

A STUDY ON EMPLOYEES JOB SATISFACTION IN IT SECTOR

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Master of business administration

SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **UDHAYA PRAKASH.R 40410183** who carried out the project entitled "**A STUDY ON EMPLOYEES JOB SATISFACTION IN IT SECTOR**" under my supervision from September 2021 to October 2021.

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DECLARATION

I **UDHAYA PRAKSH.R (40410183)** hereby declare that the Project Report entitled "**A STUDY ON EMPLOYEES JOB SATISFACTION IN IT SECTOR**" done by me under the guidance of **DR.N.KUMAR**, MBA, MHRM, M.Phils., TNSET, Ph.D., Assistant professor, school of business administration is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

DATE:

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ABSTRACT

Employee job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Employee satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance employee satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Employee satisfaction is a very important attribute which is frequently measured by organizations.

This report intends to analyze two important concepts those are considered mandatory for a successful business. These are job satisfaction and job performance. The main aim of this study is to observe how the employees feel about the company's work atmosphere and how they are satisfied with the company's policies. Based in the questionnaire survey results and recommendations are presented to the management to take corrective action plan in a right way.

The study was conducted at IT Sector in Chennai. The number of samples taken is 130 employees. The study is descriptive and the sources of data are from both Primary and Secondary methods of collection. The Primary data is collected by using well-structured questionnaire from the employees of the organization and the secondary data is taken from the published reports, journals and articles. The collected data are analysed by using very appropriate statistical tools percentage analysis graphical methods and Chi Square Test

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION TO THE STUDY

Today's rapidly changing business environment is creating intense competition among corporations' markets are changing faster now than in any other time in history. Product life cycles are shortening and businesses must compete globally. Freight forwarders perform a key role in any trade. The freight forwarder is the architect of the international transport and plays an important role in the growth of the international trade in India by facilitating exporters, shippers, importers, customs/ports authorities etc. Specific employee attitudes relating to job satisfaction and organizational commitment are of major interest to the field of organizational behavior and the practice of human resource management, the discussion of job satisfaction focuses on employees' attitudes towards their job and the discussion of organizational commitment focuses on their attitude toward the overall organization. The decline in job satisfaction has occurred over a period of two decades, with little to suggest a significant reversal in attitudes anytime soon.

According to Nancy C. Morse (1997) "Satisfaction refers to the level of fulfillment of one's needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets." Employee satisfaction is a measure of how happy workers are with their job and working environment. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organizations should have a culture that encourages the employee satisfaction, Employees are more loyal and productive when they are satisfied, and these satisfied employees affect the satisfaction and organizational productivity

Definition for Job Satisfaction

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Weiss (2007) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect

(emotion), beliefs and behaviors. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors.

According to Locke, job satisfaction is a “Pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”.

According to Dubrins, “Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high satisfaction. If you dislike your job intensely, you will experience job dissatisfaction “.

According to Locke and Henne, “The achievement of one’s job values in the work situation results in the pleasurable emotional state known as job satisfaction “.

Affect Theory

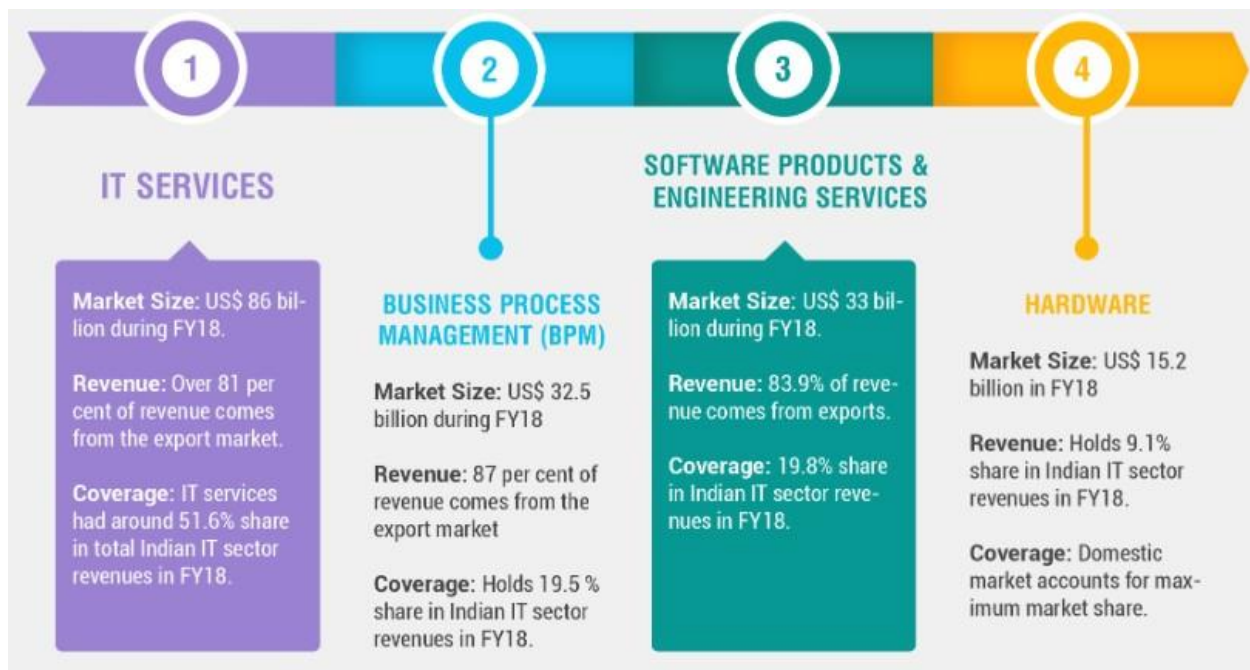
Edwin A. Locke’s Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premises of this theory are that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.e. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/are not met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who does not value that facet. The term ‘job satisfaction’ refers to an employee’s general attitude toward his job. Job satisfaction is the end feeling of a person after performing a task. Job satisfaction is the mental feeling of favorableness which an individual has about his job. Job satisfaction is in regards to one’s feelings or state-of –kind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, example, and the quality of one’s relationship with their supervisor, the quality of the physical environment in their work, etc. Job satisfaction is different from motivation and morale. Motivation refers to the willingness to work. Satisfaction, on the other hand, implies a positive emotional state. Morale implies a general attitude towards work and work environment. Job satisfaction may be considered a dimension of morale and morale could also be a source of satisfaction. Employee satisfaction and retention have always been important issues for physicians. After all, high levels of absenteeism and staff turnover can affect your bottom

line, as temps, recruitment and retraining take their toll. Satisfied employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and patient satisfaction.

1.2 INDUSTRY PROFILE

India Software Market is expected to grow with a year-on-year (y-o-y) growth rate of 11.9 percent and touch US\$ 5.1 billion by the end of 2018, according to IDC's latest Asia/Pacific Semiannual Software Tracker, 1H 2017. The Indian Software market continues to be one of the fastest growing and dynamic markets within the APeJ (Asia Pacific excluding Japan) region. Digital Transformation initiatives and the drive for application modernization have led the growth story for the software market over the last 12 months, and are expected to attract sustained investments by Indian enterprises in 2018 as well. IDC classifies the Software market into three primary categories: Applications, Application Development and Deployment (AD&D), and System Infrastructure (SI) Software. Applications contributed the bulk of the spending with a 57.3 percent share, followed by AD&D and SI software with shares of 24.0 percent and 18.7 percent, respectively, in 1H 2017.

Intense market competition and the rise of Digital Native companies have influenced Indian firms to adopt Continuous Integration (CI), Continuous Delivery/Deployment (CD) and DevOps practices increasingly in their application development lifecycle. According to the IDC Asia Pacific Software Survey, 2017, already a quarter of Indian organizations have implemented CI/CD and DevOps practices, with another 44 percent planning to do so in the next 12-18 months. In 1H 2017, there was an increasing thrust on security software as well (second fastest growing software market in the country) as organizations had to contend with the evolving threat landscape (especially with attacks such as WannaCry and Petya) and a rise in awareness of the criticality of security to allay business risk. IDC estimates that the IT Software market will advance at a CAGR of 13.8 percent (for the period 2016-2021) to reach US\$ 7.7 billion by the end of 2021.



Strong Growth Opportunities

The IT BPM sector in the country grew at a CAGR of 11.14 % to US \$ 154 billion in FY17 from US \$ 74 billion in FY10, which is 3 to 4 times higher than the global IT-BPM growth. It is anticipated that the size of the industry will increase to US\$ 350 billion by 2025.

Leading Sourcing Destination

India is a well-known sourcing destination across the world, accounting for about 55 % market share global services sourcing business. India has a share of about 38 % in the overall Business Process Management (BPM) sourcing market.

Largest Pool of Ready to Hire Talent

India's highly qualified talent pool of technical graduates is one of the largest in the world, easing its emergence as a preferred destination for outsourcing, computer science/information technology contributing for the biggest chunk of India's fresh engineering talent pool, exceeding 98% of the colleges offering this stream.

Most Lucrative Sector for Investments

The Information Technology sector ranks 3rd in the country's total Foreign Direct Investment share and contributes to about 37 % of total Private Equity and Venture investments in India.

The computer software and hardware industry in India attracted cumulative Foreign Direct Investment (FDI) inflows worth US\$ 29.825 billion between April 2000 and September 2017, according to report released by the Department of Industrial Policy and Promotion (DIPP).

Export and Employment Growth

Indian IT exports are forecasted to increase at 7 to 8 %. IT-BPM sector accounts for largest contribution in total Indian services export, which accounts for 45 %.

Large Contribution to the Indian Economy

The country's IT industry contributed around 7.7 % to India's Gross Domestic Product. IT industry has given jobs to about 3.9 million people in India of which more than 170,000 were added in Financial Year17. The industry is expected to add 130,000 to 150,000 jobs in FY18 and over 100,000 jobs in FY19. IT industry is accelerating the growth of startups in the country, with the presence of more than 4,750 startups in India.

Positive Future Growth

The prediction, which was put out at the annual summit of the Nasscom, is in line with the 7.8% revenue growth it anticipated in the six months to the end of March 2018. India's \$154-billion information technology sector has been lashed by a broader slowdown in technology spending, while unreliability looms over work visa rules in the US, the biggest market for Indian software services firms. US President Donald Trump has, however, so far not made any drastic changes to the H-1B visa programme, frequently used by Indian IT companies to bring engineers and developers to the US.

Executives at the summit in Hyderabad, fast rising as a competitor to traditional information technology hub Bengaluru were positive the industry could weather the

present uncertainty by moving from low-profit businesses such as server maintenance to more sophisticated work such as artificial intelligence (AI). Experts believe that there is still some instability and it is not clear how few of the known doubts will play out. However, Financial Year 2019 is likely to be a better year, based on their present assessment. Major companies such as Infosys and Wipro have announced better earnings in the January-March quarter and information technology executives in Hyderabad also showed positivity about a continued recovery as the industry diversifies into more lucrative digital segments such as cloud computing and big data. TCS company officials were particularly happy about artificial intelligence. Krishnan said TCS was already embedding Artificial Intelligence in its offerings. However, finding fresh talent to work on Artificial Intelligence driven solutions could be a key limitation.



1.3 OBJECTIVES OF THE STUDY

Primary Objective

To study the job satisfaction of employees working for various IT organizations across Chennai **Secondary Objectives**

- ✓ To know the satisfaction level of employees with respect to organizational climate
- ✓ To study whether physical, and psychological work environment affect job satisfaction.
- ✓ To identify the impact of directions given by the supervisors
- ✓ To do a comprehensive study on individual job satisfaction

1.4 NEED FOR THE STUDY

The satisfied employee is the lifelong asset for each and every organization in all over the world. So every organization is obligated to facilitate employee satisfaction program in terms of opportunity to move up the organization ladder, given the authority to the employer and employee to use their ability to create the condition that promote employee satisfaction and treat the employees as the loyal employees. HR practitioners believe that the satisfaction challenge has a lot to do with how employee feels about the work experience and how he or she is treated in the organization. It has a lot to do with emotions which are fundamentally related to the drive bottom line success in a company.

1.5 SCOPE OF THE STUDY

This study would give an overview of the work atmosphere existing in IT industry. Work atmosphere and satisfaction are two important elements essential for improving the productivity of an organization. A study on the existing facilities at work place would help the organization perform better. This study would throw light on the perception of the employees regarding work atmosphere expected from their employer. IT sector can identify the areas where it can improve so as to improve the performance of the employees. The scope of this present study is limited to Chennai

CHAPTER 2

REVIEW OF LITERATURE

2.1 LITERATURE REVIEW

1. According to the study done by **Kamarul Zaman Bin Ahmad (2016)** the purpose of this paper is to provide some insights on the interplay of organizational climate and job satisfaction, taking personality traits as a moderator. The results imply that there are moderating effects of personality traits on the relationship between certain aspects of organizational climate and job satisfaction. The paper provides valuable information to leaders and managers in understanding which personality works better in the potential casual linkage between organizational climate and overall job satisfaction. This paper also helps practitioners to understand better why the same climate can have different impacts on different people. **Source: Salem Alshamsi, Sultan & Ahmad, Kamarul. (2019). The Impact Of Proactive-Personality On Innovative Work Behavior And Work Engagement in the UAE Aviation Industry. International Conference on Advances in Business, Management and Law (ICABML). 2. 108-112. 10.30585/icabmlcp.v2i1.245.**

2. According to the study conducted by **Sununta Siengthai (2015)** The purpose of this paper is to examine the effect of job design as well as that of the interaction effect of job design and job satisfaction on employee performance. It is found that job design is significantly and inversely related to employee performance. Meanwhile job satisfaction is found to be positively and significantly related to employee performance. Moreover, the interaction effect between job design and job satisfaction is found to be positively and significantly related to employee performance. Furthermore, when controlled for demographic characteristics of sample respondents, it is found that being in the age group of 37-47 years old is significantly and inversely related to employee performance. These findings suggest that when firms implement job design, it is likely that it will negatively influence employee performance in the first stage of change. Hence, firms should try to enhance employee job satisfaction while implementing job design so that the job design will result in improved employee performance.

