

**“A STUDY ON JOB SATISFACTION AMONG THE EMPLOYEE IN THE
SUNDARAM INDUSTRIES PRIVATE LIMITED”**

Submitted in partial fulfillment of the requirements for the reward of

Bachelor Of Business Administration

BY

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DEPARTMENT 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 **PAVITHRA.D (39280077)** "A STUDY ON JOB SATISFACTION AMONG THE EMPLOYEE IN THE SUNDARAM INDUSTRIES PRIVATE LIMITED" who carried out the project entitled under my supervision from December 2021 to February 2022.

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DECLARATION

PAVITHRA.D (39280077) hereby declares that the Project Report entitled “**A STUDY ON JOB SATISFACTION AMONG THE EMPLOYEE IN SUNDARAM INDUSTRIES PRIVATE LIMITED** “ done by me under the guidance of **P Hameem khan MBA MSCS(Ph.D.)**, school of business administration is submitted in partial fulfillment of the requirements for the award of Bachelor of Business Administration.

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PLACE: CHENNAI

D.PAVITHRA

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ABSTRACT

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

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CHAPTER 1

INTRODUCTION

1:1 INTRODUCTION

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

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

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

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

Job satisfaction is one of the complex areas, consisting of various kinds of feelings and conditions. As the environment becomes competitive and complex day by day, the importance of job satisfaction and its relationship with employees' performance also increases. The aim of the present research is therefore to study the satisfaction and performance level of three major professions, i.e., doctors, bankers, and university teachers of Peshawar. Health, which is one of the essential industries of both public

and private sectors, greatly contributes to the overall growth of the nation. As far as the job satisfaction of doctors is concerned, Pakistan is facing various issues. Due to limited research in such an industry, the present study is intended to explore the satisfaction and performance level of medical doctors working in the private sector. The study conducted on doctors in Pakistan found that most of the doctors working in teaching hospitals were dissatisfied due to factors, such as poor working conditions, unsatisfactory salary packages, workload, etc.

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

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

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

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

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

1:2 Significance of the Study

The meaning of employment for people in Pakistan has changed over the past decades. Today employees not only need extrinsic satisfaction but also demand psychological or intrinsic satisfaction from their jobs. This study will greatly help the readers to know the satisfaction and performance level of employees of private organizations, in Peshawar, by using the Minnesota Satisfaction Questionnaire (MSQ-short form) and Performance Evaluation Form (PEF). More, importantly, the present research was the first attempt to study highly educated employees from three different

organizational setups of the private sector, viz., hospitals, banks, and universities of Peshawar, Pakistan. The reason behind the selection of such types of professions was that, in cities like Peshawar, which is one of the underdeveloped and conservative cities, the abovementioned professions are considered the most prestigious and respected professions. The people belonging to these fields are highly educated, have good conduct, and have well-groomed personalities; therefore, the researcher has preferred to compare their job satisfaction about performance. Furthermore, their educational background is somewhat the same, therefore it is preferable to select these professions rather than other office workers who have different educational setups. The findings of the present study are expected to show a positive correlation between job satisfaction with employees' performance.

1:3 DEFINITION

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

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

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

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

1) An affective reaction to one's job

2) An attitude towards one's job

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

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

1:4 NEED OF THE STUDY:

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

1:5 SCOPE OF STUDY:

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

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

1:6 OBJECTIVES OF THE STUDY:

Primary Objective:

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

Secondary Objective:

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

1:7 LIMITATIONS OF THE STUDY

- ✓ The respondents were unable to respond due to personal bias.
- ✓ Some information cannot be accessed due to its confidential nature.
- ✓ The respondents are less interested in answering the questionnaire, as it is an interruption to their regular work.
- ✓ Time was the main constraint.

1:8 SWOT ANALYSIS

strengths

- Differentiation
- Focus on the local market
- Positioning
- Emotional value
- Innovation

Weakness

- Low profitability
- The internship
- Limited program
- Poor advertisement

Opportunities

- Market potential
- Improved roads
- Change of trends

Threats

- Technology
- Competition

CHAPTER-2

INDUSTRY PROFILE

2:1 INDUSTRY PROFILE

Around the turn of the 20 century, bicycle racing was big in the USA Bicycles would race around big curve tracks called velodromes aided by pacing machines powered by machines by internal combustion engines. These pacers were made in Europe and often broke down. A young designer named Oscar Hendee has his American pacer. He met up with a racer named George Hendee, who had his bicycle manufacturing plant in Springfield, MA. The two combined forces and created a bicycle-powered by an engine developed by Hedstrom. Thus was born the Hendee manufacturing company and the Indian motorcycle. They chose the name Indian since it would signify an American product. Geoge Hendee became known as the big chief B.C.) and Oscar Hedstrom became known as the medicine man. The factory was called the wigwam and the dealer network was called the Tribe.

The company finally changed its name from Hendee Manufacturing company to the Indian motorcycle company in 1923. The first V-twins from India were produced in 1907. Hedstrom left the company after a dispute in 1913, never to work in the motorcycle industry again. The company grew at a rapid rate but had many competitors, most notably Harley -Davidson. Indian competed with Harley -Davidson in the showrooms, on the track, and on the streets to determine which brand was better. The second part of this article gives details about this war for bragging rights. The was continues to this day even though India was to go out of business for all intents and purposes in 1954.

