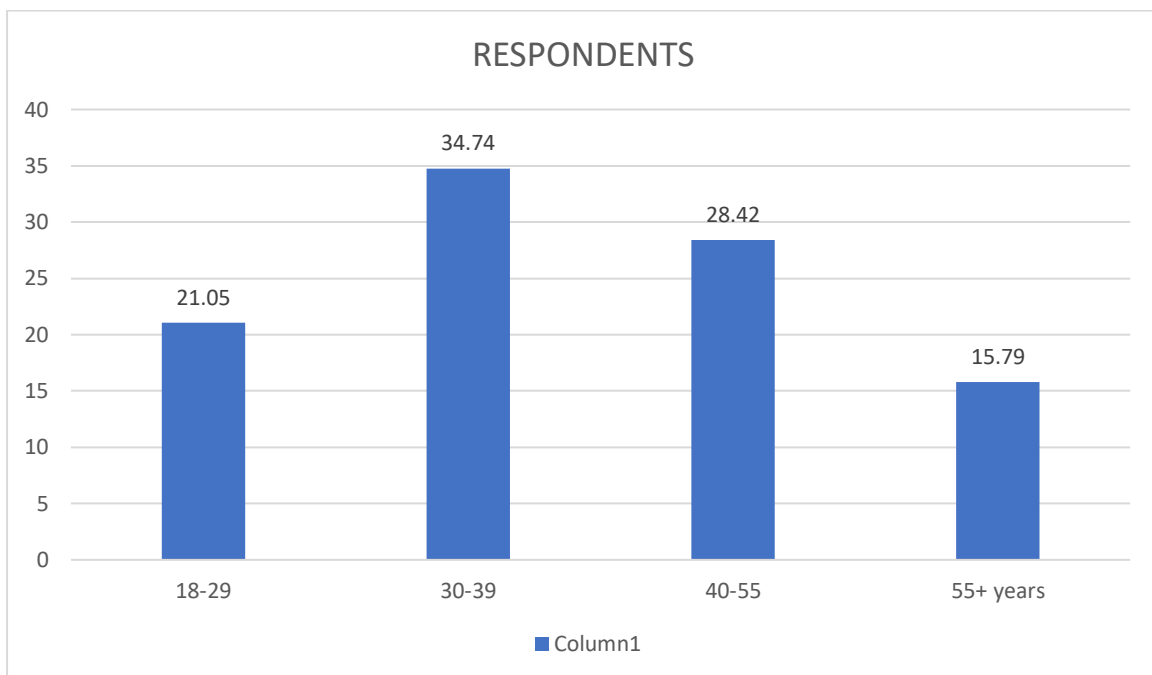
The following consist of the data analysis and interpretation of my questionnaire

4.1 Survey analysis of data

Table No 4.1

Age of respondents

AGE	NO. OF. RESPONDENTS	PERCENTAGE
18-29	20	21.05
30-39	33	34.74
40-55	27	28.42
55+ years	15	15.79
Total	95	100



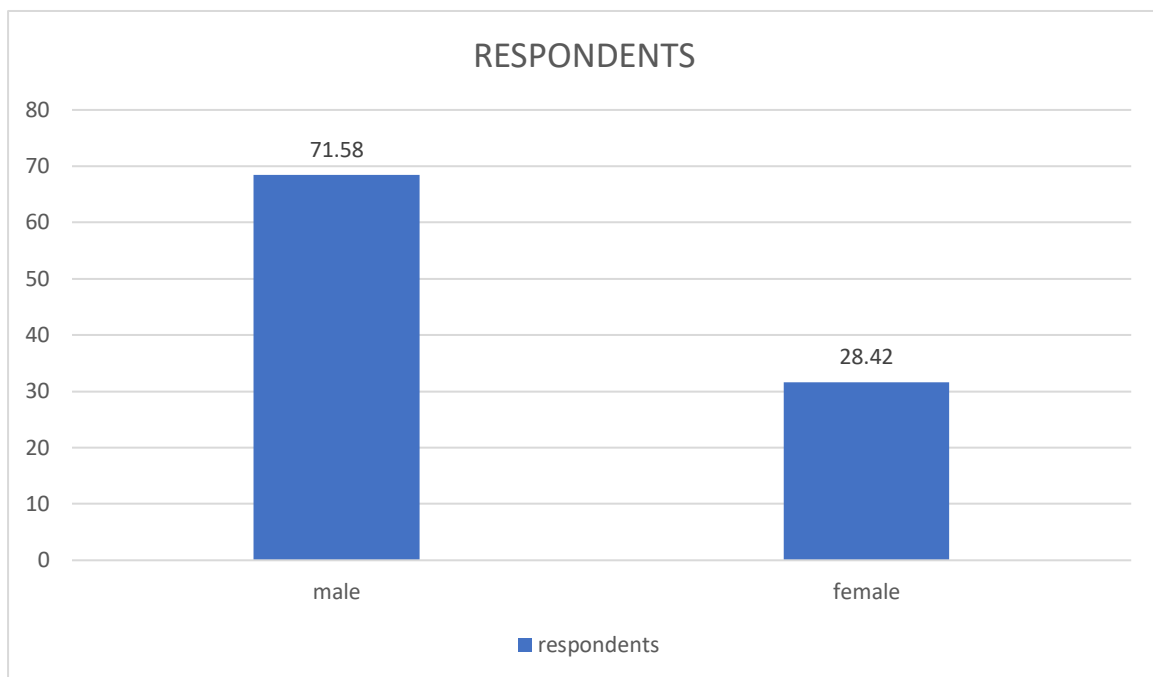
INTERPERTATION

From the above table, it is interpreted that 21.05% of respondents are of age group 18-29, 34.74% of them belong to age group 30-39 and 28.42% belong to age group of 40-55 and 15.79 are the age group of 55+ years

Table No 4.2

GENDER OF RESPONDENTS

GENDER	NO. OF. RESPONDENTS	PERCENTAGE
Male	68	71.58
Female	27	28.42
Total	95	100



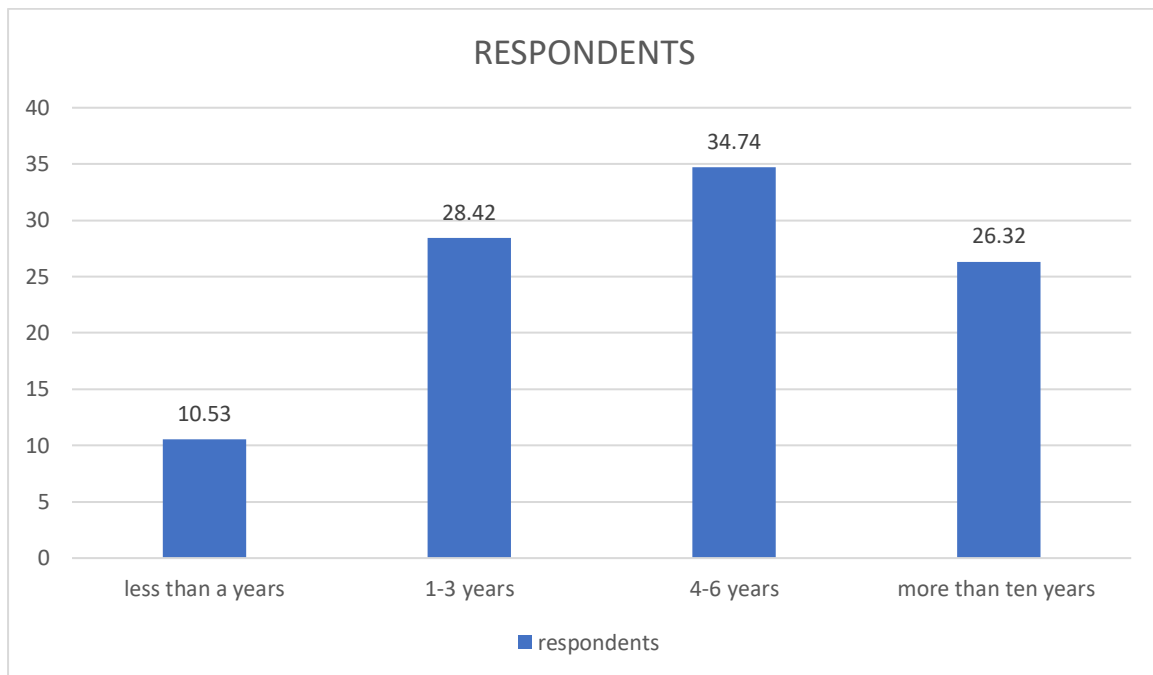
INTERPERTATION

From the above table interpreted that 71.58% was respondent male, 28.42% was respondent's female

Table No 4.3

Q. EXPERIENCE OF RESPONDENTS

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Less than a year	10	10.53
1-3 years	27	28.42
4-6 years	33	34.74
More than ten years	25	26.32
Total	95	100



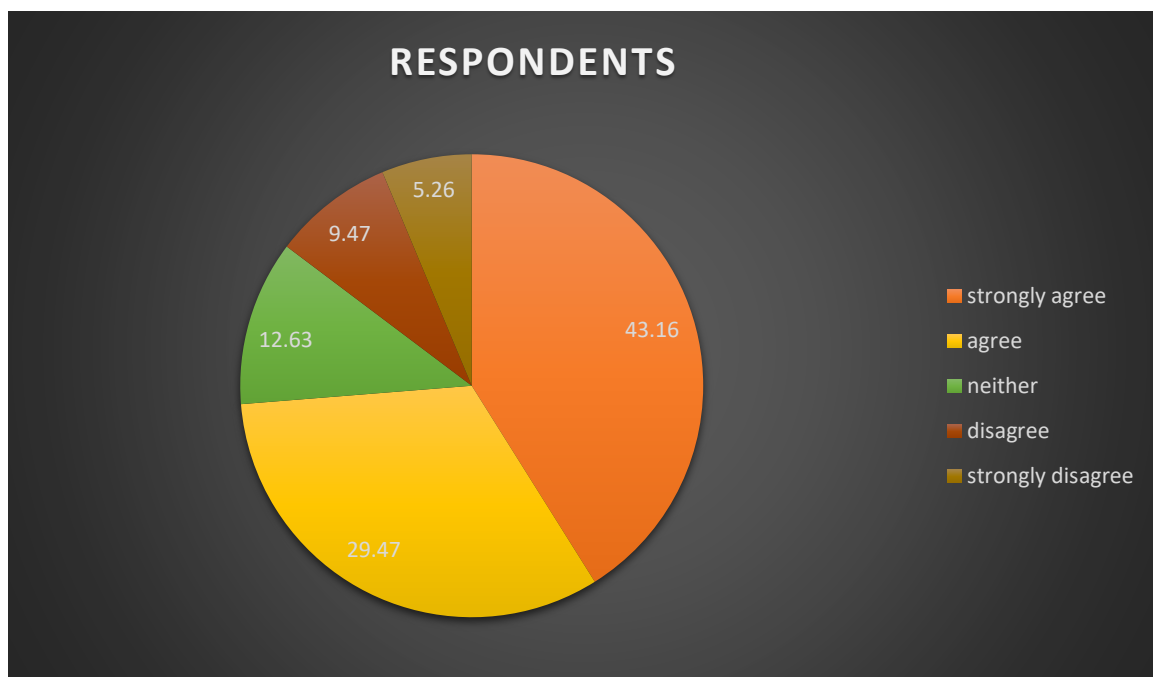
INTERPRETATION

Form the above table 10.53% of employees have the working experience less than a year, and 28.42% of employees have the working experience in 1-3 years. In between 34.74% of employees have the working experience in 4-6, at the time 26.32% of employees have the working experience more than 10 years in this organization.