The findings suggest that implementing job design without concerned employees experiencing job satisfaction or merely implementing job design can result in a possible decreased employee performance. These findings also suggest that any proposed job design will be an effective HR strategy to significantly mobilize employee performance only when firms ensure that the implementation of job design involves the concerned employees and enhances their job satisfaction. **Source: Sununta Siengthai and Patarakhuan Pila-Ngarm (2016) "The interaction effect of job design and job satisfaction on employee performance", Evidence-based HRM, Vol. 4 No. 2, pp. 162180**

3. According to the study done by Danica bakovtic (2016) the purpose of this study is to explore the link between job satisfaction and organisational performance and to determine if there is an empirically provable relationship between these two variables, and the direction and the intensity of this relationship. Empirical research was conducted on a research sample of 40 large- and medium-sized Croatian companies, with 5806 employees surveyed. The results of this study show the existence of a clear link between employees' job satisfaction and organisational performance in both directions, but with pretty weak intensity. Detailed analysis showed that the connection between job satisfaction and organisational performance is stronger than the connection between organisational performance and job satisfaction. It could be stated that job satisfaction determines organisational performance, rather than organisational performance determining job satisfaction. **Source: Danica Bakotić (2016) Relationship between job satisfaction and organisational performance, Economic Research-Ekonomska Istraživanja, 29:1, 118-130**

4. According to the study done by **Ramona Octaviannand and Nurmala K. Pandjaitan (2017)** Research was conducted in Kuningan, South Jakarta. The number of respondents in the study was limited to only 70 people from the marketing department, customer service, logistics, documentation, cashiers, financial and port agency services. Each division selected 10 people who have worked more than one year although still a contract employee. The purpose of this study was to analyze the effects of job satisfaction

and motivation on employee performance. Data processing techniques used are Microsoft Excel for Windows, Statistical Social Package for Science (SPSS) for windows ver. 20.0. The analysis used regression analysis to analyze the effect of job satisfaction and motivation on employee performance. Research approach using a quantitative approach is a closed form questionnaire distributed to 70 respondents and is equipped with qualitative data to get information through interviews with the leadership of the respondents. Data collected by a questionnaire using Likert scale. The regression equation showed job satisfaction and motivation influence on employee performance. Each job satisfaction and motivation better, it will produce a good performance. $T_{count} > t_{table}$, then H_0 is rejected, meaning that job satisfaction and motivation influence on the performance of employees. T_{count} positive means if the positive influence job satisfaction and motivation increases, the performance of employees will also increase. In hitung $F_{value} > F_{table}$ ($51.293 > 3.134$) maka H_0 is rejected, meaning that job satisfaction and motivation of jointly affect the performance of employees. The results of study prove that there is positive and significant correlation between job satisfaction and motivation to employee performance. This means that the better job satisfaction and motivation of employees, the higher the performance of employees and the other hand, if the provision of job satisfaction and motivation is low, it will lead to decreased employee performance.

Source: Ramona Octaviannand, Nurmala Katrina Pandjaitan, Sadikin Kuswanto (2017), Effect of Job Satisfaction and Motivation towards Employee's Performance in XYZ Shipping Company, Journal of Education and Practice ISSN 2222-1735 (Paper) ISSN 2222-288X (Online) Vol.8, No.8, 2017

5. According to the study done by Abdulwahab S. Bin Shmailan (2016) this research was conducted to examine what contributes to a satisfied employee by examining a number of factors such as job fit, good communication, appreciation and clear objectives. The study will also look at the roles of the organization and individual in employee satisfaction. Job performance, another key success factor for organizations, will also be examined. The link between employee satisfaction and performance findings will be illuminated and related examples of what can be done to improve both variables will be provided. Finally, this study discusses employee engagement which combines the above

topics and much more including definitions, organizational success, and how to develop a successful employee engagement program. This study will also provide compelling information that will help to understand the advantages of having satisfied and high performing employees as well as using the power of employee engagement to be competitive and profitable. **Source: Abdulwahab S. Bin Shmailan (2016), The relationship between job satisfaction, job performance and employee engagement: An explorative study, Issues in Business Management and Economics Vol.4 (1), pp. 1-8, January 2016**

6. Employee loyalty is an important factor in managing the organisation such as a university. There are some antecedents of employee loyalty, such as employee engagement and job satisfaction. This study examines the relationship between employee engagements, job satisfaction and employee loyalty. This preliminary study has been conducted in a university in Indonesia. We employed lecturers of one state university in West Sumatera as the sample of study. We used Structural Equation Model (SEM) Partial Least Square (PLS) with Smart PLS 3 as the data analysis software package. This study found that employee engagement has a significant impact on job satisfaction. There is no significant direct effect of employee engagement on employee loyalty. Surprisingly, we also found that employee engagement has a significant mediating impact on the link between employee engagement and employee loyalty. Furthermore, some limitations and future research are discussed.

Syahrizal Syahrizal , Dina Patrisia , Abror Abror (2019), Employee Engagement, Satisfaction and Loyalty: Preliminary Findings, Third International Conference On Economics Education, Economics, Business and Management, Accounting and Entrepreneurship (PICEEBA 2019) Copyright © 2019, the Advances in Economics, Business and Management Research, volume 97

7. According to **George et.al., (2017)**, the effect of work environment on job satisfaction with the spotlight on a merchant bank in Ghana. Among other objectives, the paper set out to ascertain the impact of physical and mental environment on employees' performance, to know the overall satisfaction level of employees in the bank and study

whether physical, social and psychological work environment affect job satisfaction. Stratified sampling technique was adopted to select the sample for the study. Questionnaire was used as the research instrument while Statistical Package for Social Science (SPSS) was employed to analyze the data gathered from the field study. Findings of the study indicated that most of the staff at the bank are satisfied with their work environment especially the physical ambiance. The paper concludes that the environment has a significant effect on employees' satisfaction. The findings of the paper emphasize the need for management to improve the work environment of employees to boost productivity. **Source:**

George Kafui Agbozo, Isaac Sakyi Owusu, Mabel A. Hoedoafia, Yaw Boateng Atakorah (2017), The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana, Journal of Human Resource Management 2017; 5(1): 12-18

8. **AbdulRaziq (2015)** said in the modern era, organizations are facing several challenges due to the dynamic nature of the environment. One of the many challenges for a business is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition. In order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions. The objective of this paper is to analyse the impact of working environment on employee job satisfaction. The study employed a quantitative methodology. Data was collected through a self-administered survey questionnaire. The questionnaire is adopted from a previous validated survey. The target population consists of educational institutes, banking sector and telecommunication industry operating in the city of Quetta, Pakistan. Simple random sampling is used for collection of data from 210 employees. The results indicate a positive relationship between working environment and employee job satisfaction. The study concludes with some brief prospects that the businesses need to realize the importance of good working environment for maximizing the level of job satisfaction. This paper may benefit society by encouraging people to contribute more to their jobs and may help them in their personal growth and development. Hence, it is

essential for an organization to motivate their employees to work hard for achieving the organizational goals and objectives. **Source: AbdulRaziq and RaheelaMaulabakhsh (2015), Impact of Working Environment on Job Satisfaction, Volume 23, 2015, Pages 717-725**

9. According to **Marjan et.al., (2015)**, this study examines the effects of the perceived work environment on public employee feelings of job satisfaction. Moreover, the paper will investigate the relationship between personal and job characteristics and job satisfaction. The data was collected from a sample of 169 employees working in one local government municipality in Macedonia. The results show that organizational climate and its components significantly predict job satisfaction among public administration employees. The results highlight that employee age acts as the most powerful predictor of job satisfaction. The analysis of the perceived work environment suggests that recognition is a significant predictor of job satisfaction among public administration employees, followed by opportunities for professional advancement and work itself. The significance of this research lies in its contribution to the knowledge and understanding of determinants that could improve job satisfaction among public administration employees in developing economies. **Source: Marjan et.al., (2015), Perceived Work Environment And Job Satisfaction Among Public Administration Employees, The European Journal of Applied Economics, EJAE 2015, 12(1): 10-18**

10. According to **Ruchi Jain and Surinder Kaur (2014)**, the work environment can implicate the social relation at workplace and also maintain the relationship between colleague, supervisor and the organisation. It describes the neighboring circumstances in which employees are working together. A satisfied, happy and hardworking employee is biggest asset of any organisation. Effective results & productivity for any organisation is depend on the level of satisfaction of employees and work environment is one of the most important factor which influence the satisfaction & motivation level of employees. Efficient human resource management and maintain good work environment or culture effects not only the performance of employee & organisation but also affects the growth & development of entire economy. This research paper makes effort to study the work

environment & work culture in the Dominos pizza. This study is conducted in Jaipur city only. **Source: Ruchi Jainand Surinder Kaur (2014), Impact of Work Environment on Job Satisfaction, International Journal of Scientific and Research Publications, Volume 4, Issue 1, January 2014 1 ISSN 2250-3153**

11. According to **Ray, Katherine and Don (2012)**, a substantial body of research has linked job satisfaction with employees' quitting intentions. That research predominantly analyses individual-level determinants rather than organisational-level or work environment antecedents of quitting. This study investigates the concept of the quality of the work environment (QWE) in relation to employees' quitting intentions and argues that QWE will influence a manager's ability to shape their employees' quitting intentions. We illustrate this proposition using a small survey of employees across four different industries in New Zealand. The results support the extant literature findings only if employees perceive their QWE is good; if an employee perceives their QWE is poor then extant policy implications could be toothless. This suggests QWE is an important focus of policy to shape quitting intentions. **Source: Ray Markey, Katherine Ravenswood and Don J. Webber (2012), the impact of the quality of the work environment on employees' intention to quit, University of West England**

12. According to the study done by **Kamarul Zaman Bin Ahmad (2016)** the purpose of this paper is to provide some insights on the interplay of organizational climate and job satisfaction, taking personality traits as a moderator. The results imply that there are moderating effects of personality traits on the relationship between certain aspects of organizational climate and job satisfaction. The paper provides valuable information to leaders and managers in understanding which personality works better in the potential casual linkage between organizational climate and overall job satisfaction. This paper also helps practitioners to understand better why the same climate can have different impacts on different people. **Source: Salem Alshamsi, Sultan & Ahmad, Kamarul. (2019). The Impact Of Proactive-Personality On Innovative Work Behavior And Work Engagement in the UAE Aviation Industry. International Conference on**

13. According to the study conducted by **Sununta Siengthai (2015)** The purpose of this paper is to examine the effect of job redesign as well as that of the interaction effect of job redesign and job satisfaction on employee performance. It is found that job redesign is significantly and inversely related to employee performance. Meanwhile job satisfaction is found to be positively and significantly related to employee performance. Moreover, the interaction effect between job redesign and job satisfaction is found to be positively and significantly related to employee performance. Furthermore, when controlled for demographic characteristics of sample respondents, it is found that being in the age group of 37-47 years old is significantly and inversely related to employee performance. These findings suggest that when firms implement job redesign, it is likely that it will negatively influence employee performance in the first stage of change. Hence, firms should try to enhance employee job satisfaction while implementing job redesign so that the job redesign will result in improved employee performance. The findings suggest that implementing job redesign without concerned employees experiencing job satisfaction or merely implementing job redesign can result in a possible decreased employee performance. These findings also suggest that any proposed job redesign will be an effective HR strategy to significantly mobilize employee performance only when firms ensure that the implementation of job redesign involves the concerned employees and enhances their job satisfaction. **Source: Sununta Siengthai and Patarakhuan Pila- Ngarm (2016) "The interaction effect of job redesign and job satisfaction on employee performance", Evidence-based HRM, Vol. 4 No. 2, pp. 162-180**

14. According to the study done by **Danica bakovtic (2016)** the purpose of this study is to explore the link between job satisfaction and organisational performance and to determine if there is an empirically provable relationship between these two variables, and the direction and the intensity of this relationship. Empirical research was conducted on a research sample of 40 large- and medium-sized Croatian companies, with 5806 employees surveyed. The results of this study show the existence of a clear link between employees' job satisfaction and organisational performance in both directions, but with

pretty weak intensity. Detailed analysis showed that the connection between job satisfaction and organisational performance is stronger than the connection between organisational performance and job satisfaction. It could be stated that job satisfaction determines organisational performance, rather than organisational performance determining job satisfaction. **Source: Danica Bakotić (2016) Relationship between job satisfaction and organisational performance, Economic Research-Ekonomska Istraživanja, 29:1, 118-130**

15. According to the study done by **Ramona Octaviannand and Nurmala K. Pandjaitan (2017)** Research was conducted in Kuningan, South Jakarta. The number of respondents in the study was limited to only 70 people from the marketing department, customer service, logistics, documentation, cashiers, financial and port agency services. Each division selected 10 people who have worked more than one year although still a contract employee. The purpose of this study was to analyze the effects of job satisfaction and motivation on employee performance. Data processing techniques used are Microsoft Excel for Windows, Statistical Social Package for Science (SPSS) for windows ver. 20.0. The analysis used regression analysis to analyze the effect of job satisfaction and motivation on employee performance. Research approach using a quantitative approach is a closed form questionnaire distributed to 70 respondents and is equipped with qualitative data to get information through interviews with the leadership of the respondents. Data collected by a questionnaire using Likert scale. The regression equation showed job satisfaction and motivation influence on employee performance. Each job satisfaction and motivation better, it will produce a good performance. $T_{count} > t_{table}$, then H_0 is rejected, meaning that job satisfaction and motivation influence on the performance of employees. T_{count} positive means if the positive influence job satisfaction and motivation increases, the performance of employees will also increase. In hitung F value $> F$ table ($51.293 > 3.134$) maha H_0 is rejected, meaning that job satisfaction and motivation of jointly affect the performance of employees. The results of study prove that there is positive and significant correlation between job satisfaction and motivation to employee performance. This means that the better job satisfaction and motivation of employees, the higher the performance of employees and the other hand, if the provision

of job satisfaction and motivation is low, it will lead to decreased employee performance.

Source: Ramona Octaviannand, Nurmala Katrina Pandjaitan, Sadikin Kuswanto (2017), Effect of Job Satisfaction and Motivation towards

Employee's Performance in XYZ Shipping Company, Journal of Education and Practice ISSN 2222-1735 (Paper) ISSN 2222-288X (Online) Vol.8, No.8, 2017

16. According to the study done by **Abdulwahab S. Bin Shmailan (2016)** this research was conducted to examine what contributes to a satisfied employee by examining a number of factors such as job fit, good communication, appreciation and clear objectives. The study will also look at the roles of the organization and individual in employee satisfaction. Job performance, another key success factor for organizations, will also be examined. The link between employee satisfaction and performance findings will be illuminated and related examples of what can be done to improve both variables will be provided. Finally, this study discusses employee engagement which combines the above topics and much more including definitions, organizational success, and how to develop a successful employee engagement program. This study will also provide compelling information that will help to understand the advantages of having satisfied and high performing employees as well as using the power of employee engagement to be competitive and profitable. **Source: Abdulwahab S. Bin Shmailan (2016), The relationship between job satisfaction, job performance and employee engagement: An explorative study, Issues in Business Management and Economics Vol.4 (1), pp. 1-8, January 2016**

17. Employee loyalty is an important factor in managing the organisation such as a university. There are some antecedents of employee loyalty, such as employee engagement and job satisfaction. This study examines the relationship between employee engagements, job satisfaction and employee loyalty. This preliminary study has been conducted in a university in Indonesia. We employed lecturers of one state university in West Sumatera as the sample of study. We used Structural Equation Model (SEM) Partial Least Square (PLS) with Smart PLS 3 as the data analysis software package. This study found that employee engagement has a significant impact on job satisfaction. There is no significant direct effect of employee engagement on employee

loyalty. Surprisingly, we also found that employee engagement has a significant mediating impact on the link between employee engagement and employee loyalty. Furthermore, some limitations and future research are discussed.