Table No 4.4

Q: THE COMPANY HAS AN EFFECTIVE WORK CULTURE

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	41	43.16
Agree	28	29.47
Neither	12	12.63
Disagree	9	9.47
Strongly disagree	5	5.26
Total	95	100



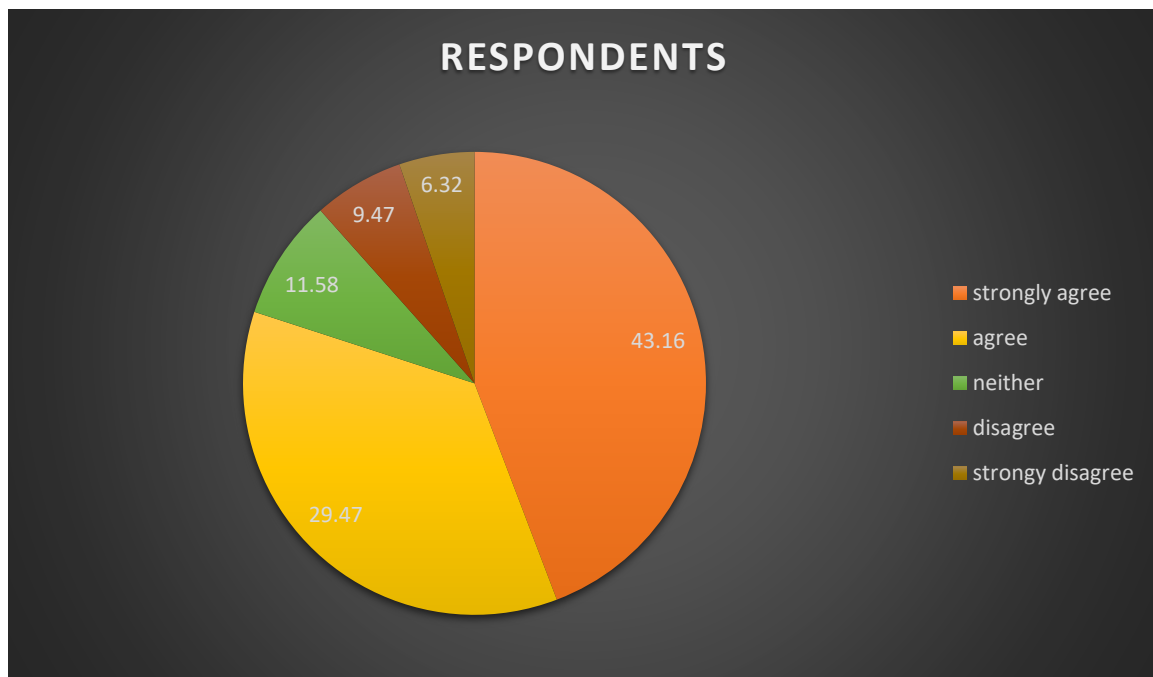
INTERPERTATION

From the above table 43.16% of the employees strongly agree in their work culture and 29.47% of employees agree, and 12.63% of employees neither, and 9.47% of employees disagree, and 5.26% employees strongly disagree.

Table No 4.5

Q. THE ORGANIZATION IS OPEN TOWARDS THE CHANGE

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	41	43.16
Agree	28	29.47
Neither	11	11.58
Disagree	9	9.47
Strongly disagree	6	6.32
Total	95	100



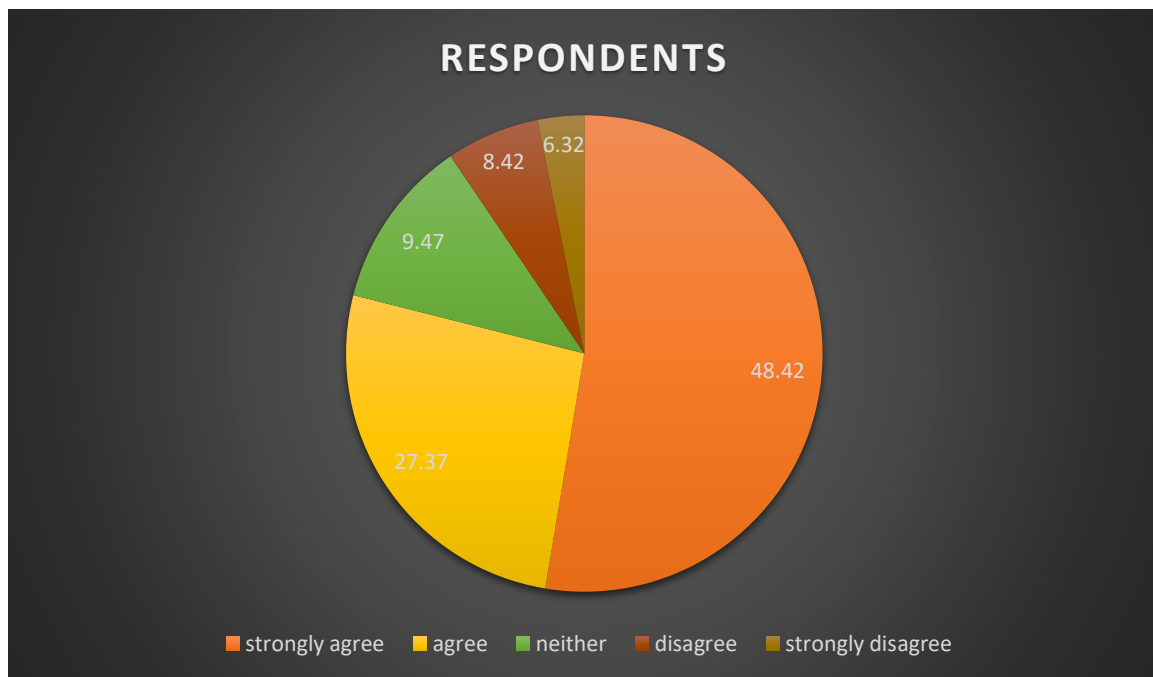
INTERPERTATION

From the above table 43.16% of the employees strongly agree that the organization is open towards the change and 29.47% of employees agree, and 11.58% of employees neither, and 9.47% of employees disagree, and 6.32% employees strongly disagree.

Table No 4.6

Q. COMMUNICATION IS EFFECTIVE AND TIMELY AMONG THE EMPLOYEE

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	46	48.42
Agree	26	27.37
Neither	9	9.47
Disagree	8	8.42
Strongly disagree	6	6.32
Total	95	100



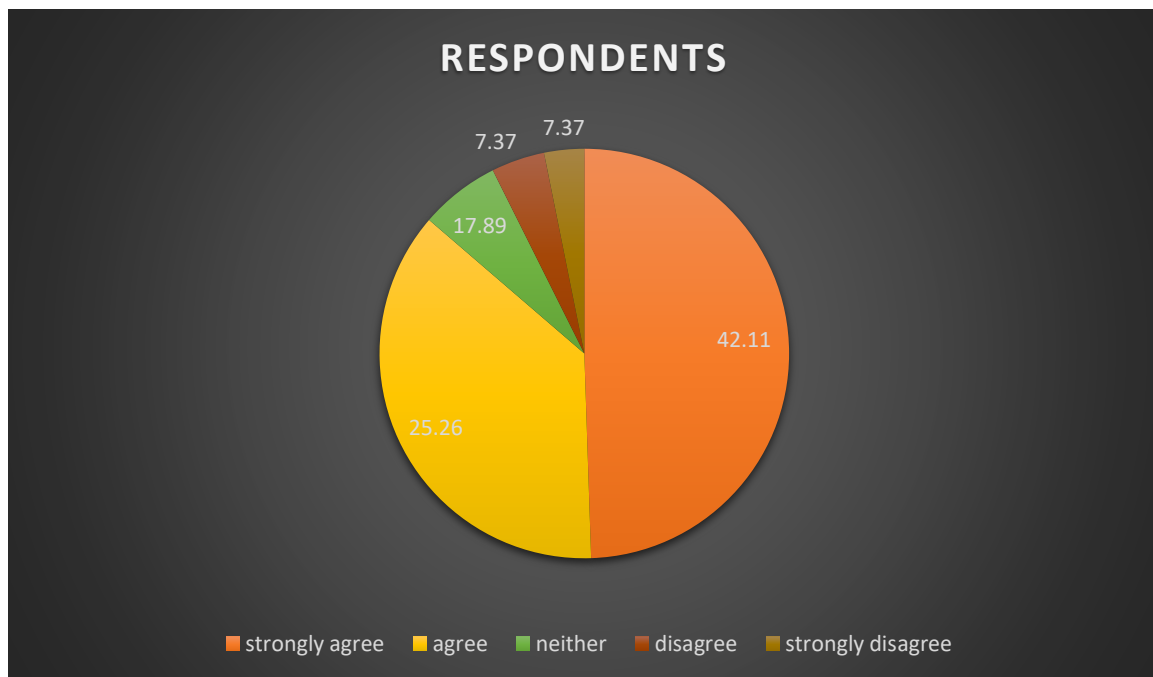
INTERPERTATION

From the above table 48.42% of the employees strongly agree that the communication is effective among the employees and 27.37% of employees agree, and 9.47% of employees neither, and 8.42% of employees disagree, and 6.32% employees strongly disagree.

Table No 4.7

Q. DELEGATION OF WORK IS EFFECTIVE IN THE ORGANIZATION

OPTIONS	NO.OF. RESPONDENTS	PERCENTAGE
Strongly agree	40	42.11
Agree	24	25.26
Neither	17	17.89
Disagree	7	7.37
Strongly disagree	7	7.37
Total	95	100



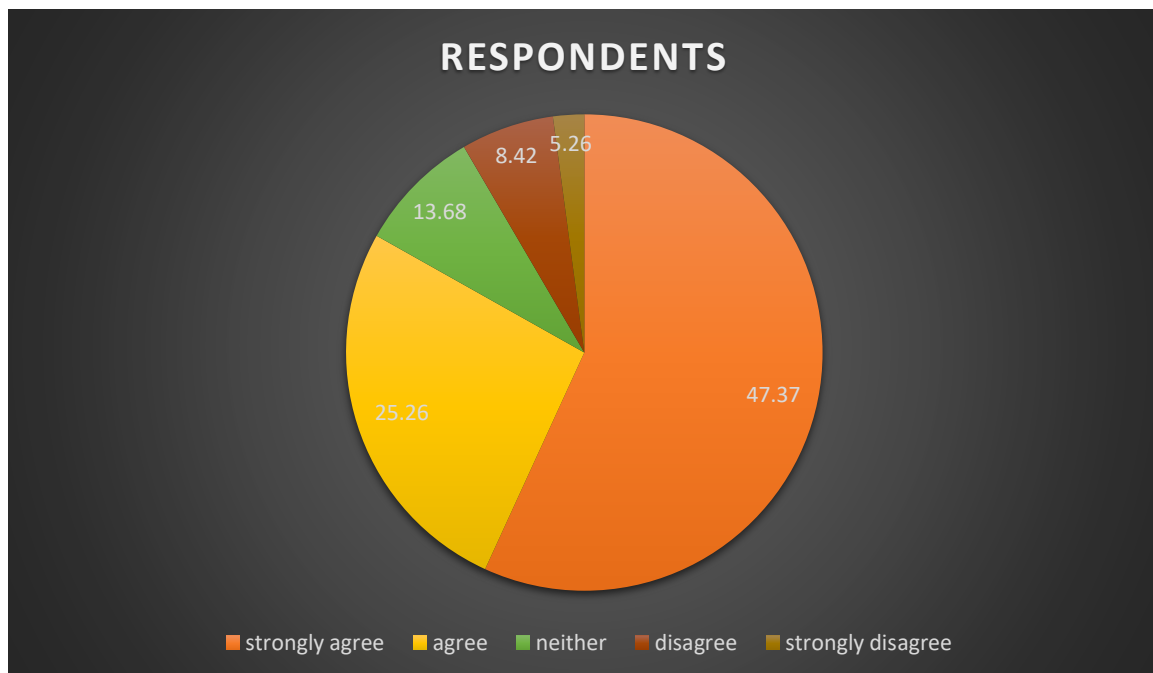
INTERPERTATION

From the above table 49.47% of the employees strongly agree that the delegation of work is effective in the organization and 36.84% of employees agree, and 6.32% of employees neither, and 4.12% of employees disagree, and 3.16% employees strongly disagree.

Table No 4.8

Q. THE COMPANY GIVES REQUIRED MATERIALS, RESOURCES, AND TECHNOLOGIES TO YOUR JOB

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	45	47.37
Agree	24	25.26
Neither	13	13.68
Disagree	8	8.42
Strongly disagree	5	5.26
Total	95	100



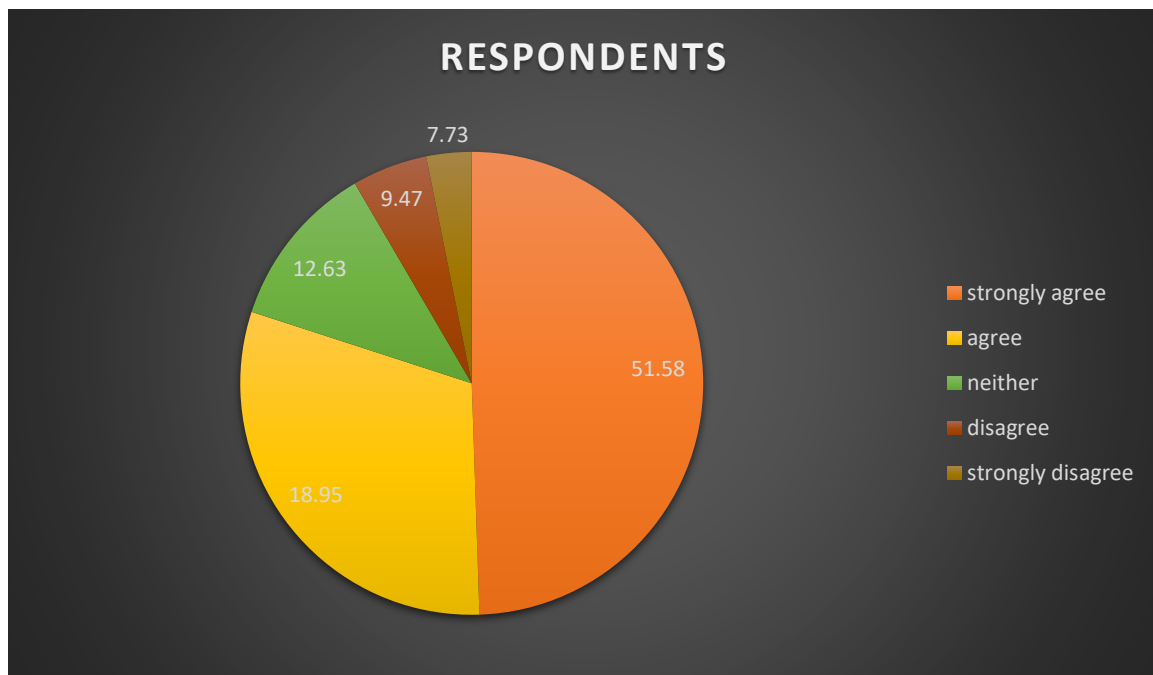
INTERPERTATION

From the above table 47.37% of the employees strongly agree that the company gives required materials, and resources to their job and 25.26% of employees agree, and 13.68 of employees neither, and 8.42% of employees disagree, and 5.26% employees strongly disagree.

Table No 4.9

Q. THE JOB RESPONSIBILITIES ARE CLEARLY DEFINE

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	49	51.58
Agree	18	18.95
Neither	12	12.63
Disagree	9	9.47
Strongly disagree	7	7.73
Total	95	100



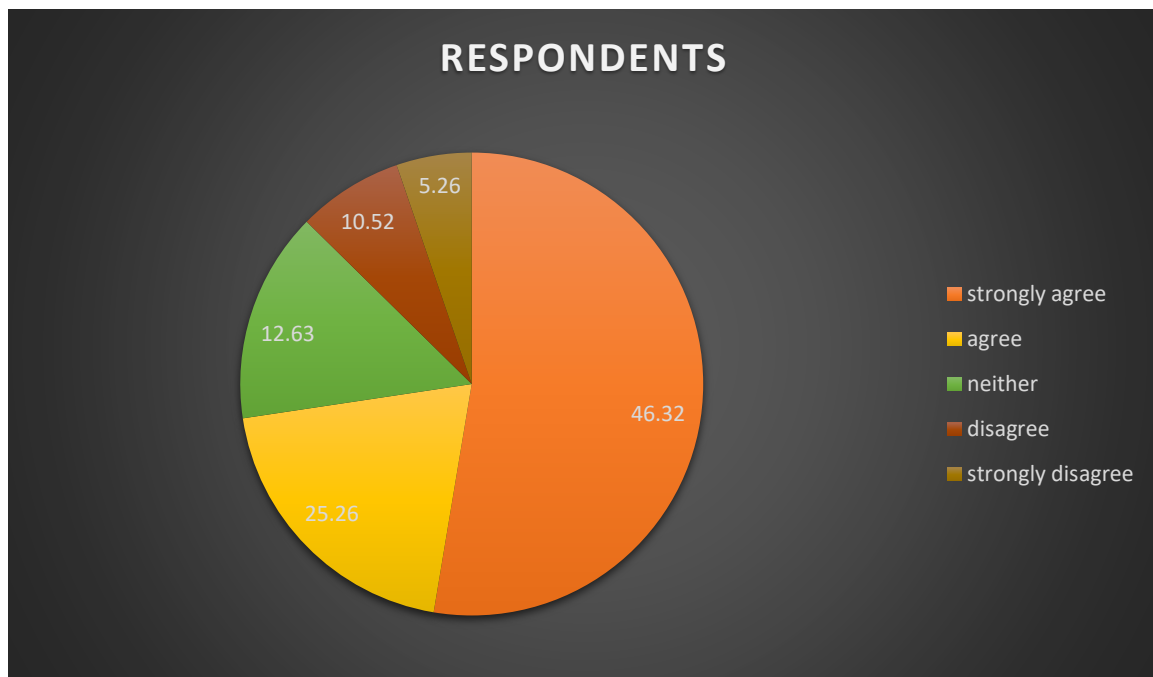
INTERPERTATION

From the above table 51.58% of the employees strongly agree that the job responsibilities are clearly define and 18.95% of employees agree, and 12.63% of employees neither, and 9.47% of employees disagree, and 7.73% employees strongly disagree.

Table No 4.10

Q. THE COMPANY FOLLOWS STRATEGIC OBJECTIVES

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	44	46.32
Agree	24	25.26
Neither	12	12.63
Disagree	10	10.53
Strongly disagree	5	5.26
Total	95	100



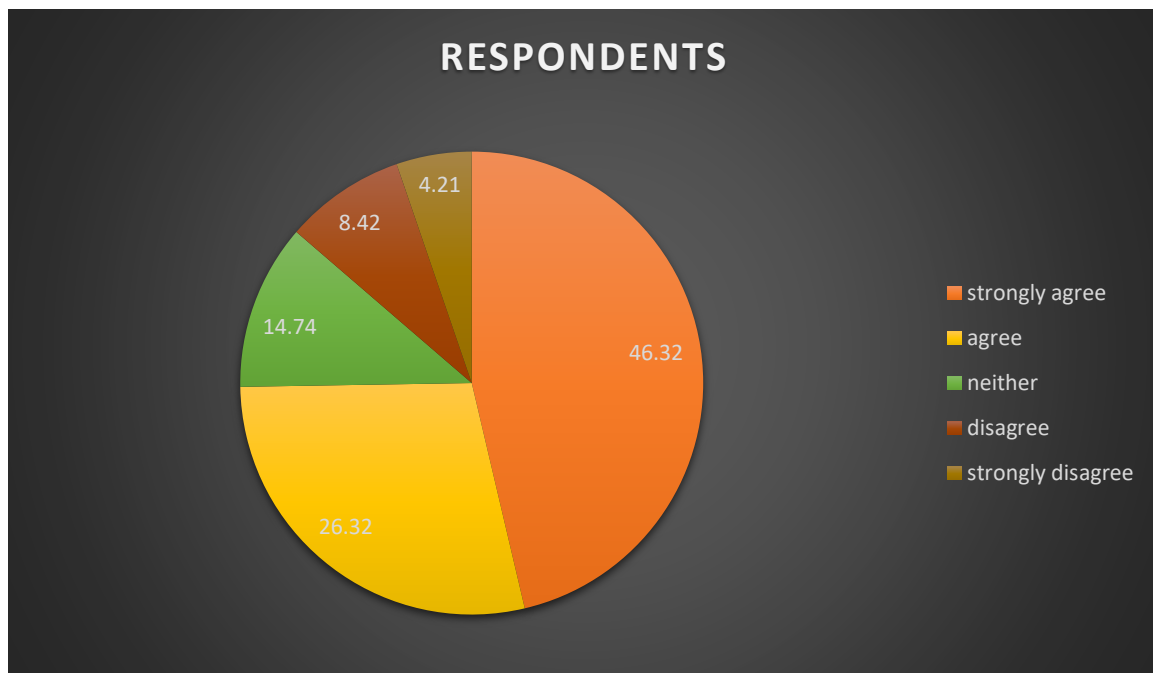
INTERPERTATION

From the above table 46.32% of the employees strongly agree in company follows strategic objectives and 25.26% of employees agree, and 12.63% of employees neither, and 10.52% of employees disagree, and 5.26% employees strongly disagree.

Table No 4.11

Q. MANAGEMENT INVOLVES IN THE SUCCESS OF PERSONAL GROWTH AND PROFESSIONAL GROWTH

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	44	46.32
Agree	25	26.32
Neither	14	14.74
Disagree	8	8.42
Strongly disagree	4	4.21
Total	95	100



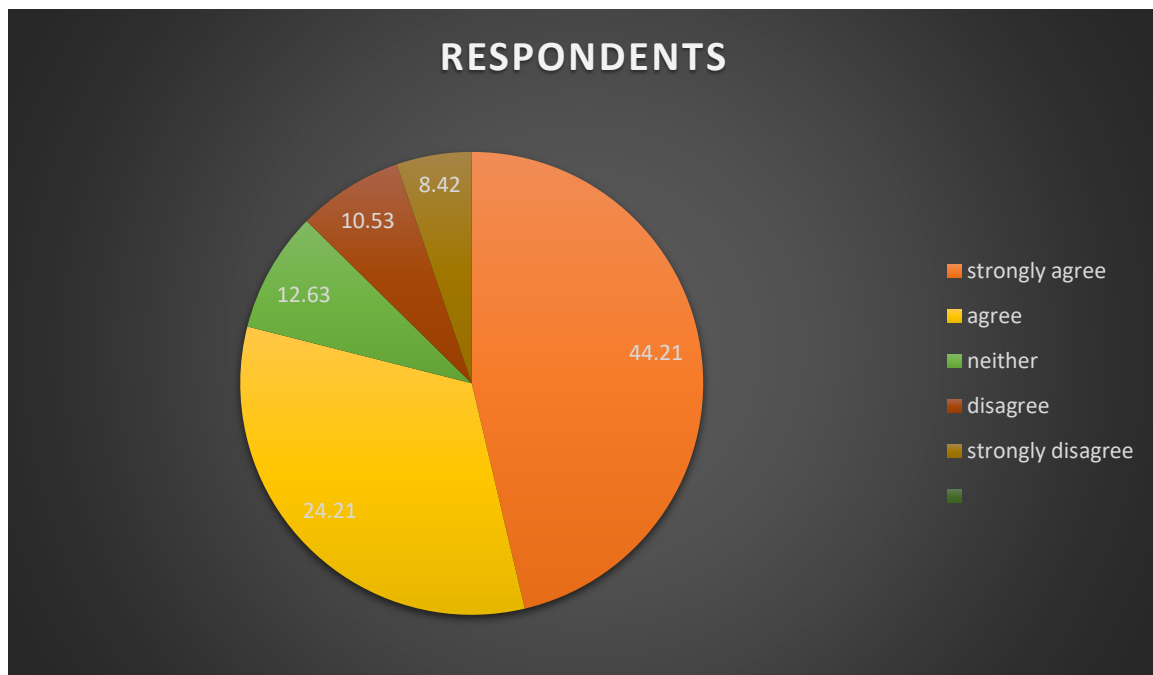
INTERPERTATION

From the above table 46.32% of the employees strongly agree in the success of personal growth and professional growth and 26.32% of employees agree, and 14.74% of employees neither, and 8.42% of employees disagree, and 4.21% employees strongly disagree.