Syahrizal Syahrizal , Dina Patrisia , Abror Abror (2019), Employee Engagement, Satisfaction and Loyalty: Preliminary Findings, Third International Conference On Economics Education, Economics, Business and Management, Accounting and Entrepreneurship (PICEEBA 2019) Copyright © 2019, the Advances in Economics, Business and Management Research, volume 97

18. Employee engagement is on the decline and there is a deepening disengagement among employees today. During economic downturn, engaged employee with full workforce can make differences of survival or success of business organization. The construct and dimensions to measure employee engagement are unclear. There is still no any well known and acceptable concept of these constructs and measures. In other words, researchers and reviewers do not use the same components and dimensions to describe employee engagement. Today's works environment has evolved considerably. The process by which we expect engagement to happen needs to be fully understood so that managers can have strategies or manage other context issues to enable full employee engagement. The paper aims to determine the components and dimensions of employee engagement, and investigate its effect on job satisfaction of an oleo chemical company. Factor, reliability and multiple regression analyses were employed to analyze the data. This study answered the research questions formulated. Recommendations to organization are reported.

Ng Kim-Soon (2015), EMPLOYEE ENGAGEMENT AND JOB SATISFACTION, Universiti Tun Hussein Onn Malaysia

19. This study examines inter-correlations of employee loyalty and engagement as independent variables and how they affect the performance of sales executives employed by commercial banks. The research further conceptualises the hypotheses formulated to show their individual contributions to performance. The research aims at finding out if the sales executives are really loyal to their employers since they are recruited as contract

workers who do not enjoy the same opportunities and benefits as full time workers of the banks. The study made use of triangulation research designs (exploratory and questionnaire). A purposive sampling method was adopted to sample 50 sales executives (past and present workers) from Fidelity Bank, Eco Bank and Standard Chartered Bank. The value of Cronbach's Alpha was calculated on employee loyalty 0.804, engagement 0.707 and employee performance 0.839 to determine the reliability and validity level of the both independent and dependent variables by using the statistical package for social science, version 20. The findings revealed that there are significant linear correlations among employee loyalty, engagement and performance. The study also showed significant positive correlations of human relation, leadership style, job content, personal development, creativity and their effect on employee loyalty. It is recommended that management of the banks should pay attention to employee loyalty and engagement in order to meet their target performance.

Alexander Preko and John Adjete (2013), Study on the Concept of Employee Loyalty and Engagement on the Performance of Sales Executives of Commercial Banks in GHANA

20. The labor market situation in the postal and logistics sector has led to sustainable human resource management becoming increasingly important at the strategic level of each postal operator. This study proposes a new perspective of employee satisfaction assessment that not only quantifies total satisfaction but identifies job attributes and socio-demographic characteristics selecting employee satisfaction and loyalty as a key concern for sustainable human resource management. Findings of 1775 survey questionnaires of employees in Slovak Postal enterprise revealed that employee satisfaction is on average. The greatest dissatisfaction was related to the financial reward of employees and the employer's lack of interest in the views and attitudes of employees. The use of regression and correlation analysis pointed to the fact that not only their satisfaction, but also the situation on the labor market in the region, the age of the employee, the job position and the length of employment have a strong influence on employee loyalty.

Mariana Strenitzerová and Karol Achimský (2019), Employee Satisfaction and Loyalty as a Part of Sustainable Human Resource Management in Postal Sector, Sustainability 2019, 11, 4591; doi:10.3390/su11174591

21. Retention of highly skilled and loyal employees enable improving the organizational performance that significantly contributes to maintaining its competitiveness in the market and competitive advantages. Therefore, one of the key aspects of employee retention is improving employee satisfaction for sustaining high organizational performances. Studying the factors influencing employee satisfaction and their impacts are essential for addressing numerous issues like organizational development, corporate policy formulation, organizational performance and organizational competitiveness. The current paper aims at researching how the employee satisfaction has an impact employee retention, loyalty as well as organizational financial and non-financial performances of the organization based on the case of a cashmere and wool garment company in Mongolia. The research results indicate that satisfied employees tend to be loyal and committed to the organization and contributed positively on the organizational nonfinancial performances. However, no correlation is indicated between employee retention and organizational financial performance.

Altanchimeg Zanabazar, Sarantuya Jigjiddorj (2018), Impact of employees' satisfaction in employee Loyalty, retention and organizational performance, international journal of management and applied science, ISSN: 2394-7926 VOLUME-4, ISSUE-7, JUL.-2018

22. Employee loyalty plays an important role in every organization. Every organizations success depends upon the loyalty of the employees because a loyal employee creates value and they are responsible for the success and growth of the organization. The present research study was studied by using secondary data. Almost 32 articles about employee loyalty were reviewed and most of the articles are related to foreign context and few Indian context.

S. Annie Priyadharshini¹, Dr. J. Clement Sudhahar² (2019), Determinants of Employee Loyalty- a Literature Review, International Research Journal of Engineering and Technology (IRJET) e-ISSN: 2395-0056, Volume: 06 Issue: 11 | Nov 2019

23. Sandra Obilade, examined loyalty and motivation of employees after downsizing the sample size for the study was 100 Respondents (18 small businesses in Fairfield County, Connecticut) The study revealed that most of the employees have high loyalty. Certain suggestion by the researcher was that the managements should concentrate employee benefits to increase the morale.

Sandra Obilade, (1998) "Redefining Loyalty: Motivational Strategies and Employee Loyalty in an Era of Downsizing", New England Journal of Entrepreneurship, Vol. 1 Issue: 1, pp.30-40,

24. Aparna Varma et al., (2018) Examined the impact of job satisfaction and employee loyalty in Unilog Content Solution Pvt.Ltd. Mysore with of 100 employees. The findings stated that there is a significant positive relationship among Job Satisfaction and Employee Loyalty. Supervisory Support, Career Development, and Job Security are the important predictors of Job Satisfaction and Employee Loyalty.

Dr. Aparna J Varma, Kotresh Patil, Ravishankar S Ulle, Dr. A. N Santosh Kumar, Dr. T P Renuka Murthy (2018) "An Empirical Study on Job Satisfaction and Employee Loyalty." Journal of Emerging Technologies and Innovative Research August 2018, Volume 5, Issue 8 (ISSN-2349-5162)

25. Anne Martensen and Lars Gronholdt (2006), A total of approximately 1500 a large international hotel employees from Denmark, Norway and Sweden were selected for the study. The main aim focused to develop and apply a model of employee loyalty and the determinants of employee loyalty are examined to identify relevant areas of improvement The summary of the research is that in order to improve employee loyalty the organization should concentrate and give importance to certain determinants such as personal development, leadership, job contents creativity, and innovation, and also consumer orientation

Anne Martensen and Lars Grønholdt (2006). Internal Marketing: A Study of Employee Loyalty, Its Determinants and Consequences. Innovative Marketing, Volume 2, Issue 4, 2006

26. The research was conducted in four financial holding companies in Taiwan and about 520 questionnaires were issued to the financial professionals, 412 respondents returned the survey. The objective is to find the relationship between the two factors such as ethical leadership and employee loyalty. The study reveals ethical leadership is the foundational factors that enable the financial companies to sustain high psychological contract fulfilment, Organisational identification and employee loyalty.

Lu-Ming Tseng, Jui-Yun Wu, (2017) "How can financial organizations improve employee loyalty? The effects of ethical leadership, psychological contract fulfillment and organizational identification", Leadership & Organization Development Journal, Vol. 38 Issue: 5, pp.679-698

27. The researchers conducted the research to find the overall relationship Between "Employee Loyalty" and "Employee Engagement"; and to examine the Relationship between the two dimensions of "Employee Loyalty" namely, "Affective Commitment" (AC) and Continuance Commitment" (CC) with "Employee Engagement." Fifty government employees were randomly selected and surveyed. Participants were selected from two Emirates, in the UAE namely: Dubai and Abu Dhabi. Finally the author concluded that organizations and managers need to understand the significant role of loyalty and its impact on employees' engagement. The higher the level of loyalty, the better chances for employee engagement which results in increased teamwork, better performance and reduced turnover.

Maha Ibrahim, Saoud Al Falasi, (2014) "Employee loyalty and engagement in UAE public sector", Employee Relations, Vol. 36 Issue: 5, pp.562-582, Emerald Group Publishing Limited ,10.1108/ER-07- 2013-009

28. Riziki, Agnes Lufungula 2018 The main objective of this study is to analyze the determinant factors of employees 'loyalty in Cosmas Garage. Findings show that

employee relations, advancement opportunities, work quality, salary, prospect of evolution and working condition affect the loyalty in organizations. The result from this study showed that HR loyalty within the company is determined 80,6% by the satisfaction of employees at work compensation, prospect of evolution, human relations, social benefits, working conditions and training

Riziki, Agnes Lufungula (2018) “Determinant Factors Of Employees' Loyalty At Cosmas Garage In Beni-Drc ,International Education and Research Journal (IERJ),E-ISSN No : 2454-9916 , Volume : 4 , Issue : 4 , April 2018& Research Journal

29. Kirima Lucy Karimi 2019 From the study the researched found that Organization culture of merged firms affects the employees' loyalty. Employees experienced stress and pressure in interactions as a result of the combination of two distinctive organizational cultures. Effective communication informing employees about career possibilities gave them strength, confidence and commitment to the new consolidation is a very important aspect the results revealed that if the management involved the employees in the merger process the process would be successful and the way the information about merger is communicated to the employees is very important. **Kirima Lucy Karimi (2019) Effects of Business Mergers on Employee Loyalty in Selected**

Companies Listed at the Nairobi Securities Exchange”, Global Journal of Management and Business Research: E Marketing Volume 19 Issue 1 Version 1.0 Year 2019,Type: Double Blind Peer Reviewed International Research Journal, Publisher: Global Journals, Online ISSN: 2249-4588 & Prin“t ISSN: 0975-5853

30. Zainuddin Zakaria et.al., (2019) The factors such as training, rewards and benefits and working condition was taken as the determinants toward employee loyalty and to know which factors have the strongest and dominant effect on employee loyalty was the main aim. The company is located in Johor, Malaysia and data for this study was collected through questionnaires from 260 employees. The organization must give importance to all the factors and higher level of rewards and benefits, good working condition, training

programs by organizations will create job satisfaction and will able to lead a higher level of employee loyalty.

Zakaria, Z., Mohamad, M., Noh Abd Majid, M., Ulfa Abdul Aziz, N., & Mat Rashid, K. (2019). The Mediating Effect of Job Satisfaction on Employee Loyalty: A Case Study of a Developer Company in Malaysia. KnE Social Sciences, 3(13), 1018–1029

CHAPTER 3

RESEARCH METHODOLOGY

Research methodology is a way of systematically solving the research problem. Research methodology deals with the research design used and methods used to present the study.

3.1 TYPE OF RESEARCH

A research design is a detailed blue print used to guide a research study toward its objective. The process of designing a research study involves many interrelated decisions. The most significant decision is the choice of research approach, because it determines how the information will be obtained. The choice of the research approach depends on the nature of the research that one wants to do. The research design adopted for this study is Exploratory Research. Exploratory method was adopted because it deals with description of the state of affairs as it exists at present. Personal interviews and observation methods are used to collect primary data. A questionnaire is designed to measure the satisfaction level of employees with regard to employee wellness measures. I have also visited different sections and collected information. A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. It is the conceptual procedure with in which research is conducted.

3.2 SAMPLING DESIGN

Sampling Technique

A sampling design is a definite plan for obtaining a sample from a given population. It refers to the technique adopted by the researcher in selecting items for the sample. Simple random sampling is used

Population

The population of the study is the employees of IT Sector

Sample Size

It is a single element or group of elements subjected to selection in the sample. Here in this project, the sampling unit is employees of IT Sector and its size is 130

Period of the Study

The Study period is for 4 months from December 2022 to March 2022. The data collection period would be 15 days during the 2nd part of February 2022

3.3 SOURCES OF DATA COLLECTION

For the purpose of the study, both primary and secondary data has been obtained from employees of the organization and with the help of the published information provided by the HR Department of IT Sector.

Primary data is collected by issuing a well-designed questionnaire to the employees and their opinions and suggestions were sought with the help of the questionnaire.

Secondary data is gathered with the help of the literature that has been obtained from the organization in the various forms as such magazines, journals, annual report and additional information from personal department of IT Sector.

Research Instrument

Apart from the questionnaire I took the help of secondary data sources as:

- ✚ Company annual reports
- ✚ Records and documents
- ✚ Magazines and other brochures published by the company ✚ Newspapers ✚ and other data sources ✚ Websites.

3.4 TOOLS USED FOR DATA ANALYSIS

After the data has been collected, analysis is made from questionnaire and tabulation method is followed. Tabulation is a technique procedure where in data is classified and put in the form of tables. The tables thus obtained were analyzed with statistical tools like percentages and pie diagram so that interpretation would be precise and easy.

- ✚ Percentage method
- ✚ Chi-square analysis
- ✚ One Way ANOVA

3.5 LIMITATIONS OF THE STUDY

- ✚ The study is restricted to IT Sector alone.
- ✚ Due to time constraint the whole population could not be considered.
- ✚ The study considered only 130 samples.
- ✚ The employees could not contribute more time. Some of the employees won't be willing to answer
- ✚ The research may not reveal exact results due to the bias answers of the employees

CHAPTER 4

DATA ANALYSIS AND INTERPRATION

4.1 PERCENTAGE ANALYSIS

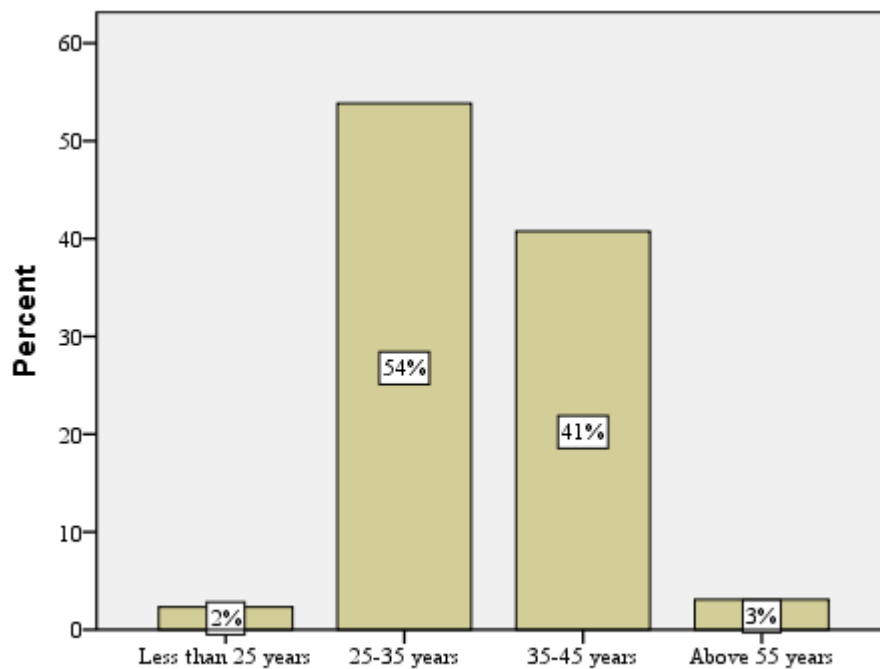
TABLE 1

TABLE SHOWING AGE OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25 years	3	2.3	2.3	2.3
	25-35 years	70	53.8	53.8	56.2
	35-45 years	53	40.8	40.8	96.9
	Above 55 years	4	3.1	3.1	100.0
	Total	130	100.0	100.0	

CHART 1

CHART SHOWING AGE OF THE RESPONDENTS



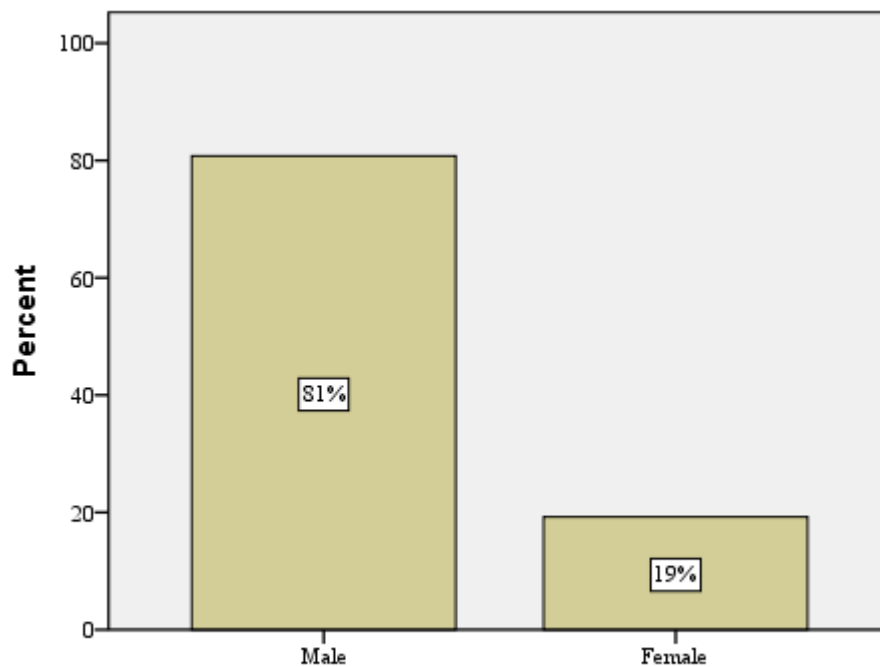
INTERPERETATION

2% of the respondents are less than 25 years old, 54% of them are 25-35 years old, 41% of them are 35-45 years, and 3% of them are above 55 years old

TABLE 2
TABLE SHOWING GENDER OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	105	80.8	80.8	80.8
	Female	25	19.2	19.2	100.0
	Total	130	100.0	100.0	

CHART 2
CHART SHOWING GENDER OF THE RESPONDENTS



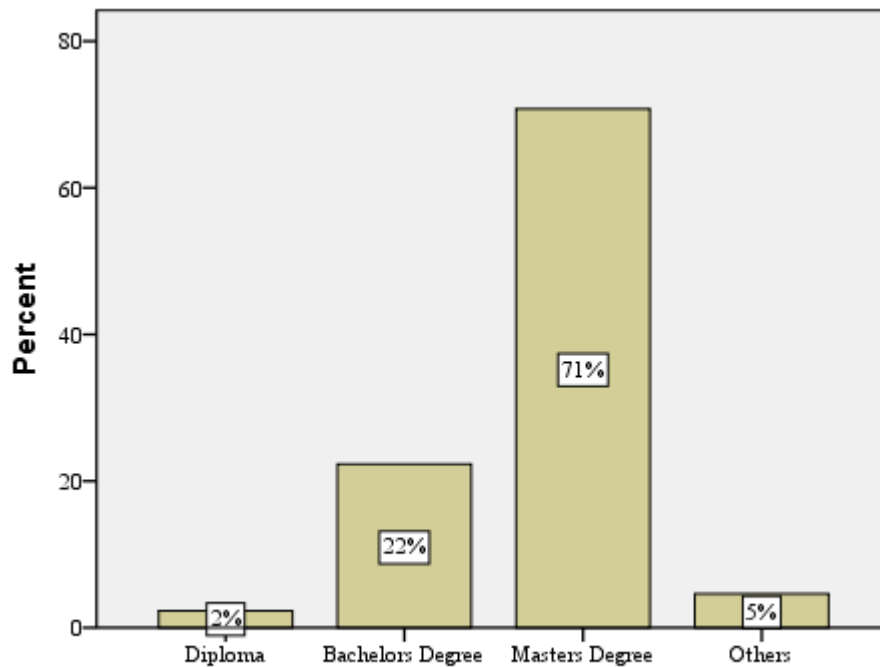
INTERPERETATION

81% of the respondents are male and rest 19% of them are female respondents

TABLE 3
TABLE SHOWING EDUCATION OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	3	2.3	2.3	2.3
	Bachelors' Degree	29	22.3	22.3	24.6
	Masters' Degree	92	70.8	70.8	95.4
	Others	6	4.6	4.6	100.0
	Total	130	100.0	100.0	

CHART 3
CHART SHOWING EDUCATION OF THE RESPONDENTS



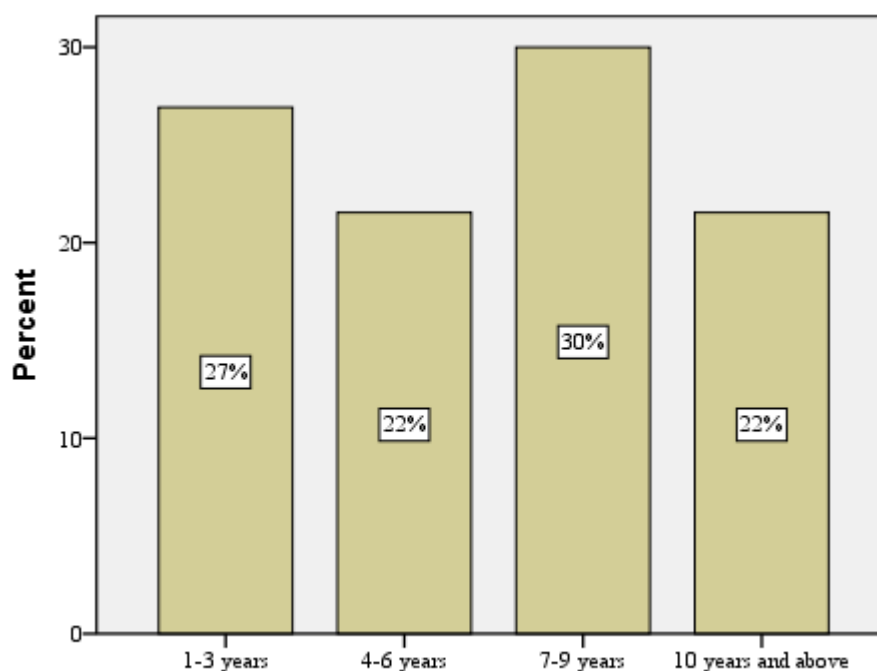
INTERPERETATION

2% of the respondents are diploma holders, 22% of them bachelors' degree, 71% of them master's degree and rest 5% of them are other respondents

TABLE 4
TABLE SHOWING EXPERIENCE OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	35	26.9	26.9	26.9
	4-6 years	28	21.5	21.5	48.5
	7-9 years	39	30.0	30.0	78.5
	10 years and above	28	21.5	21.5	100.0
	Total	130	100.0	100.0	

CHART 4
CHART SHOWING EXPERIENCE OF THE RESPONDENTS



INTERPERETATION

27% of the respondents are 1-3 years experienced, 22% of them are having 4-6 years of experience, 30% of the respondents have 7-9 years, and 22% of them are having more than 10 years of experience

ORGANIZATION CLIMATE

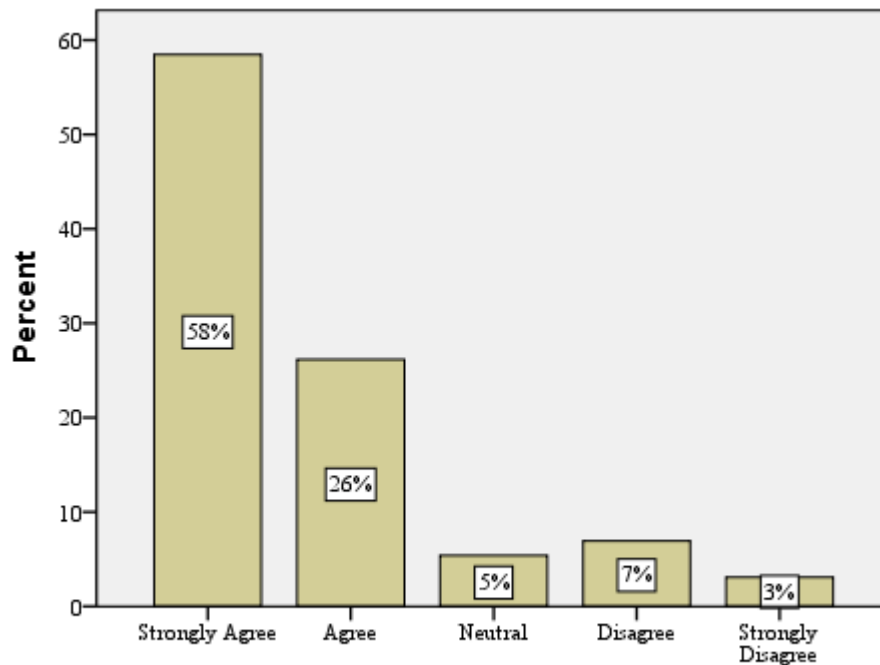
TABLE 5

TABLE SHOWING CLARITY IN ORGANIZATION'S GOALS AND OBJECTIVES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	76	58.5	58.5	58.5
	Agree	34	26.2	26.2	84.6
	Neutral	7	5.4	5.4	90.0
	Disagree	9	6.9	6.9	96.9
	Strongly Disagree	4	3.1	3.1	100.0
	Total	130	100.0	100.0	

CHART 5

CHART SHOWING CLARITY IN ORGANIZATION'S GOALS AND OBJECTIVES



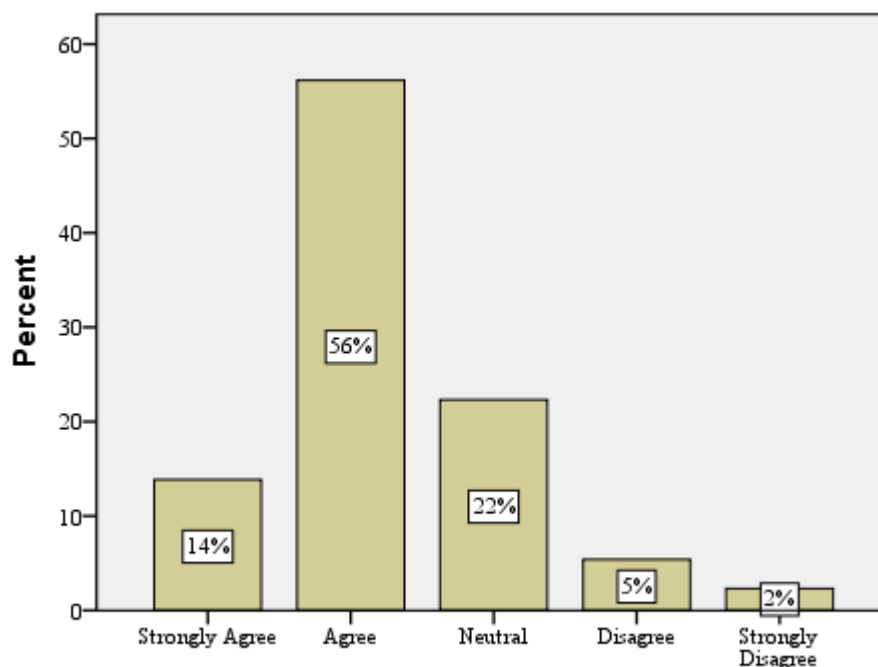
INTERPERETATION

58% of the respondents strongly agree that the organization's goals and objectives are clear, 26% of them agree with this, 5% of them are neutral towards this, 7% respondents of respondents disagree and rest 3% of them strongly disagree with this

TABLE 6
TABLE SHOWING ROLES AND RESPONSIBILITY WITHIN THE GROUP ARE UNDERSTOOD

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	18	13.8	13.8	13.8
	Agree	73	56.2	56.2	70.0
	Neutral	29	22.3	22.3	92.3
	Disagree	7	5.4	5.4	97.7
	Strongly Disagree	3	2.3	2.3	100.0
	Total	130	100.0	100.0	

CHART 6
CHART SHOWING ROLES AND RESPONSIBILITY WITHIN THE GROUP ARE UNDERSTOOD



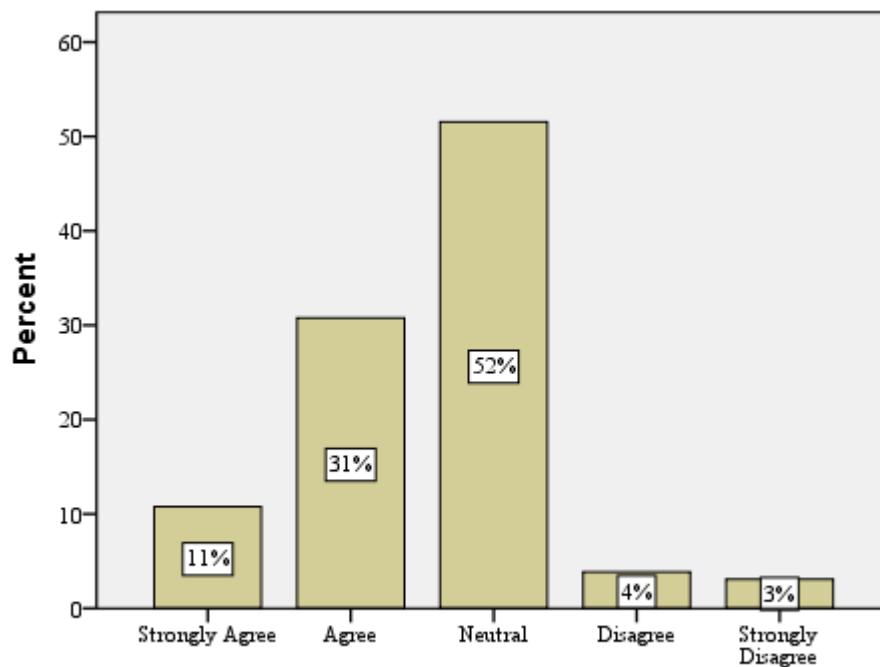
INTERPERETATION

14% of the respondents strongly agree roles and responsibility within the group are understood, 56% of them agree with this, 22% of them are neutral towards this, 5% respondents of respondents disagree and rest 2% of them strongly disagree with this