Table No 4.12

Q. THE COMPANY CREATES AN ATMOSPHERE FOR WORK-LIFE BALANCE

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	42	44.21
Agree	23	24.21
Neither	12	12.63
Disagree	10	10.53
Strongly disagree	8	8.42
Total	95	100



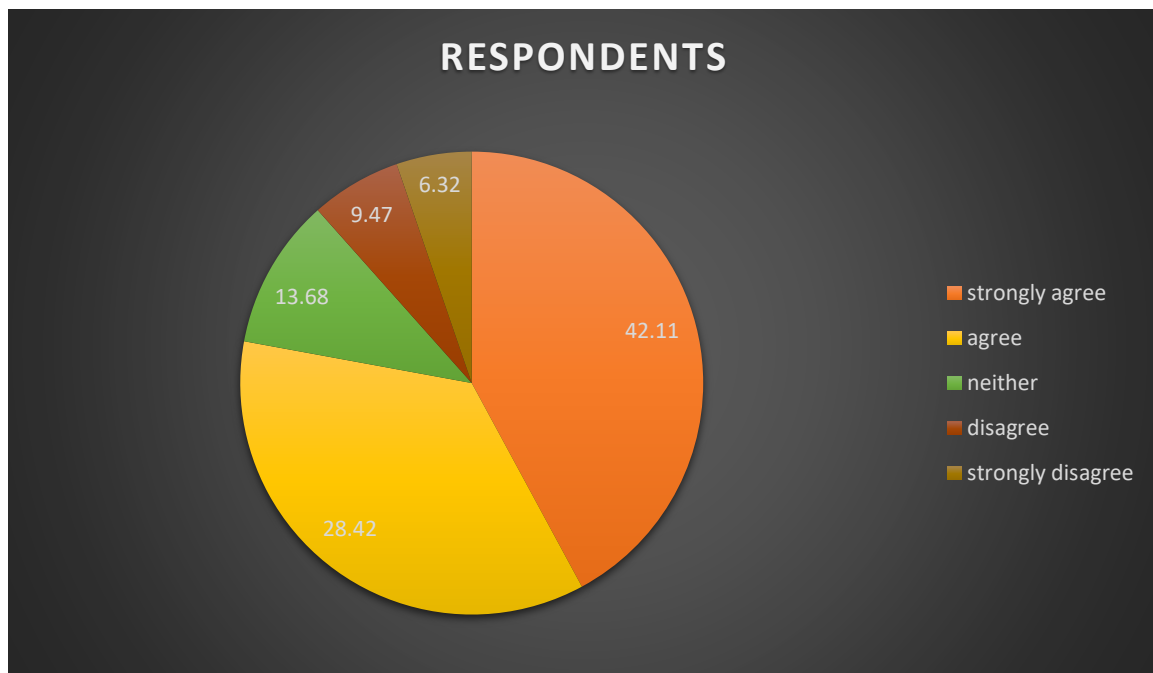
INTERPERTATION

From the above table 44.21% of the employees strongly that the company creates an atmosphere for their work-life balance and 24.21% of employees agree, and 12.63% of employees neither, and 10.53% of employees disagree, and 8.42% employees strongly disagree.

Table No 4.13

Q. INVOLVEMENT OF EMPLOYEES IS EFFECTIVE IN THE DECISION MAKINGPROCESS

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	40	42.11
Agree	27	28.42
Neither	13	13.68
Disagree	9	9.47
Strongly disagree	6	6.32
Total	95	100



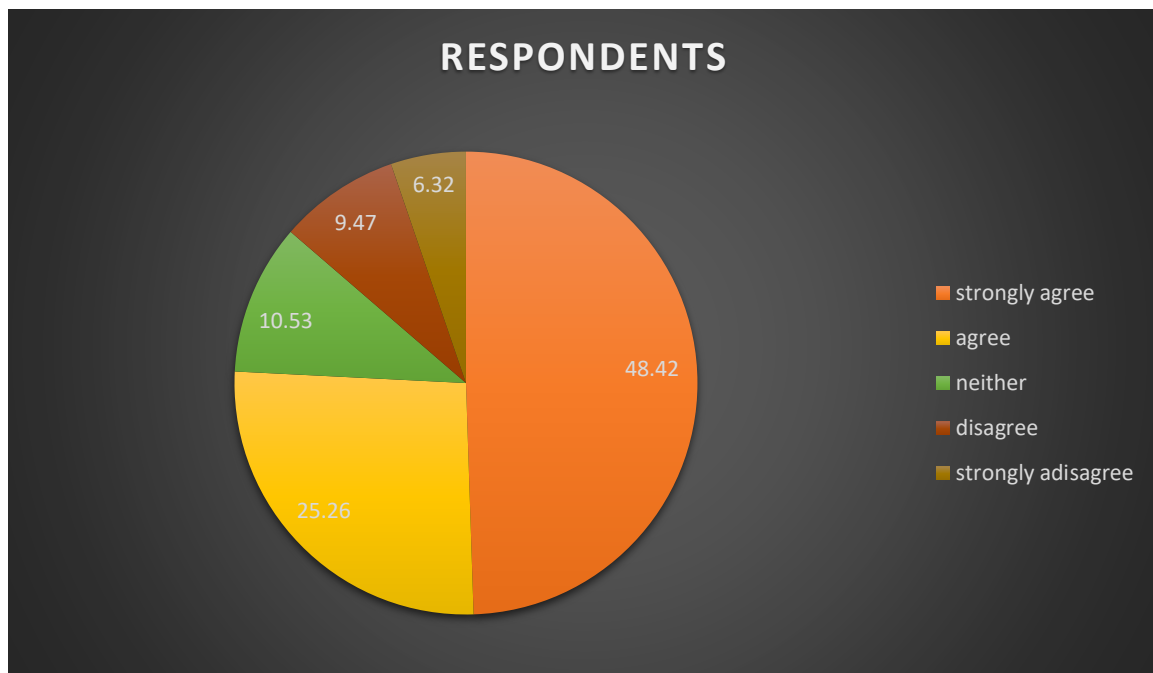
INTERPERTATION

From the above table 42.11% of the employees strongly agree in employees are effective in the decision-making process and 28.42% of employees agree, and 13.68% of employees neither, and 9.47% of employees disagree, and 6.32% employees strongly disagree.

Table No 4.14

Q. FEEDBACK IS COMMUNICATED IN THE ORGANIZATION FOR EMPLOYEES SALUBRITY AND INDISPENSABLE CHANGES ARE MADE

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	46	48.42
Agree	24	25.26
Neither	10	10.53
Disagree	9	9.47
Strongly disagree	6	6.32
Total	95	100



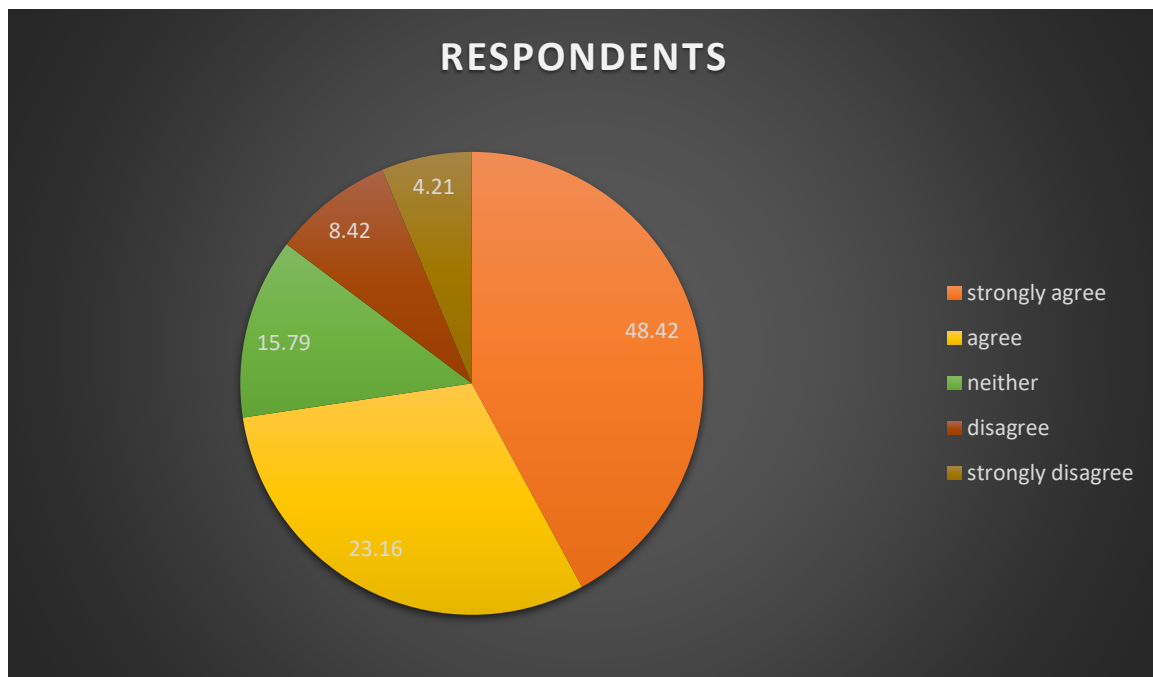
INTERPERTATION

From the above table 48.42% of the employees strongly agree that the feedback is communicated in the organization and 25.26% of employees agree, and 10.53% of employees neither, and 9.47% of employees disagree, and 6.32% employees strongly disagree.