TABLE 7
TABLE SHOWING COMPANY PROVIDES ADEQUATE WELFARE FACILITIES
AND AMENITIES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	14	10.8	10.8	10.8
	Agree	40	30.8	30.8	41.5
	Neutral	67	51.5	51.5	93.1
	Disagree	5	3.8	3.8	96.9
	Strongly Disagree	4	3.1	3.1	100.0
	Total	130	100.0	100.0	

CHART 7
CHART SHOWING COMPANY PROVIDES ADEQUATE WELFARE FACILITIES
AND AMENITIES



INTERPERETATION

11% of the respondents strongly agree that the company provides adequate welfare facilities and amenities, 31% of them agree with this, 52% of them are neutral towards

this, 4% respondents of respondents disagree and rest 3% of them strongly disagree with this

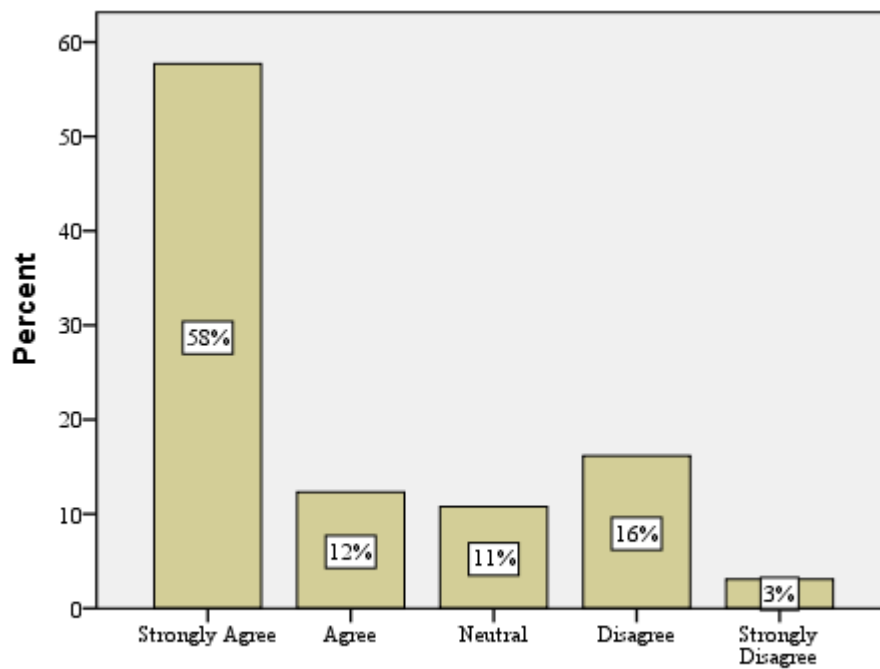
TABLE 8

TABLE SHOWING CLEAR REPORTING STRUCTURES ARE ESTABLISHED

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	75	57.7	57.7	57.7
	Agree	16	12.3	12.3	70.0
	Neutral	14	10.8	10.8	80.8
	Disagree	21	16.2	16.2	96.9
	Strongly Disagree	4	3.1	3.1	100.0
	Total	130	100.0	100.0	

CHART 8

CHART SHOWING CLEAR REPORTING STRUCTURES ARE ESTABLISHED



INTERPERETATION

58% of the respondents strongly agree that clear reporting structures are established, 12% of them agree with this, 11% of them are neutral towards this, 16% respondents of respondents disagree and rest 3% of them strongly disagree with this

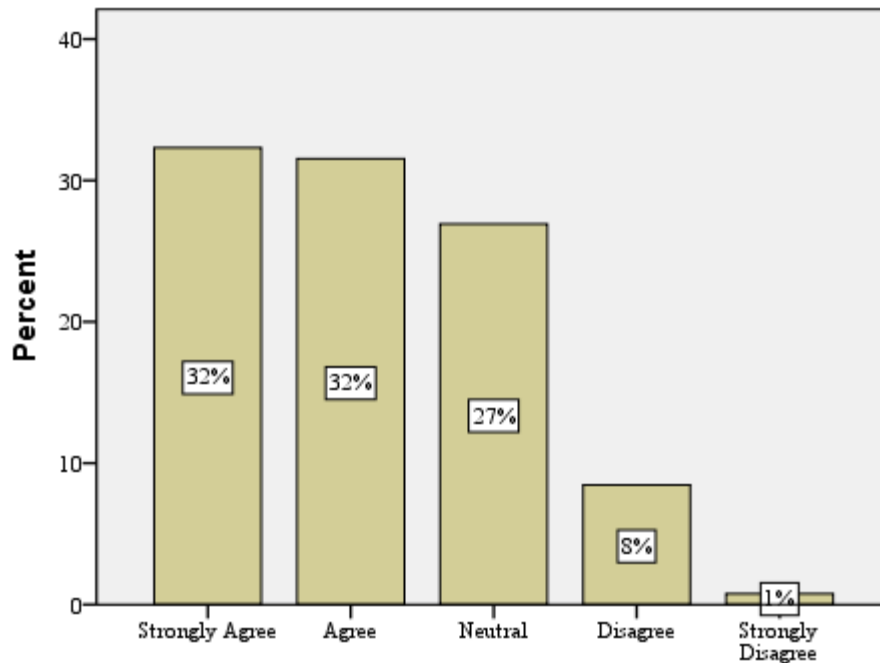
TABLE 9

TABLE SHOWING AWARENESS OF THE CROSS-FUNCTIONAL DEPARTMENT ACTIVITIES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	42	32.3	32.3	32.3
	Agree	41	31.5	31.5	63.8
	Neutral	35	26.9	26.9	90.8
	Disagree	11	8.5	8.5	99.2
	Strongly Disagree	1	.8	.8	100.0
	Total	130	100.0	100.0	

CHART 9

CHART SHOWING AWARENESS OF THE CROSS-FUNCTIONAL DEPARTMENT ACTIVITIES



INTERPERETATION

32% of the respondents strongly agree that they are aware of the cross-functional department activities, 32% of them agree with this, 27% of them are neutral towards this, 8% respondents of respondents disagree and rest 1% of them strongly disagree with this

WORK ENVIRONMENT

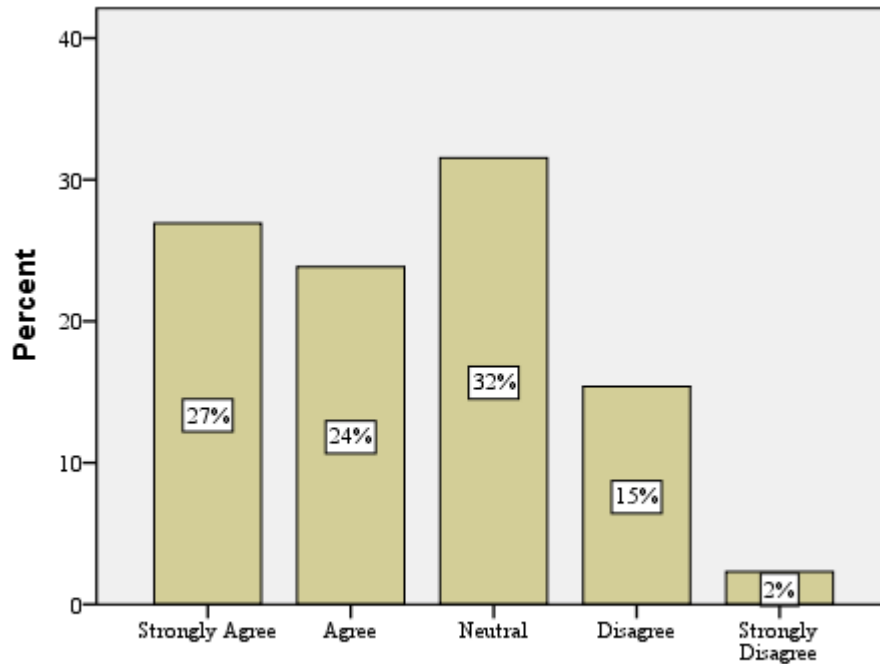
TABLE 10

TABLE SHOWING WORKERS HAVE A PLEASANT ENVIRONMENT TO WORK

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	35	26.9	26.9	26.9
	Agree	31	23.8	23.8	50.8
	Neutral	41	31.5	31.5	82.3
	Disagree	20	15.4	15.4	97.7
	Strongly Disagree	3	2.3	2.3	100.0
	Total	130	100.0	100.0	

CHART 10

CHART SHOWING WORKERS HAVE A PLEASANT ENVIRONMENT TO WORK



INTERPERETATION

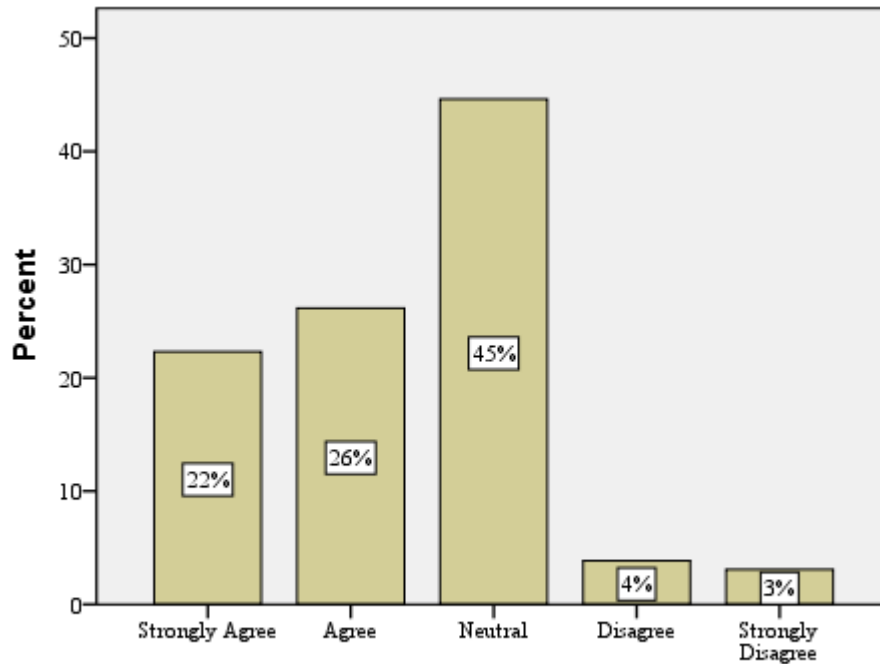
27% of the respondents strongly agree that the workers have a pleasant environment to work, 24% of them agree with this, 32% of them are neutral towards this, 15% respondents of respondents disagree and rest 2% of them strongly disagree with this

TABLE 11

TABLE SHOWING DISCIPLINE AMONG THE WORKERS IN THE ORGANIZATION IS APPRECIABLE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	29	22.3	22.3	22.3
	Agree	34	26.2	26.2	48.5
	Neutral	58	44.6	44.6	93.1
	Disagree	5	3.8	3.8	96.9
	Strongly Disagree	4	3.1	3.1	100.0
	Total	130	100.0	100.0	

CHART 11
CHART SHOWING DISCIPLINE AMONG THE WORKERS IN THE
ORGANIZATION IS APPRECIABLE



INTERPERETATION

22% of the respondents strongly agree that discipline among workers in the organization is appreciable 26% of them agree with this, 45% of them are neutral towards this, 4% respondents of respondents disagree and rest 3% of them strongly disagree with this

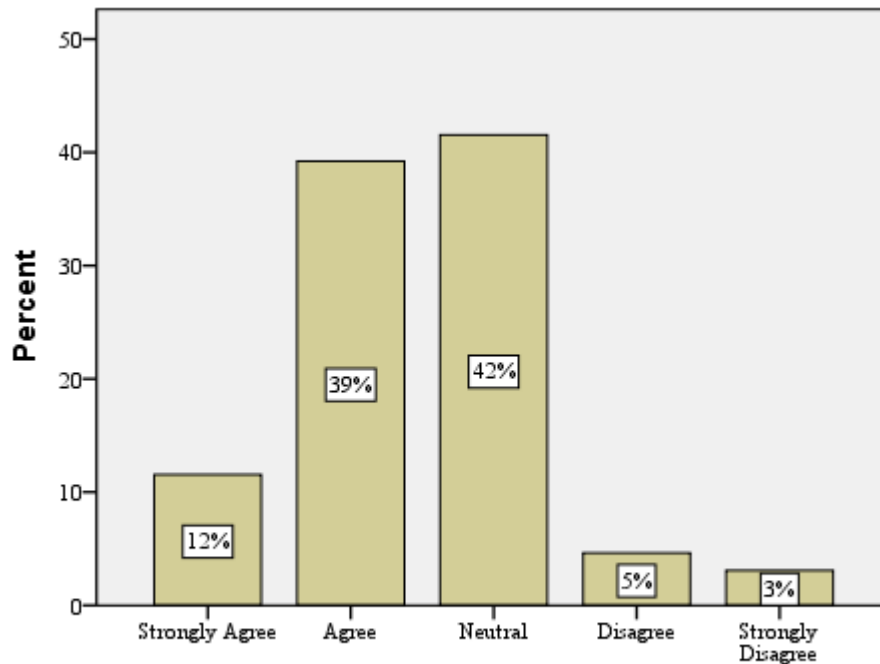
TABLE 12
TABLE SHOWING COMPANY PROVIDES ADEQUATE TRAINING FOR THE
EMPLOYEES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	15	11.5	11.5	11.5
	Agree	51	39.2	39.2	50.8
	Neutral	54	41.5	41.5	92.3
	Disagree	6	4.6	4.6	96.9