Table No 4.15

Q. THE COMPANY RECONGNIZES THAT DILIGENCE WORKS EFFECTIVELY

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	46	48.42
Agree	22	23.16
Neither	15	15.79
Disagree	8	8.42
Strongly disagree	4	4.21
Total	95	100



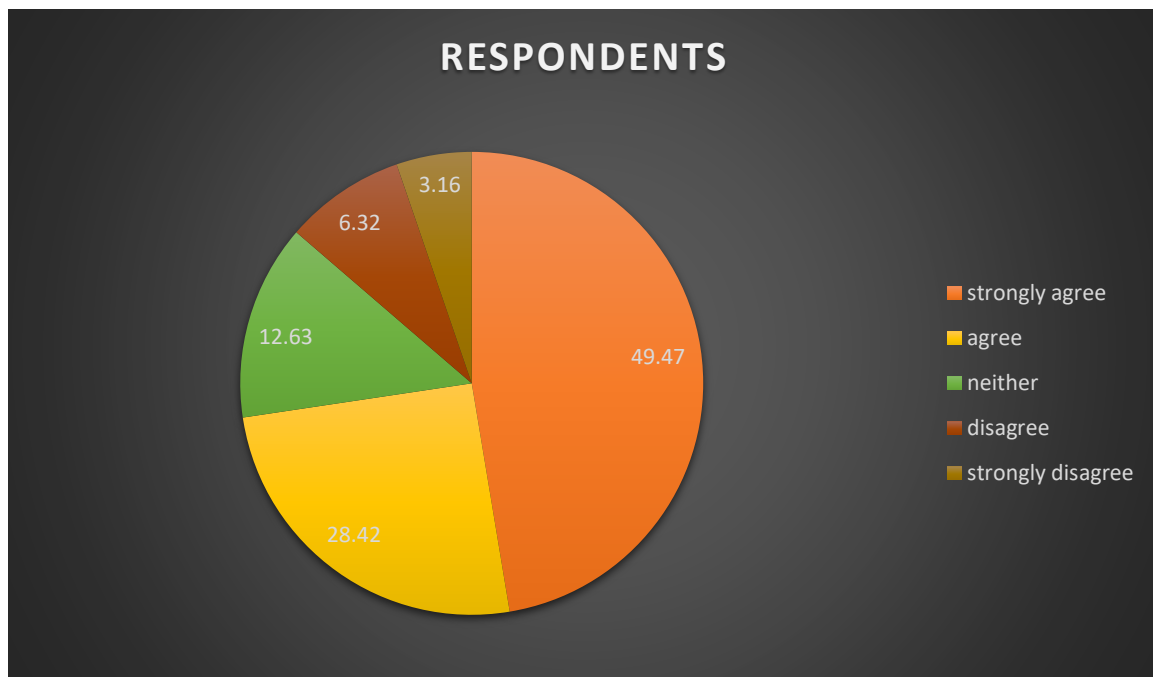
INTERPERTATION

From the above table 48.42% of the employees strongly agree that the company recognizes that diligence works effectively and 23.16% of employees agree, and 15.79% of employees neither, and 8.42% of employees disagree, and 4.21% employees strongly disagree.

Table No 4.16

Q. SUGGESTIONS AT TAKEN AT ALL LEVELS FOR DEVELOPMENT

OPTIONS	NO. OF. RESPONDENTS	PERCRENTAGE
Strongly agree	47	49.47
Agree	27	28.42
Neither	12	12.63
Disagree	6	6.32
Strongly disagree	3	3.16
Total	95	100



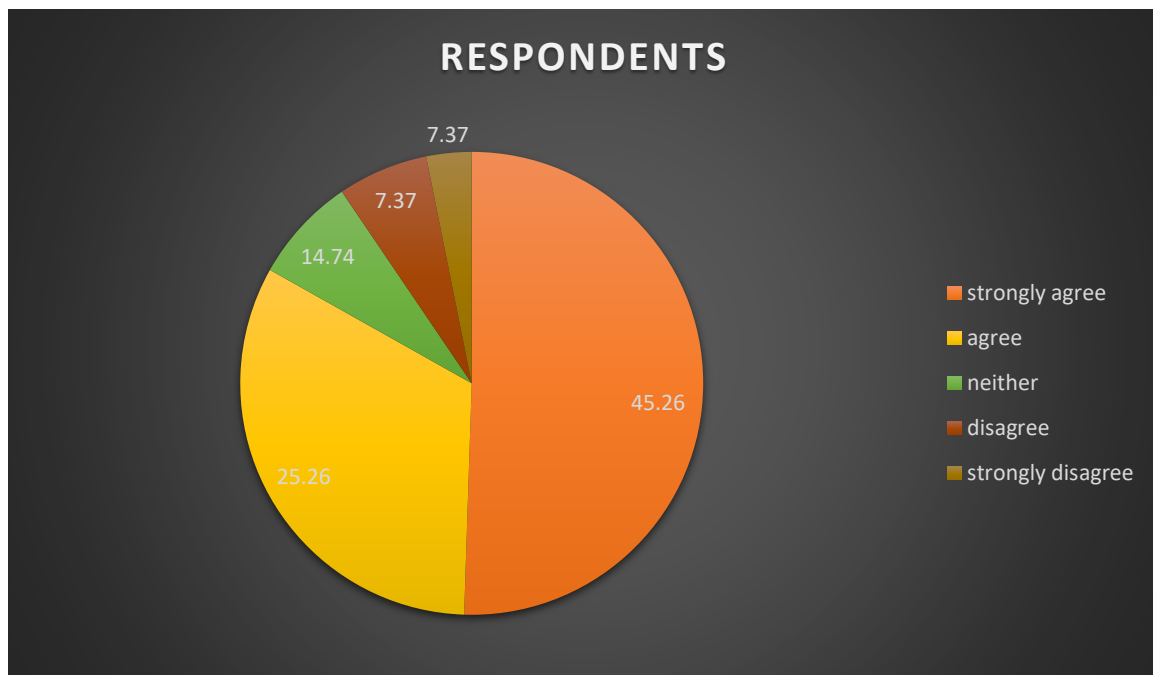
INTERPERTATION

From the above table 49.47% of the employees strongly agree that the suggestions are taken at all levels for development and 28.42% of employees agree, and 12.63% of employees neither, and 6.32% of employees disagree, and 3.16% employees strongly disagree.

Table No 4.17

Q. WELFARE FACILITIES ARE EFFECTIVELY PROVIDED TO THE EMPLOYEE

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	43	45.26
Agree	24	25.26
Neither	14	14.74
Disagree	7	7.37
Strongly agree	7	7.37
Total	95	100



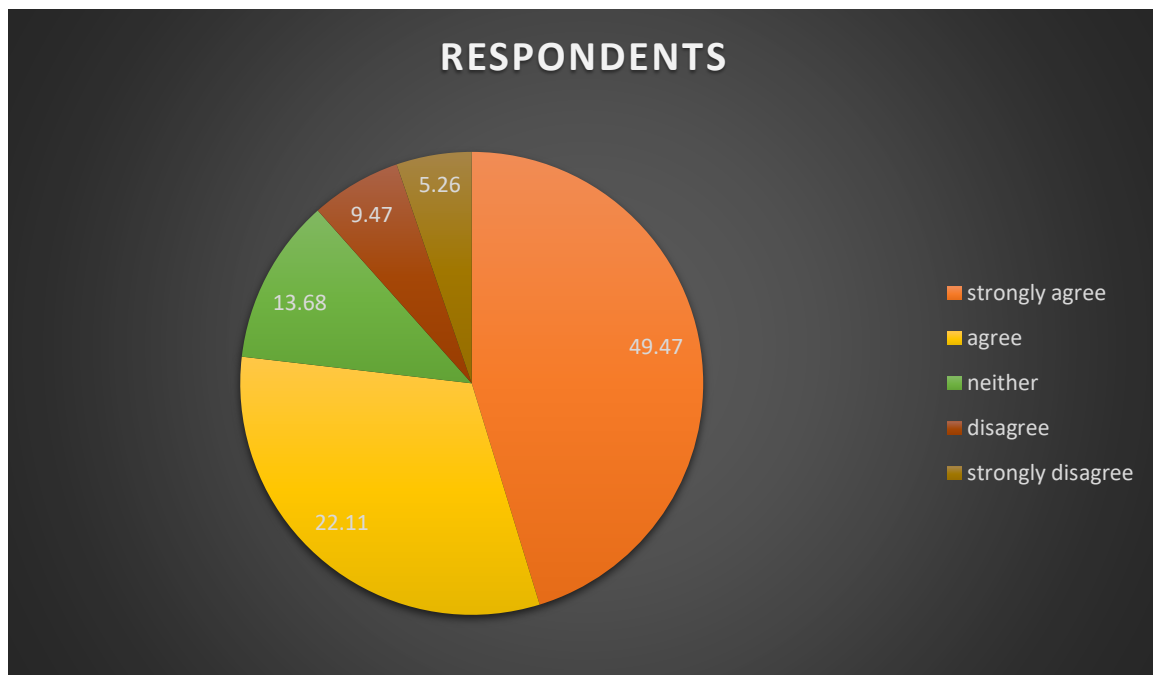
INTERPERTATION

From the above table 45.26% of the employees strongly agree that the welfare activities are provided to the employee and 25.26% of employees agree, and 14.74% of employees neither, and 7.37% of employees disagree, and 7.37% employees strongly disagree.

Table No 4.18

Q. TRAINING PROGRAMS FOR EMPLOYEES ARE CARRIED OUT REGULARLY

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	47	49.47
Agree	21	22.11
Neither	13	13.68
Disagree	9	9.47
Strongly disagree	5	5.26
Total	95	100



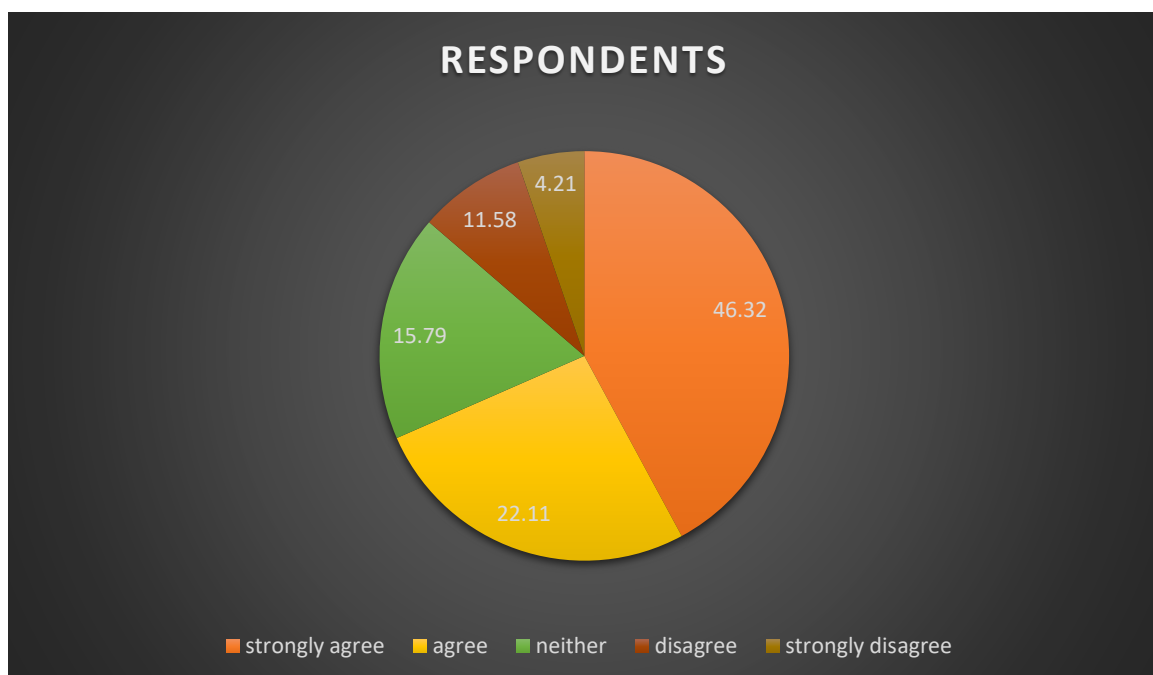
INTERPERTATION

From the above table 49.47% of the employees strongly agree that the training programs are carried out regularly and 22.11% of employees agree, and 13.68% of employees neither, and 9.47% of employees disagree, and 5.26% employees strongly disagree.

Table No 4.19

Q. PEOPLE WITH DIFFERENT IDEAS ARE VALUED IN THIS ORGANIZATION

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	44	46.32
Agree	21	22.11
Neither	15	15.79
Disagree	11	11.58
Strongly disagree	4	4.21
Total	95	100



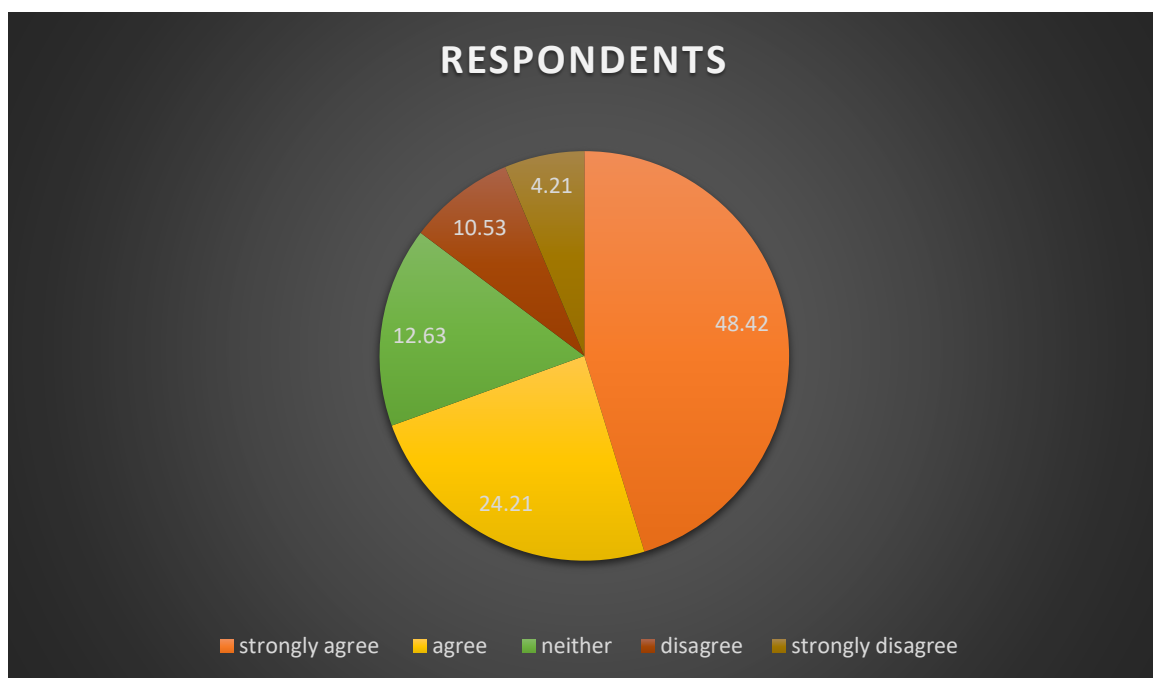
INTERPERTATION

From the above table 46.32% that the people with ideas are valued in the organization and 22.11% of employees agree, and 15.79% of employees neither, and 11.58% of employees disagree, and 4.21% employees strongly disagree.

Table No 4.20

Q. THE COMPANY RECOGNISES FAIR CONTRIBUTION AS TEAM EFFORTS

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	46	48.42
Agree	23	24.21
Neither	12	12.63
Disagree	10	10.53
Strongly disagree	4	4.21
Total	95	100



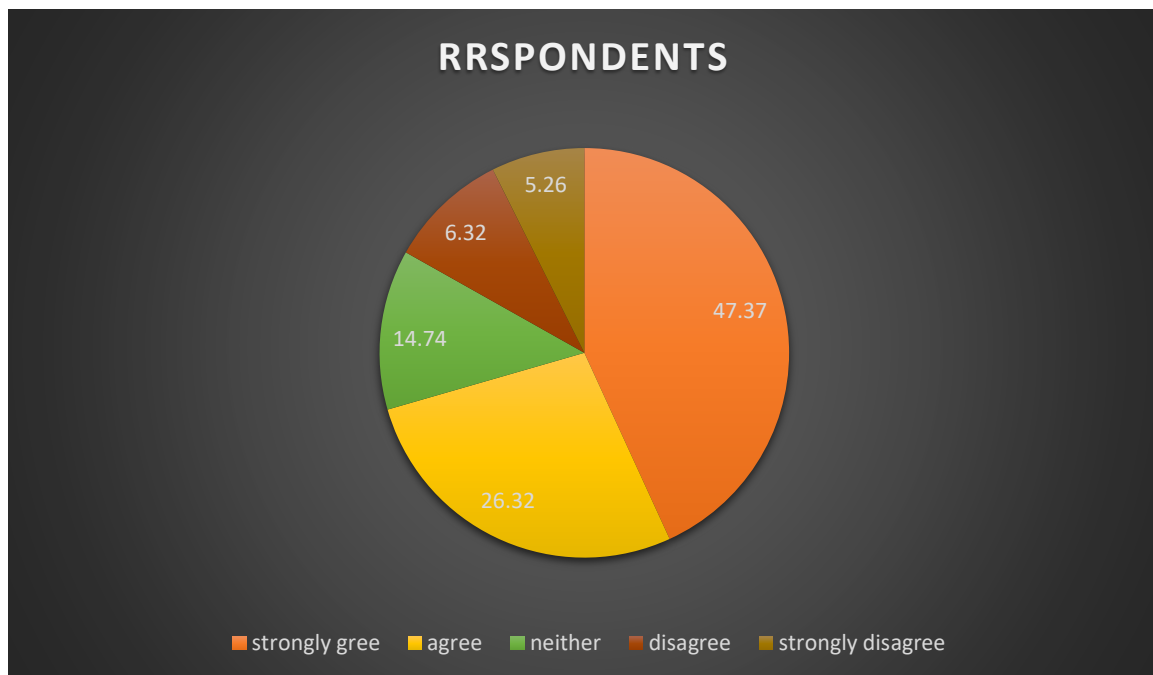
INTERPERTATION

From the above table 48.42% strongly agree that company recognizes fair contribution and 24.21% of employees agree, and 12.63% of employees neither, and 10.53% of employees disagree, and 4.21% employees strongly disagree.

Table No 4.21

Q. ORGANIZATION MAINTAINS COMMUNICATION SYSTEM

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	45	47.37
Agree	25	26.32
Neither	14	14.74
Disagree	6	6.32
Strongly disagree	5	5.26
Total	95	100



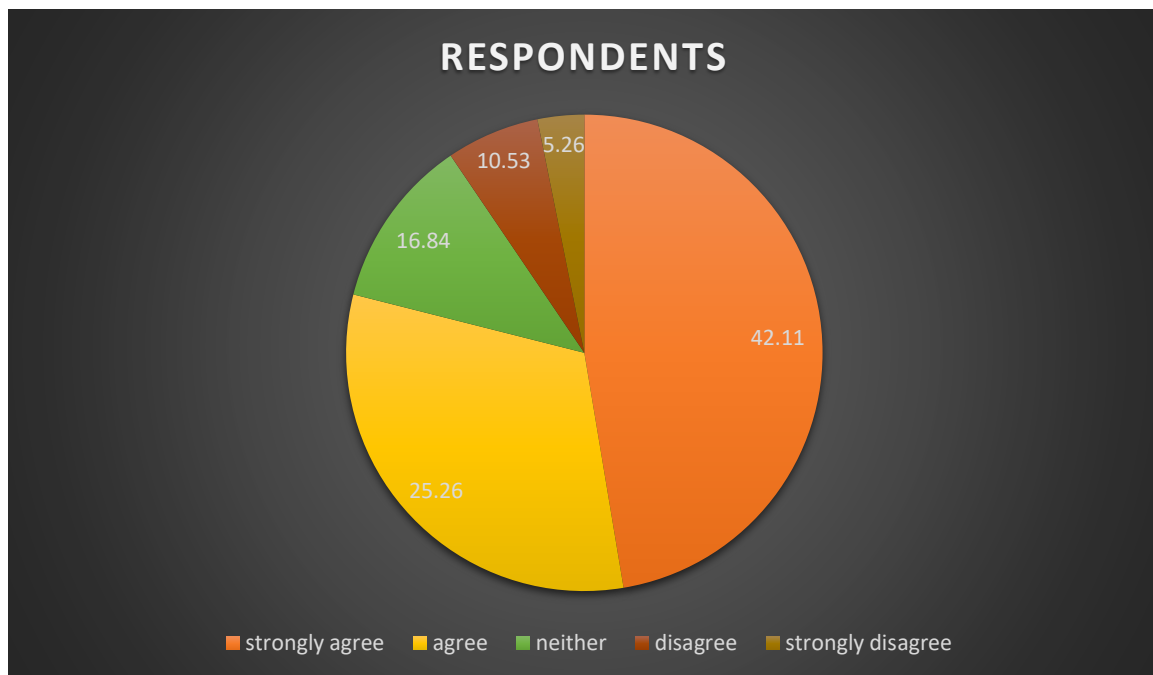
INTERPERTATION

From the above table 47.37% of the employees strongly agree that the organization maintains communication system and 26.32% of employees agree, and 14.74% of employees neither, and 6.32% of employees disagree, and 5.26% employees strongly disagree.

Table No 4.22

Q. DOES THE COMPANY GIVES YOU A ENOUGH TIME TO DO YOUR JOB

OPTIONS	NO. OF. RESPONDENT	PERCENTAGE
Strongly agree	40	42.11
Agree	24	25.26
Neither	16	16.84
Disagree	10	10.53
Strongly disagree	5	5.26
Total	95	100



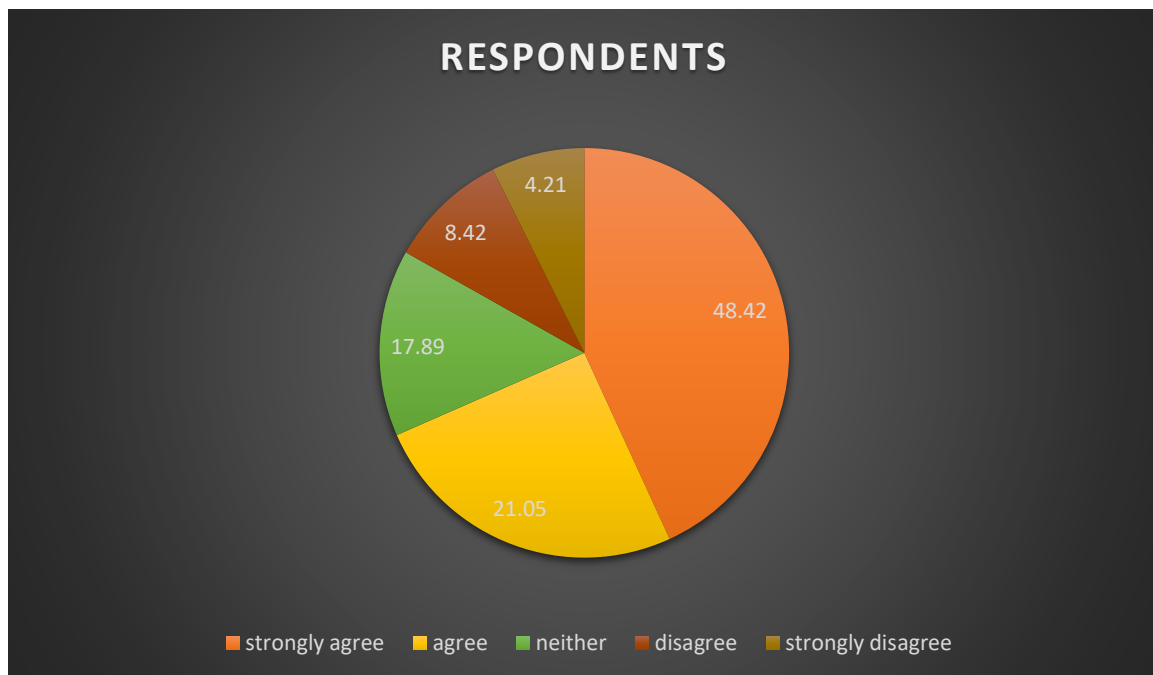
INTERPERTATION

From the above table 42.11% of the employees strongly agree that company gives a enough time to do your job and 25.26% of employees agree, and 16.84% of employees neither, and 10.53% of employees disagree, and 5.26% employees strongly disagree.