	Strongly Disagree	4	3.1	3.1	100.0
	Total	130	100.0	100.0	

CHART 12

CHART SHOWING COMPANY PROVIDES ADEQUATE TRAINING FOR THE EMPLOYEES



INTERPERETATION: 21% of the respondents strongly agree that company provides adequate training for the employees roles and responsibility within the group are understood, 39% of them agree with this, 42% of them are neutral towards this, 5% respondents of respondents disagree and rest 3% of them strongly disagree with this

TABLE 13

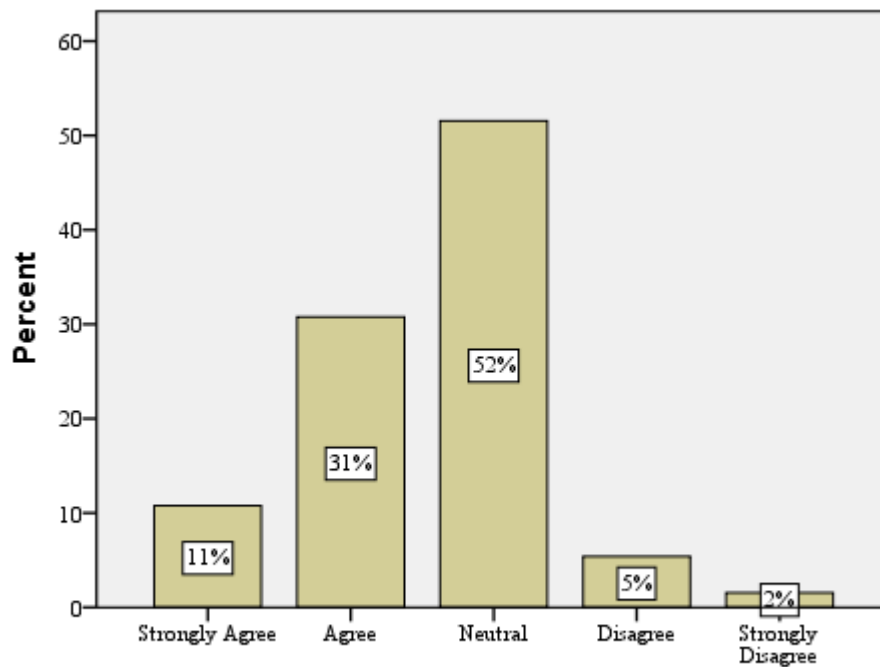
TABLE SHOWING HAVING TOOLS AND RESOURCES THAT NEEDED TO DO JOB

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	14	10.8	10.8	10.8
	Agree	40	30.8	30.8	41.5
	Neutral	67	51.5	51.5	93.1

	Disagree	7	5.4	5.4	98.5
	Strongly Disagree	2	1.5	1.5	100.0
	Total	130	100.0	100.0	

CHART 13

CHART SHOWING HAVING TOOLS AND RESOURCES THAT NEEDED TO DO JOB



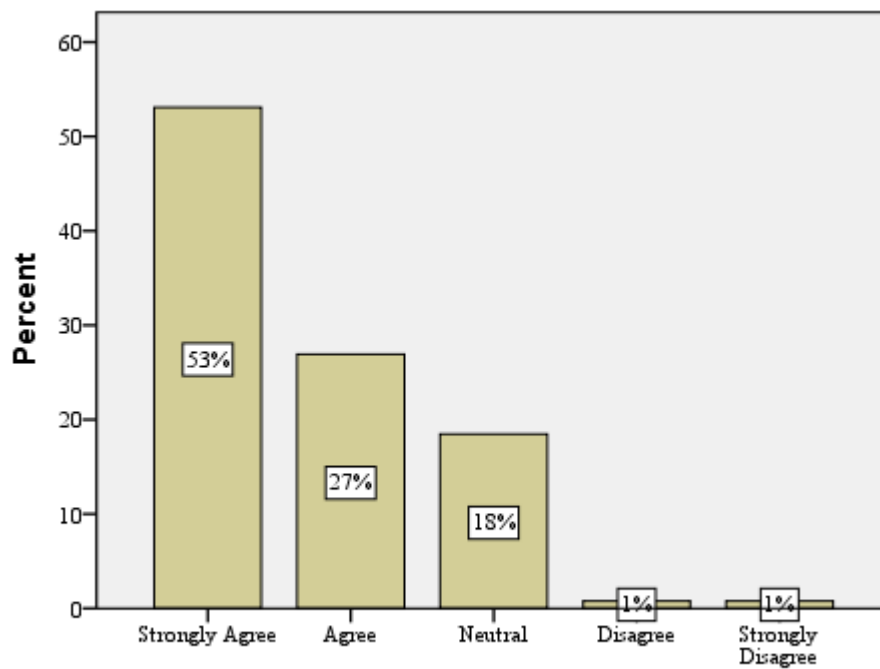
INTERPERETATION

11% of the respondents strongly agree that they have tools and resources they need to do their job roles and responsibility, 31% of them agree with this, 52% of them are neutral towards this, 5% respondents of respondents disagree and rest 2% of them strongly disagree with this

TABLE 14
TABLE SHOWING HEALTH AND SAFETY PROGRAMS PROVIDED IN
ORGANIZATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	69	53.1	53.1	53.1
	Agree	35	26.9	26.9	80.0
	Neutral	24	18.5	18.5	98.5
	Disagree	1	.8	.8	99.2
	Strongly Disagree	1	.8	.8	100.0
	Total	130	100.0	100.0	

CHART 14
CHART SHOWING HEALTH AND SAFETY PROGRAMS PROVIDED IN
ORGANIZATION



INTERPERETATION

53% of the respondents strongly agree that health and safety programs are provided in the organization, 27% of them agree with this, 18% of them are neutral towards this, 1% respondents of respondents disagree and rest 1% of them strongly disagree with this

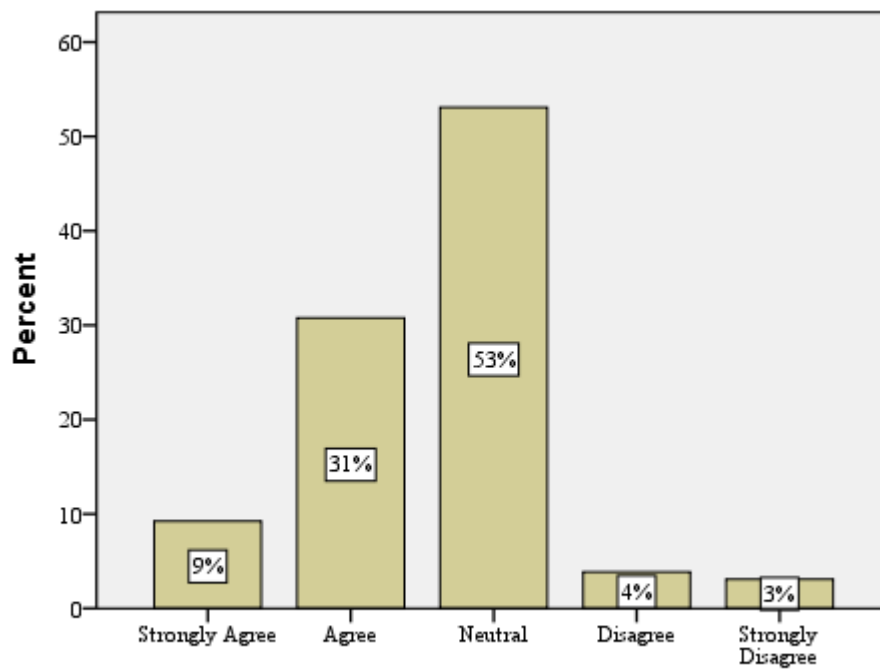
TABLE 15

TABLE SHOWING WORKING IN A CONDUCTIVE ENVIRONMENT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	12	9.2	9.2	9.2
	Agree	40	30.8	30.8	40.0
	Neutral	69	53.1	53.1	93.1
	Disagree	5	3.8	3.8	96.9
	Strongly Disagree	4	3.1	3.1	100.0
	Total	130	100.0	100.0	

CHART 15

CHART SHOWING WORKING IN A CONDUCTIVE ENVIRONMENT



INTERPERETATION

9% of the respondents strongly agree that, 31% of them agree with this, 53% of them are neutral towards this, 4% respondents of respondents disagree and rest 3% of them strongly disagree with this

DIRECTION OF SUPERVISOR

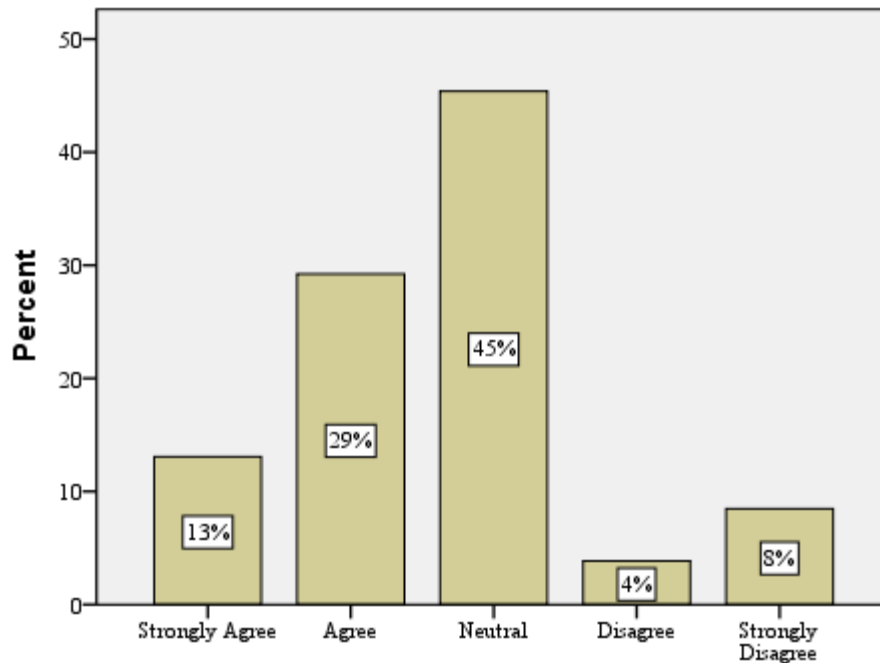
TABLE 16

TABLE SHOWING SENIOR MANAGEMENT TREATS THE EMPLOYEE FAIRLY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	17	13.1	13.1	13.1
	Agree	38	29.2	29.2	42.3
	Neutral	59	45.4	45.4	87.7
	Disagree	5	3.8	3.8	91.5
	Strongly Disagree	11	8.5	8.5	100.0
	Total	130	100.0	100.0	

CHART 16

CHART SHOWING SENIOR MANAGEMENT TREATS THE EMPLOYEE FAIRLY



INTERPERETATION

13% of the respondents strongly agree that the senior management treats the employee fairly, 29% of them agree with this, 45% of them are neutral towards this, 4% respondents of respondents disagree and rest 8% of them strongly disagree with this

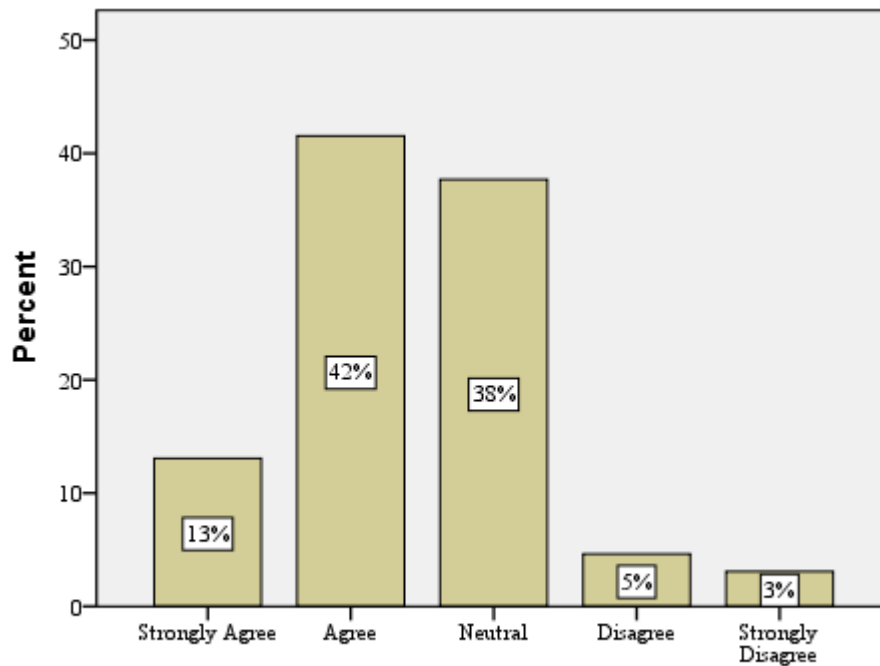
TABLE 17

TABLE SHOWING DIRECT SUPERVISOR MOTIVATES TO ACHIEVE GOAL

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	17	13.1	13.1	13.1
	Agree	54	41.5	41.5	54.6
	Neutral	49	37.7	37.7	92.3
	Disagree	6	4.6	4.6	96.9
	Strongly Disagree	4	3.1	3.1	100.0
	Total	130	100.0	100.0	

CHART 17

CHART SHOWING DIRECT SUPERVISOR MOTIVATES TO ACHIEVE GOAL



INTERPERETATION

13% of the respondents strongly agree that direct supervisor motivates to achieve their goals, 42% of them agree with this, 38% of them are neutral towards this, 5% respondents of respondents disagree and rest 3% of them strongly disagree with this

TABLE 18

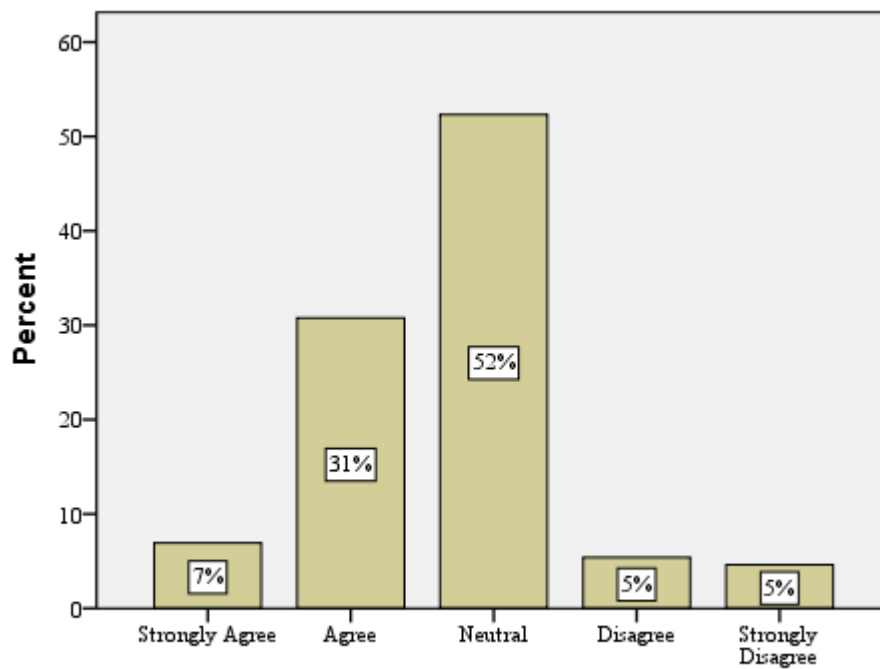
TABLE SHOWING SUPERVISOR LISTENS TO IDEAS AND CONCERNS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	6.9	6.9	6.9
	Agree	40	30.8	30.8	37.7
	Neutral	68	52.3	52.3	90.0
	Disagree	7	5.4	5.4	95.4