Table No 4.23

Q. DO YOU FIND YOUR JOB ROLE EXCITING AND CHALLENGING

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	46	48.42
Agree	20	21.05
Neither	17	17.89
Disagree	8	8.42
Strongly disagree	4	4.21
Total	95	100



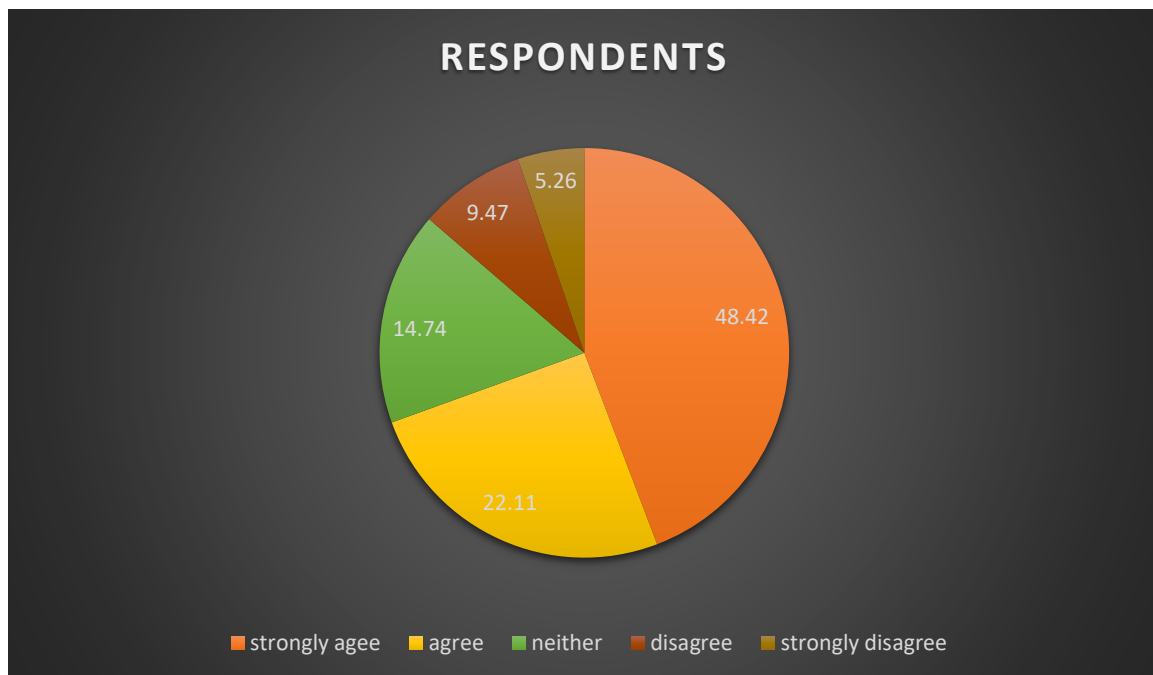
INTERPERTATION

From the above table 48.42% of the employees strongly agree that their job role are exciting and challenging and 21.05% of employees agree, and 17.89% of employees neither, and 8.42% of employees disagree, and 4.21% employees strongly disagree.

Table No 4.24

Q. DOES YOUR DEMAND MEETS THE COMPANY OBJECTIVES

OPTIONS	NO. OF. RESPONDENT	PERCENTAGE
Strongly agree	46	48.42
Agree	21	22.11
Neither	14	14.74
Disagree	9	9.47
Strongly disagree	5	5.26
Total	95	100



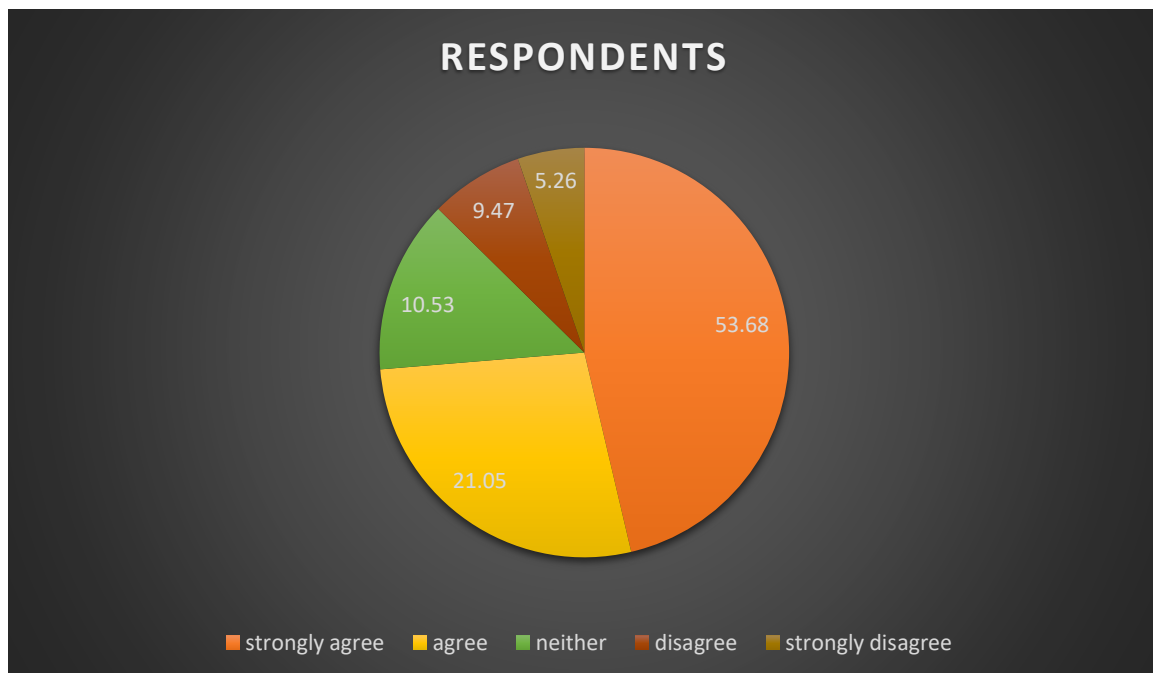
INTERPERTATION

From the above table 48.42% of the employees strongly agree that their demand meets the company objectives and 22.11% of employees agree, and 14.74% of employees neither, and 9.47% of employees disagree, and 5.26% employees strongly disagree.

Table No 4.25

Q. DO YOU THINK YOUR JOB MAKES A POSITIVE DEFFERENCE IN OTHERES LIFE

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	51	53.68
Agree	20	21.05
Neither	10	10.53
Disagree	9	9.47
Strongly disagree	5	5.26
Total	95	100



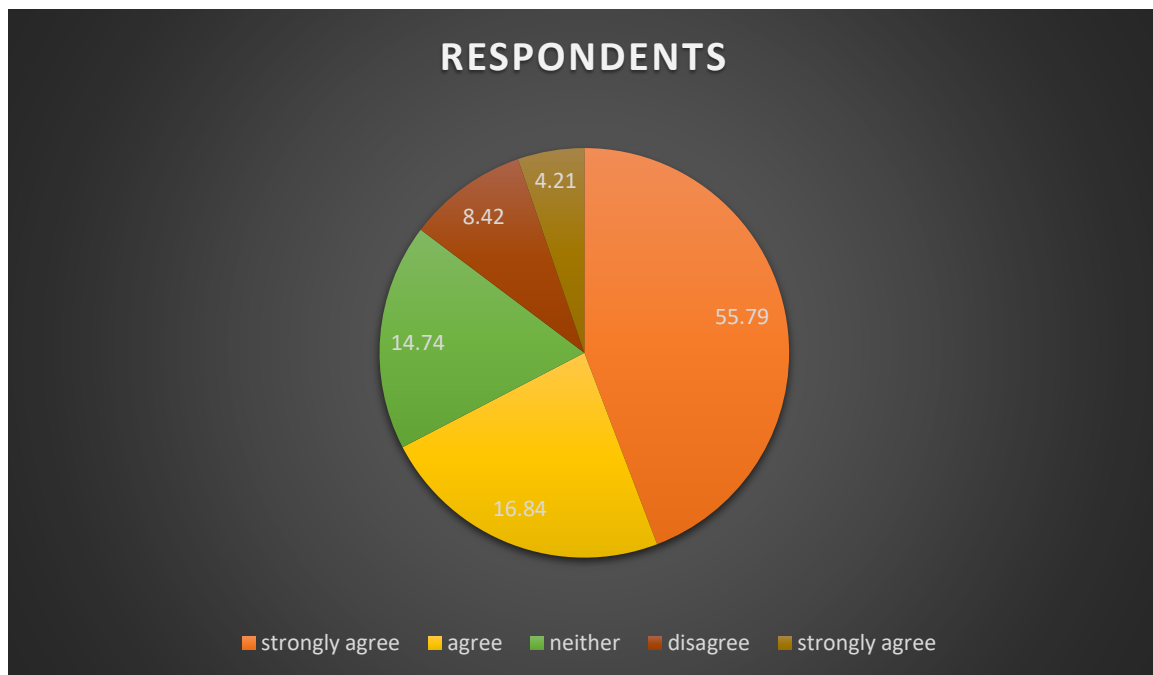
INTERPERTATION

From the above table 53.68% of the employees strongly agree that job makes a positive difference in others life and 21.05% of employees agree, and 10.53% of employees neither, and 9.47% of employees disagree, and 5.26% employees strongly disagree.

Table No 4.26

Q. DOES YOUR MANAGER PRAISE YOU WHEN YOU HAVE DONE GOOD JOB

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	53	55.79
Agree	16	16.84
Neither	14	14.74
Disagree	8	8.42
Strongly agree	4	4.21
Total	95	100



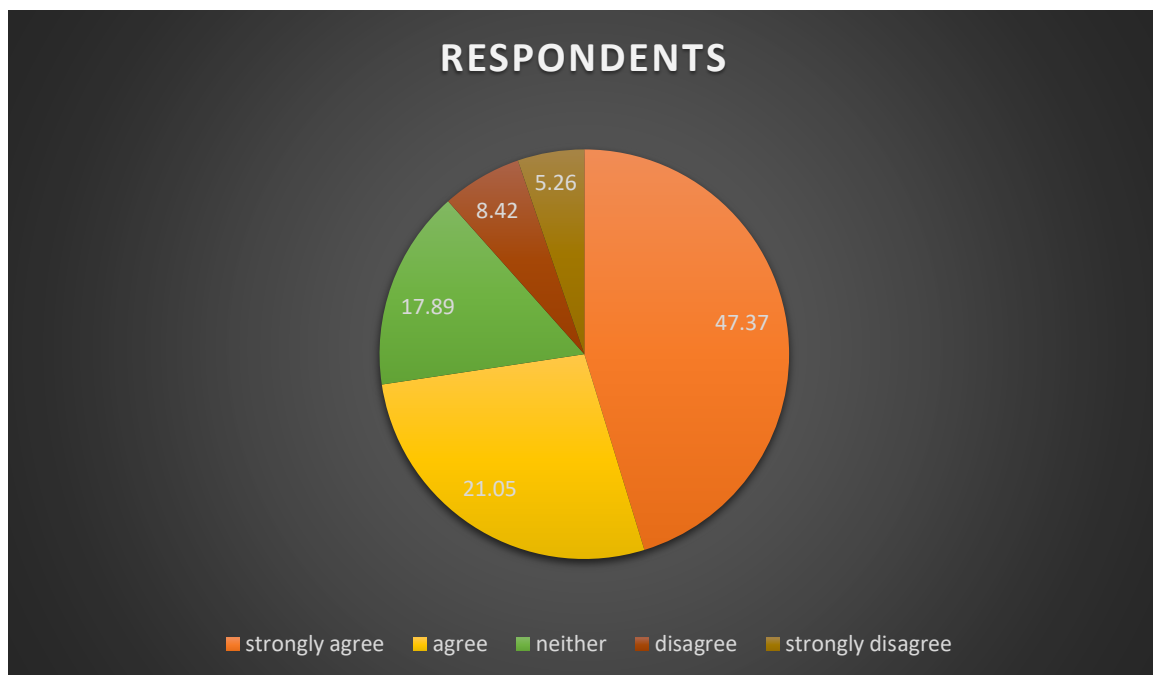
INTERPERTATION

From the above table 55.79% of the employees strongly that manager praise when they have done good job agree and 16.84% of employees agree, and 14.74% of employees neither, and 8.42% of employees disagree, and 4.21% employees strongly disagree.