	Strongly Disagree	6	4.6	4.6	100.0
	Total	130	100.0	100.0	

CHART 18

CHART SHOWING SUPERVISOR LISTENS TO IDEAS AND CONCERNS



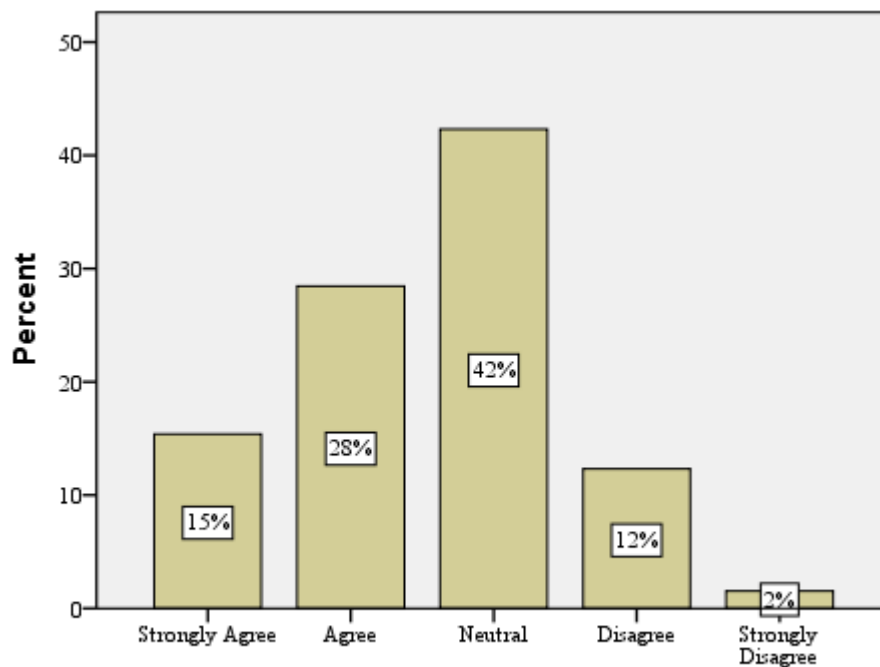
INTERPERETATION

7% of the respondents strongly agree that supervisor listens to their ideas and concerns, 31% of them agree with this, 52% of them are neutral towards this, 5% respondents of respondents disagree and rest 5% of them strongly disagree with this

TABLE 19
TABLE SHOWING SUPERVISOR GIVES HELPFUL GUIDANCE TO BE MORE
EFFECTIVE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	20	15.4	15.4	15.4
	Agree	37	28.5	28.5	43.8
	Neutral	55	42.3	42.3	86.2
	Disagree	16	12.3	12.3	98.5
	Strongly Disagree	2	1.5	1.5	100.0
	Total	130	100.0	100.0	

CHART 19
CHART SHOWING SUPERVISOR GIVES HELPFUL GUIDANCE TO BE MORE
EFFECTIVE



INTERPERETATION

15% of the respondents strongly agree that their supervisor gives them helpful guidance on how to be more effective, 28% of them agree with this, 42% of them are

neutral towards this, 12% respondents of respondents disagree and rest 2% of them strongly disagree with this

INDIVIDUAL JOB SATISFACTION

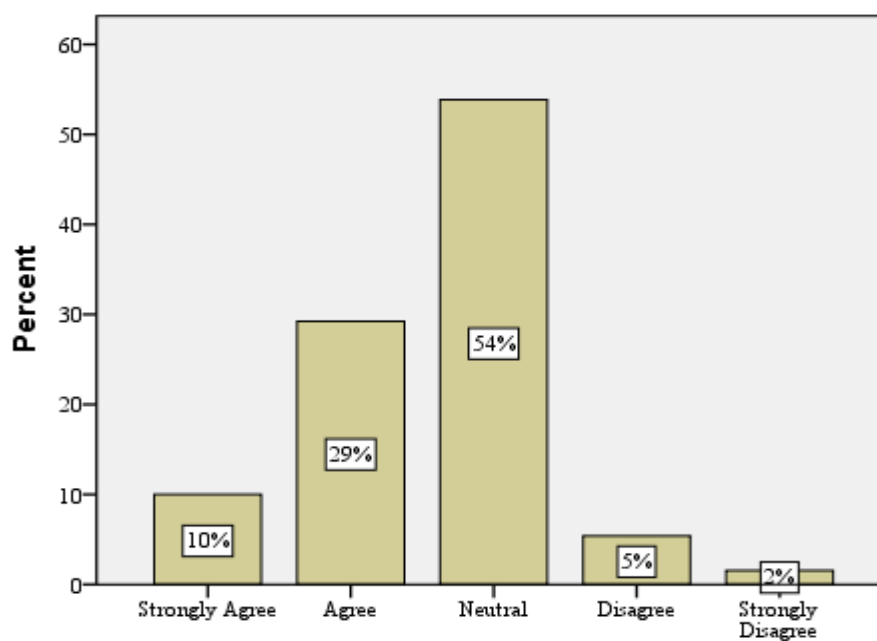
TABLE 20

TABLE SHOWING GAINING SATISFACTION FROM CURRENT JOB RESPONSIBILITIES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	10.0	10.0	10.0
	Agree	38	29.2	29.2	39.2
	Neutral	70	53.8	53.8	93.1
	Disagree	7	5.4	5.4	98.5
	Strongly Disagree	2	1.5	1.5	100.0
	Total	130	100.0	100.0	

CHART 20

CHART SHOWING GAINING SATISFACTION FROM CURRENT JOB RESPONSIBILITIES



INTERPERETATION:

10% of the respondents strongly agree they gain satisfaction from their current job responsibilities, 29% of them agree with this, 54% of them are neutral towards this, 5% respondents of respondents disagree and rest 2% of them strongly disagree with this

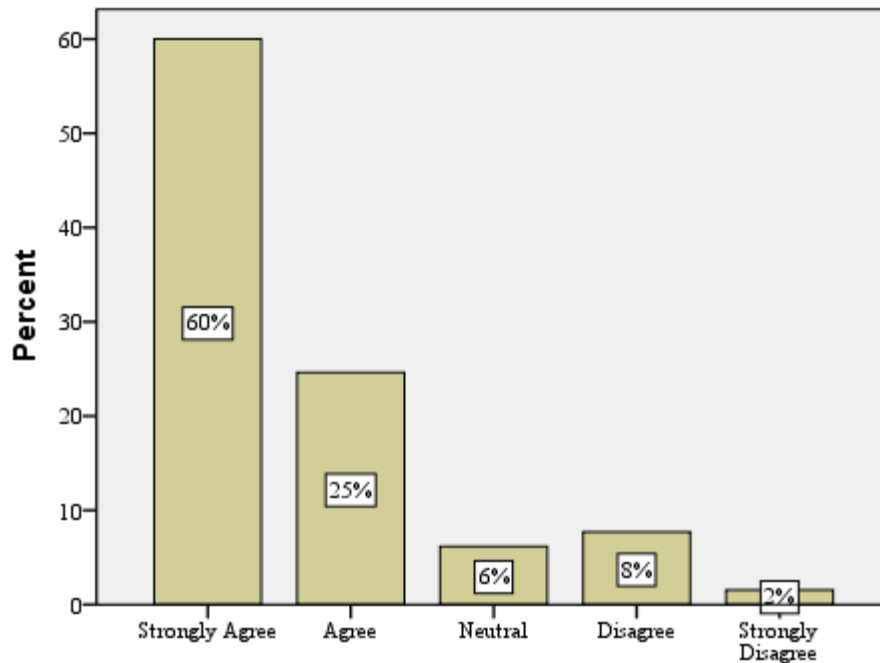
TABLE 21

**TABLE SHOWING SKILLS AND ABILITIES ARE FULLY UTILIZED IN THE
CURRENT JOB**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	78	60.0	60.0	60.0
	Agree	32	24.6	24.6	84.6
	Neutral	8	6.2	6.2	90.8
	Disagree	10	7.7	7.7	98.5
	Strongly Disagree	2	1.5	1.5	100.0
	Total	130	100.0	100.0	

CHART 21

**CHART SHOWING SKILLS AND ABILITIES ARE FULLY UTILIZED IN THE
CURRENT JOB**



INTERPERETATION:

60% of the respondents strongly agree that their skills and abilities are fully utilized in their current job, 25% of them agree with this, 6% of them are neutral towards this, 8% respondents of respondents disagree and rest 2% of them strongly disagree with this

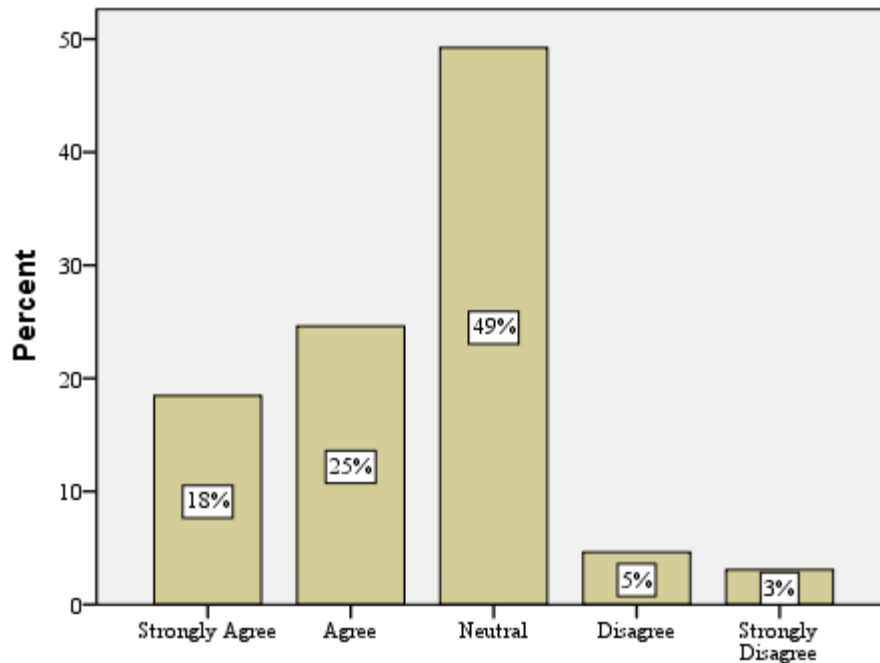
TABLE 22

TABLE SHOWING WORK ADDING VALUE TO THE ORGANIZATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	24	18.5	18.5	18.5
	Agree	32	24.6	24.6	43.1
	Neutral	64	49.2	49.2	92.3
	Disagree	6	4.6	4.6	96.9
	Strongly Disagree	4	3.1	3.1	100.0
	Total	130	100.0	100.0	

CHART 22

CHART SHOWING WORK ADDING VALUE TO THE ORGANIZATION



INTERPERETATION:

18% of the respondents strongly agree that work adds value to their organization, 25% of them agree with this, 49% of them are neutral towards this, 5% respondents of respondents disagree and rest 3% of them strongly disagree with this

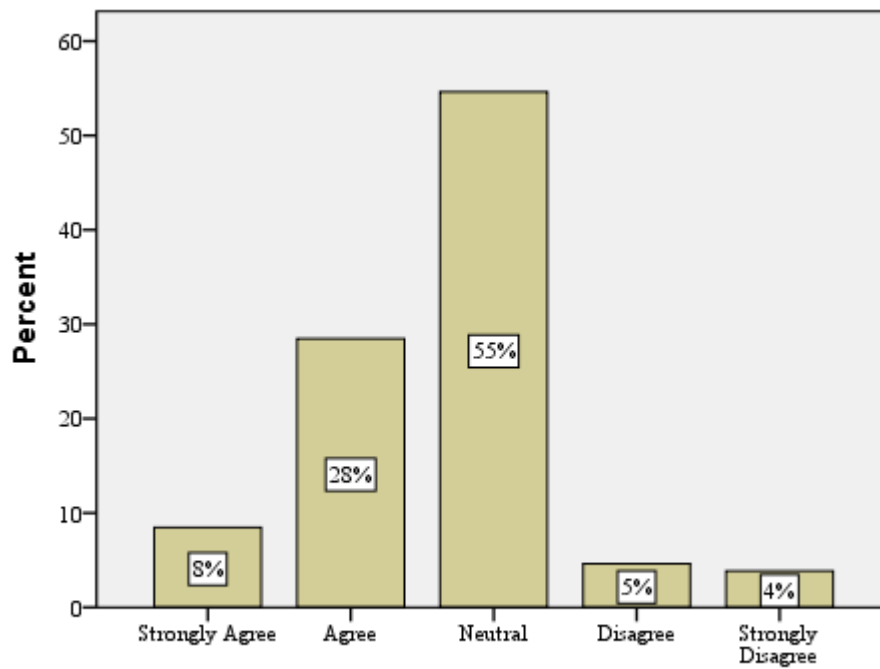
TABLE 23
TABLE SHOWING OPPORTUNITY TO FURTHER DEVELOP SKILLS AND ABILITIES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	11	8.5	8.5	8.5
	Agree	37	28.5	28.5	36.9
	Neutral	71	54.6	54.6	91.5

	Disagree	6	4.6	4.6	96.2
	Strongly Disagree	5	3.8	3.8	100.0
	Total	130	100.0	100.0	

CHART 23

CHART SHOWING OPPORTUNITY TO FURTHER DEVELOP SKILLS AND ABILITIES



INTERPERETATION:

8% of the respondents strongly agree that have the opportunity to further develop their skills and abilities, 28% of them agree with this, 55% of them are neutral towards this, 5% respondents of respondents disagree and rest 4% of them strongly disagree with this

4.2 CHISQUARE TEST

H₀ (Null hypothesis) = There is no significant relationship between age of the respondents and their opinion on their supervisor giving helpful guidance on how to be more effective

H₁ (Alternate hypothesis) = There is a significant relationship between age of the respondents and their opinion on their supervisor giving helpful guidance on how to be more effective

Age * Guidance Crosstabulation								
			Guidance					Total
			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Age	Less than 25 years	Count	0	0	2	0	1	3
		Expected Count	.5	.9	1.3	.4	.0	3.0
	25-35 years	Count	10	23	30	7	0	70
		Expected Count	10.8	19.9	29.6	8.6	1.1	70.0
	35-45 years	Count	10	14	19	9	1	53
		Expected Count	8.2	15.1	22.4	6.5	.8	53.0
	Above 55 years	Count	0	0	4	0	0	4
		Expected Count	.6	1.1	1.7	.5	.1	4.0
Total		Count	20	37	55	16	2	130
		Expected Count	20.0	37.0	55.0	16.0	2.0	130.0

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.189 ^a	12	.002
Likelihood Ratio	19.743	12	.072
Linear-by-Linear Association	.085	1	.771
N of Valid Cases	130		

a. 12 cells (60.0%) have expected count less than 5.
The minimum expected count is .05.