Table No 4.27

Q. DOES THE MANAGEMENT INVOLVE YOU WHILE TAKING LEADERSHIP RELATED DECISIONS

OPTIONS	NO. OF. RESPONDENTS	PERCENTAGE
Strongly agree	45	47.37
Agree	27	21.05
Neither	17	17.89
Disagree	8	8.42
Strongly disagree	5	5.26
Total	95	100



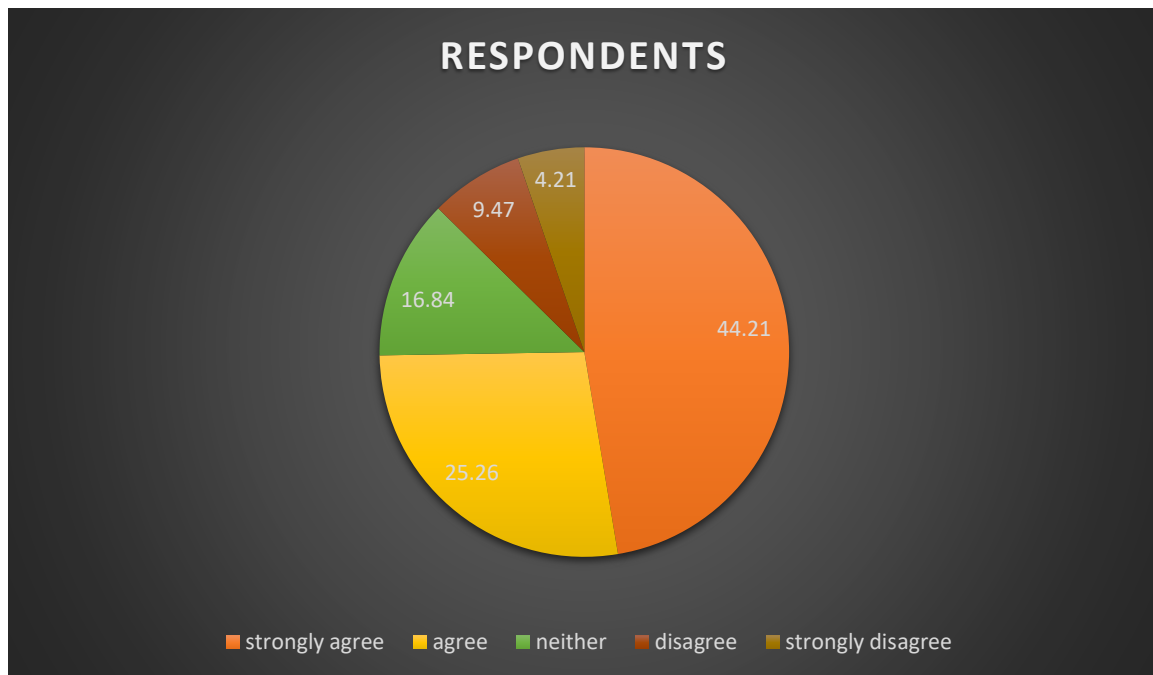
INTERPERTATION

From the above table 47.37% of the employees strongly agree that management involve they to take leadership decision and 21.05% of employees agree, and 17.89% of employees neither, and 8.42% of employees disagree, and 5.26% employees strongly disagree.

Table No 4.28

Q. OVERALL HOW SATISFIED ARE YOU WORKING IN YOUR ORGANIZATION

OPTIONS	NO. OF. RESPONDENTS	PERCENTSGE
Strongly agree	42	44.21
Agree	24	25.26
Neither	16	16.84
Disagree	9	9.47
Strongly disagree	4	4.21
Total	95	100



INTERPERTATION

From the above table 44.21% of the employees strongly agree that overall satisfied in working in this organization and 25.26% of employees agree, and 16.84% of employees neither, and 9.47% of employees disagree, and 4.21% employees strongly disagree.

4.1 CHI SQUAR TEST

H0: There is no a significant difference between the gender and organization effective work culture

H1: There is significant difference between the gender and organization effective work culture

Case Processing Summary

		Cases		Missing		Total	
		Valid		N	Percent	N	Percent
		N	Percent	N	Percent	N	Percent
Gender respondents organizations effective work culture	of *	95	100.0%	0	0.0%	95	100.0%
Gender respondents involvement in decision making	of * in	95	100.0%	0	0.0%	95	100.0%

Gender of respondents * organizations effective work culture

Crosstab

			organizations culture strongly agree	effective agree	work neither
Gender respondents	of male	Count	30	21	8
		% within Gender of respondents	44.1%	30.9%	11.8%
	femal e	Count	11	7	4
		% Within Gender of respondents	40.7%	25.9%	14.8%
Total		Count	41	28	12
		% within Gender of respondents	43.2%	29.5%	12.6%

Crosstab

			organizations effective work culture		
			disagree	strongly disagree	Total
Gender respondents	of male	Count	5	4	68
		% Within Gender of respondents	7.4%	5.9%	100.0%
	female	Count	3	2	27
		% Within Gender of respondents	11.1%	7.4%	100.0%
Total		Count	8	6	95
		% Within Gender of respondents	8.4%	6.3%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.750 ^a	4	.945
Likelihood Ratio	.731	4	.947
Linear-by-Linear Association	.449	1	.503
N of Valid Cases	95		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is 1.71.

Symmetric Measures

		Value	Approximate Significance
Nominal	by Phi	.089	.945
Nominal	Cramer's V	.089	.945
	Contingency Coefficient	.088	.945
N of Valid Cases		95	

The value is 0.05 & P value is 0.945. The P value is greater than the value that the null hypothesis is cannot be rejected and there is a significant difference in gender and organization effective work culture.

Gender of respondents * involvement in decision making

Crosstab

			involvement in decision making		
			strongly agree	agree	neither
Gender respondents	of male	Count	32	18	9
		% within Gender of respondents	47.1%	26.5%	13.2%
	female	Count	8	10	4
		% Within Gender of respondents	29.6%	37.0%	14.8%
Total		Count	40	28	13
		% Within Gender of respondents	42.1%	29.5%	13.7%

Crosstab

			involvement in decision making		
			disagree	strongly disagree	Total
Gender respondents	of male	Count	5	4	68
		% Within Gender of respondents	7.4%	5.9%	100.0%
	female	Count	3	2	27
		% Within Gender of respondents	11.1%	7.4%	100.0%
Total		Count	8	6	95
		% Within Gender of respondents	8.4%	6.3%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2.557 ^a	4	.634
Likelihood Ratio	2.606	4	.626
Linear-by-Linear Association	1.269	1	.260
N of Valid Cases	95		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is 1.71.

Symmetric Measures

		Value	Approximate Significance
Nominal	by Phi	.164	.634
Nominal	Cramer's V	.164	.634
	Contingency Coefficient	.162	.634
N of Valid Cases		95	

The value is 0.05 & P value is 0.634. The P value is greater than the value that the null hypothesis is cannot be rejected and there is a significant difference in gender and involvement in decision making

CHAPTER 5

5.1 FINDINGS

1. Almost every employees are highly satisfied with the working environment of the company.
2. All employees have a good relationship with employer and co-worker.
3. The company is providing good training programme to the employees.
4. Employees are satisfied with the infrastructure facilities of the company.
5. The company always providing excellent safety measures to the employees.
6. Employees are satisfied with their work and responsibility.
7. Majority of 36.84% respondents are age in below
8. From the survey 68.42 pf respondents are male and 31.58 are females
9. 44.21% employees are strongly agree the organization is open towards the change
10. The majority of employees satisfied that the communication is effective among people
11. 49.47% employees are strongly agree delegation of work is effective
12. The overall employees accepted the company follows the strategic objectives
13. The majority of employees are strongly agree the training program are carried out regularly
14. 43.16% of employees are strongly agree that their jobs are exciting and challenging
15. 44.21% of employees are agreed that their demands meets the company objectives

5.2 SUGGESTIONS

- 1.** They have to conduct training programs regularly
- 2.** Management should provide an opportunity to practice the learned in work place
- 3.** Training program should also include latest technology and current information
- 4.** The trainee should make the employees to aware of the personal benefits he can achieve better performance through training
- 5.** Training provided to employees on their individual requirements
- 6.** They should also concentrate on training programme such as achieving self-development, increase organization stability, help handling stress and tension

5.3 Conclusion

The study was conducted to find out the link between job satisfaction and performance of employees working in private organizations. While studying the relationship of job satisfaction with different variables such as qualification, gender, occupation, family system, and marital status, it is concluded that job satisfaction has no significant association with gender, qualification, and family system, as well as marital status. It is determined from the study that job satisfaction is significantly correlated with the occupation of employees. Hence, medical doctors are more satisfied in their jobs as compared to teachers and bankers. Furthermore, it is also concluded from the above results that the performance of satisfied employees is superior as compared to dissatisfied employees. Hence, the above results suggested that to improve the performance of employees such as quality of work, productivity, and leadership qualities, organizations should consider obvious factors of job satisfaction. Based on the above points we can say that employee attitudes typically reflect the morals 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 employee morale and employee satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

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ANNEXURE

QUESTIONNAIRE

A study on JOB SATISFACTION among the employees at Sundaram Industries Private Limited.

Demographic Details:

NAME: _____

AGE:

- | | |
|----------|--------------|
| A) 18-29 | C) 30-39 |
| B) 40-55 | D) 55+ years |

GENDER:

- | | |
|---------|-----------|
| A) Male | B) Female |
|---------|-----------|

EXPERIENCE:

- | | |
|---------------------|------------------------|
| A) Less than a year | C) 1-3 years |
| B) 4-6 years | D) more than ten years |

1. The company has an effective work culture

- | | |
|----------------------|-------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) disagree |
| E) Strongly disagree | |

2. The organization is open towards the change

- | | |
|----------------------|-------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

3. Communication is effective and timely among the employee

- | | |
|----------------------|-------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

4. Delegation of work is effective in the organization

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

5. The company gives required materials, resources, and technologies to your job

- | | |
|-----------------------------|--------------------|
| A) Strongly Agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

6. The Job responsibilities are clearly defined

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

7. The company follows strategic objectives

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

8. Management involves in the success of personal growth and professional growth

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

9. The company creates an atmosphere for work-life balance

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

10. Involvement of employees is effective in the decision-making process

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

11. Feedback is communicated in the organization for employees salubrity and indispensable changes are made

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

12. The company recognizes that diligence works effectively.

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

13. Suggestions are taken at all levels for development

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

14. Welfare facilities are effectively provided to the employee

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

15. Training programs for employees are carried out regularly.

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

16. People with different ideas are valued in this organization

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

17. The company recognises fair contribution as team efforts

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

18. Organization maintains communication system

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

19. Does the company gives you enough time to do your job

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

20. Do you find your job role exciting and challenging

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

21. Does your demand meets the company objectives

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

22. Do you think your job makes a positive difference in others life

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

23. Does your manager praise you when you have done a good job

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

24. Does the management involve you while taking leadership related decision

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |

25. Overall, how satisfied are you working in your organization

- | | |
|-----------------------------|--------------------|
| A) Strongly agree | C) Neither |
| B) Agree | D) Disagree |
| E) Strongly disagree | |