FORMULA:

$$\text{CHI SQUARE} = \sum [(O-E)^2 / E]$$

O – Observed frequency

E – Expected frequency

(O – E) = Difference between observed frequency and expected frequency.

(O – E) = Square of the difference

$$\begin{aligned} \text{Degree of freedom} &= (R-1) (C-1) \\ &= (4-1) (5-1) \\ &= 12 \end{aligned}$$

At 5% level of significance and df (12) the table value is 31.189

$$\text{Calculated value} = 0.002$$

Table value > calculated value

Inference: H_0 is accepted.

Interpretation:

Hence, there is no relationship between age of the respondents and their opinion on their supervisor giving helpful guidance on how to be more effective

4.3 ONE WAY ANOVA TEST

Hypothesis set between experience of the respondents and their awareness of the cross-functional department activities

Null Hypothesis:

H_0 = There is no statistically significant relationship between experience of the respondents and their awareness of the cross-functional department activities

Alternate Hypothesis:

H_1 = There is a statistically significant relationship between experience of the respondents and their awareness of the cross-functional department activities

Descriptives								
Aware								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1-3 years	35	2.1429	1.11521	.18851	1.7598	2.5259	1.00	5.00
4-6 years	28	1.9286	.94000	.17764	1.5641	2.2931	1.00	4.00
7-9 years	39	2.1026	1.04617	.16752	1.7634	2.4417	1.00	4.00
10 years and above	28	2.3929	.78595	.14853	2.0881	2.6976	1.00	4.00
Total	130	2.1385	.99420	.08720	1.9659	2.3110	1.00	5.00

ANOVA					
Aware					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.097	3	1.032	1.045	.375
Within Groups	124.411	126	.987		
Total	127.508	129			

Interpretation: This is the table that shows the output of the ANOVA analysis and we have no statistically significant difference between our group means. We can see that the significance level is 0.375 ($p = .375$), which is more than 0.05, therefore, there is no statistically significant relationship between experience of the respondents and their awareness of the cross-functional department activities

4.4: CORRELATION CO-EFFICIENT

A Pearson product-moment correlation was run to determine the relationship between experience of the respondents and their opinion on the knowledge and information sharing as a group norm across the organization

Null Hypothesis: H_0 = There is no statistically significant relationship between experience of the respondents and their opinion on the knowledge and information sharing as a group norm across the organization

Alternate Hypothesis: H_1 = There is a statistically significant relationship between experience of the respondents and their opinion on the knowledge and information sharing as a group norm across the organization

Correlations			
		Experience	knowledge
Experience	Pearson Correlation	1	.185*
	Sig. (2-tailed)		.035
	N	130	130
knowledge	Pearson Correlation	.185*	1
	Sig. (2-tailed)	.035	
	N	130	130
*. Correlation is significant at the 0.05 level (2-tailed).			

INTERPRETATION

The data showed no violation of normality, linearity or homoscedasticity. There was a positive correlation between experience of the respondents and their opinion on the knowledge and information sharing as a group norm across the organization, which was statistically significant ($r = 0.185$, $n = 130$, $p = .035$). The Pearson correlation coefficient, r , is 0.185 and that is statistically significant

4.5 ONE SAMPLE T TEST

Null Hypothesis: H_0 = There is no statistically significant relationship between gender of the respondents and their opinion on having good interpersonal relationship with other workers

Alternate Hypothesis: H_1 = There is a statistically significant relationship between gender of the respondents and their opinion on having good interpersonal relationship with other workers

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Interpersonal	Male	105	2.6286	.85774	.08371
	Female	25	2.6800	.74833	.14967

In the Group Statistics box, the mean for condition 1 (Male) is 2.63). The mean for condition 2 (Female) is 2.68. The standard deviation for condition 1 is 0.86 and for condition 2, 0.75. The number of participants in each condition (N) is 5.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Interpersonal	Equal variances assumed	1.138	.288	-.276	128	.783	-.05143	.18656	-.42056	.31771
	Equal variances not assumed			-.300	40.450	.766	-.05143	.17148	-.39789	.29503

INTERPRETATION: From the above table it is clear that the significance (0.288) is greater than 0.05. A value greater than .05 means that the variability in the two conditions is about the same. That the scores in one condition do not vary too much

more than the scores in the second condition. Put scientifically, it means that the variability in the two conditions is not significantly different. This is a good thing.

4.6 LINEAR REGRESSION ANALYSIS

Null Hypothesis: H_0 = There is no statistically significant relationship between experience of the respondents and their opinion on gaining satisfaction from their current job responsibilities

Alternate Hypothesis: H_1 = There is a statistically significant relationship between experience of the respondents and their opinion on gaining satisfaction from their current job responsibilities

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Experience ^b	.	Enter
a. Dependent Variable: Currentjob			
b. All requested variables entered.			

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.135 ^a	.018	.010	.79982
a. Predictors: (Constant), Experience				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.510	1	1.510	2.361	.127 ^b
	Residual	81.882	128	.640		
	Total	83.392	129			
a. Dependent Variable: Currentjob						
b. Predictors: (Constant), Experience						

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.352	.171		13.715	.000
	Experience	.098	.064	.135	1.536	.127
a. Dependent Variable: Currentjob						

INTERPRETATION

The results of linear regression analysis show the significance value of 0.0003 which is less than 0.005. To present the regression equation as:

Experience of the respondents don't have influence on their opinion on gaining satisfaction from their current job responsibilities = 2.352 ± 0.098

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS OF THE STUDY

- ✎ 2% of the respondents are less than 25 years old, 54% of them are 25-35 years old, 41% of them are 35-45 years, and 3% of them are above 55 years old
- ✎ 81% of the respondents are male and rest 19% of them is female respondents
- ✎ 2% of the respondents are diploma holders, 22% of them bachelors' degree, 71% of them master's degree and rest 5% of them are other respondents
- ✎ 27% of the respondents are 1-3 years experienced, 22% of them are having 4-6 years of experience, 30% of the respondents have 7-9 years, and 22% of them are having more than 10 years of experience

ORGANIZATION CLIMATE

- ✎ 58% of the respondents strongly agree that the organization's goals and objectives are clear, 26% of them agree with this, 5% of them are neutral towards this, 7% respondents of respondents disagree and rest 3% of them strongly disagree with this
- ✎ 14% of the respondents strongly agree roles and responsibility within the group are understood, 56% of them agree with this, 22% of them are neutral towards this, 5% respondents of respondents disagree and rest 2% of them strongly disagree with this
- ✎ 11% of the respondents strongly agree that the company provides adequate welfare facilities and amenities, 31% of them agree with this, 52% of them are neutral towards this, 4% respondents of respondents disagree and rest 3% of them strongly disagree with this
- ✎ 58% of the respondents strongly agree that clear reporting structures are established, 12% of them agree with this, 11% of them are neutral towards this, 16% respondents of respondents disagree and rest 3% of them strongly disagree with this
- ✎ 32% of the respondents strongly agree that they are aware of the cross-functional department activities, 32% of them agree with this, 27% of them are neutral

towards this, 8% respondents of respondents disagree and rest 1% of them strongly disagree with this

WORK ENVIRONMENT

- ✎ 27% of the respondents strongly agree that the workers have a pleasant environment to work, 24% of them agree with this, 32% of them are neutral towards this, 15% respondents of respondents disagree and rest 2% of them strongly disagree with this
- ✎ 22% of the respondents strongly agree that discipline among workers in the organization is appreciable 26% of them agree with this, 45% of them are neutral towards this, 4% respondents of respondents disagree and rest 3% of them strongly disagree with this
- ✎ 21% of the respondents strongly agree that company provides adequate training for the employees roles and responsibility within the group are understood, 39% of them agree with this, 42% of them are neutral towards this, 5% respondents of respondents disagree and rest 3% of them strongly disagree with this
- ✎ 11% of the respondents strongly agree that they have tools and resources they need to do their job roles and responsibility, 31% of them agree with this, 52% of them are neutral towards this, 5% respondents of respondents disagree and rest 2% of them strongly disagree with this
- ✎ 53% of the respondents strongly agree that health and safety programs are provided in the organization, 27% of them agree with this, 18% of them are neutral towards this, 1% respondents of respondents disagree and rest 1% of them strongly disagree with this
- ✎ 9% of the respondents strongly agree that, 31% of them agree with this, 53% of them are neutral towards this, 4% respondents of respondents disagree and rest 3% of them strongly disagree with this

DIRECTION OF SUPERVISOR

- ✎ 13% of the respondents strongly agree that the senior management treats the employee fairly, 29% of them agree with this, 45% of them are neutral towards this, 4% respondents of respondents disagree and rest 8% of them strongly disagree with this
- ✎ 13% of the respondents strongly agree that direct supervisor motivates to achieve their goals, 42% of them agree with this, 38% of them are neutral towards this, 5% respondents of respondents disagree and rest 3% of them strongly disagree with this
- ✎ 7% of the respondents strongly agree that supervisor listens to their ideas and concerns, 31% of them agree with this, 52% of them are neutral towards this, 5% respondents of respondents disagree and rest 5% of them strongly disagree with this
- ✎ 15% of the respondents strongly agree that their supervisor gives them helpful guidance on how to be more effective, 28% of them agree with this, 42% of them are neutral towards this, 12% respondents of respondents disagree and rest 2% of them strongly disagree with this

INDIVIDUAL JOB SATISFACTION

- ✎ 10% of the respondents strongly agree they gain satisfaction from their current job responsibilities, 29% of them agree with this, 54% of them are neutral towards this, 5% respondents of respondents disagree and rest 2% of them strongly disagree with this
- ✎ 60% of the respondents strongly agree that their skills and abilities are fully utilized in their current job, 25% of them agree with this, 6% of them are neutral towards this, 8% respondents of respondents disagree and rest 2% of them strongly disagree with this
- ✎ 18% of the respondents strongly agree that work adds value to their organization, 25% of them agree with this, 49% of them are neutral towards this, 5% respondents of respondents disagree and rest 3% of them strongly disagree with this

- ✎ 8% of the respondents strongly agree that have the opportunity to further develop their skills and abilities, 28% of them agree with this, 55% of them are neutral towards this, 5% respondents of respondents disagree and rest 4% of them strongly disagree with this

5.2 SUGGESTIONS

Human have fundamental needs for safety and security, affiliation and acceptance, involvement as well as self-actualization. The extent to which these and other human needs are fulfilled lead to higher levels of commitment, initiative and performance. Organizations, which include an emphasis on fulfilling the needs of their employees to some extent, will enjoy a more productive and stable workforce.

This organizational climate or work environment is the key to corporate success since it determines the attitudes and behavior of workers. Therefore, organizations need to count on periodic measurement mechanisms of their organizational climate.

No other techniques work as powerful as appraisal programmes in bringing out one's characteristics towards their job performance, behaviour, etc. Proper care is required to bring out the employee's outstanding performance through appraisal programme.

5.3 CONCLUSION

Organizations are constantly exposed to new pressures, competition and challenges. As such, they are ever evolving in an effort to meet the needs of their markets and their customers. This evolution, however gradual, impacts on the internal climate of the company. An irrefutable trend in today's business, continuous improvement and increasingly levels of efficiency are a way of life, and these factors are given appropriate emphasis in the assessment because they represent an ever present dynamic with which every employee must deal.

Organizations are successful because of the quality of work employee's perform. When employees are cared for, and the right environment is created where there are no barriers to performance, their true value to the organization can be fully realized.

Thus the organization should create a way to sort the features of climates into useful groupings—useful in characterizing each organization and in comparing different organizations. Most importantly, the groupings need to be useful to those leading and managing organizations by providing a guide to arouse people's motivation and energizing their performance. Thus organizational climate is more than simply a summary of employee likes and dislikes.

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COPY OF QUESTIONNAIRE

1. Name of the respondent (OPTIONAL):

2. Designation:

3. Age

a) Less than 25 years b) 25-35 years c) 35-45 years d) 45-55 years e) Above 55 years

4) Gender

a) Male b) Female

5) Educational Qualification

a) Diploma b) Bachelor's Degree c) Master's Degree d) Others

6) Work Experience

a) 1-3 years b) 4-6 years c) 7-9 years d) 10 years and above

Please indicate the extent to which you feel that the indicated statements apply to you by ticking in the appropriate box.

ORGANIZATION CLIMATE

STATEMENT S	Strongl y Agree	Agre e	Neutra l	Disagre e	Strongl y Disagre e
The organization's goals and objectives are clear to me.					

Roles and responsibility within the group are understood.					
The company provides adequate welfare facilities and amenities.					
Clear reporting structures are established.					
I am aware of the cross-functional department activities.					

WORK ENVIRONMENT

STATEMENT S	Strongl y Agree	Agre e	Neutra l	Disagre e	Strongl y Disagre e
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Workers have a pleasant environment to work.					
The discipline among the workers in the organization is appreciable.					
The company provides adequate training for the employees.					
I have tools and resources I need to do my job.					
Health and safety programs provided in your organization.					
I work in a conducive environment					

DIRECTION OF SUPERVISOR

STATEMENT S	Strongl y Agree	Agre e	Neutra l	Disagre e	Strongl y Disagre e
Senior management treats the employee fairly.					
My direct supervisor motivates to achieve my goal.					
My supervisor listens to my ideas and concerns.					
My supervisor gives me helpful guidance on how to be more effective.					

INDIVIDUAL JOB SATISFACTION

STATEMENT S	Strongl y Agree	Agre e	Neutra l	Disagre e	Strongl y

					Disagree
I gain satisfaction from my current job responsibilities					
My skills and abilities are fully utilized in my current job.					
My work adds value to the organization.					
I have the opportunity to further develop my skills and abilities.					

26. What are the areas to be concentrated to enhance employee satisfaction towards work? Kindly specify.

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