Indian began making motorcycles in 1901 as the Hendee manufacturing company. The first production model was in 1902 and 142 units were produced.

In 1903, 376 motorcycles were sold. It continued production through 1953when it no longer made the classic Indian. In 1999 Indian motorcycles were again produced, this time by the Indian motorcycle corporation. This was not the same company but it did have rights to the Indian name and trademarks.

We present here a look at Indian models from the prototype model in 1901 to the present as provided by auto. Com members. A gallery called "58years of Indian" is provided that gives a picture and description for each model year from 1901 to 2003. This article discusses the founding and early growth of the Indian motorcycle company. Note the spelling here of "motorcycle" instead of "motorcycle" was an

archaic word used in the 19th century to denote horseless carriage. India wanted to distinguish itself from the competition by using the older word.

2.2 HISTORICAL INDUSTRY DEVELOPMENT

TVS is the 2nd largest manufacturer and producer of two-wheelers in the world. It stands next only to Japan and China in terms of the number of two-wheelers produced and domestic sales respectively. This distinction was achieved due to a variety of reasons like restrictive policy followed by the government of India towards the passenger car industry, rising demand for personal transport, inefficiency in the transportation system, etc.

The Indian two-wheelers industry made a small beginning in the early 50s when Automobile Products of India (API) starts manufacturing scooters in the country. Until 1958, API and Enfield were the sole producers.

In 1948, Bajaj Auto began trading in imported Vespa scooters and three-wheelers. Finally, in 1960, it set up a shop to manufacture them in technical collaboration with Piaggio of Italy. The agreement expired in 1971.

In the initial stage, API dominated the scooters segment; Bajaj auto later overtook it. Although various government and private enterprises entered the fray for scooters from Bajaj auto being high as 12 years.

The motorcycle segment was no different, with only three manufacturers viz Enfield, Ideal Jawa, and Escorts. While Enfield bullet was four stroke bike, Jawa and the Rajdoot were two-stroke bikes. The motorcycle segment was initially dominated by Enfield 350cc bikes and Escorts 175cc bikes.

The two-wheelers market opened to foreign competition in the mid-80s, and then the market leaders-Escorts and Enfield- were caught unaware by the onslaught of the 100cc bikes of the Indo-Japanese joint ventures, with the availability of fuel-efficient low power bikes, demand swelled, resulting in Hero Honda- then the only producer of four-stroke bikes(100cc category), gaining a top slot.

The first Japanese motorcycles were introduced in the early eighties. TVS Suzuki and Hero Honda brought in the first two-stroke and four-stroke engine motorcycles respectively. These two players initially started with the assembly of CKD kits, and later on, progressed to indigenous manufacturing. In the 90s the major growth of the

motorcycle segment was brought in by bicycles, which grew at a rate of nearly 25% CAGR in the last five years.

The industry had a smooth ride in the 50s and 70s when the government prohibited new entities and strictly controlled capacity expansion. The industry was a sudden growth in the 80s. The industry witnessed a steady growth of 14% leading to a peak volume of 1.9mn vehicles in 1999.

The entry of kinetic Honda in the mid-eighties with a Vario-metric scooter helped in providing ease of use to the scooter owners. This helped in including youngsters and working women, towards buying scooters, who were earlier, inclined towards moped purchase. In the 90s, this trend was reversed with the introduction of scooters. In line with this scooter, the segment has consistently lost its part of the market share in the two-wheeler market.

In 1990, the entire automobile industry saw a drastic fall in demand. This resulted in a decline of 15% in 1991 and 8% in 1992, resulting in a production loss of 0.4mn vehicles. Barring Hero Honda, all the major producers suffered from a recession in FY93 and FY94. Hero Honda showed a marginal decline in 1992.

The reason for a recession in the sector was the incessant rise in fuel price, high input costs, and reduced purchasing power due to significant rise in general price level and credit crunch in consumer financing, factors like increased production in 1992, due to new entrants coupled with the recession in the industry resulted in companies either reporting losses or fall in profits.

India is one of the very few countries manufacturing three-wheelers in the world. It is the world's largest manufacturer and seller of three-wheelers, Bajaj auto commands a monopoly in the domestic market with a market share of above 80% the rest is shared by Bajaj Tempo, Greaves Ltd, and scooters India.

The total numbers of registered two-wheelers on road in India, as of March 31, 1998, were 27.9mn and 1.7mn respectively. The two-wheeler population has almost doubled in 1996 from a base of 12.6mn in 1990.

2.3 AUTOMOBILE INDUSTRY

- ❖ The Automobile industry is the wide range of companies and organizations involved in the design, development, manufacturing, marketing, and selling of motor vehicles. It is one of the world's most important economic sectors by revenue.
- ❖ The term automotive was created from Greek autos (self), and Latin motives(of motion) to represent any form of self-powered vehicle.
- ❖ The automotive sector is one of the key segments of the economy having s8ujjextensive forward and backward linkages with other key segments of the economy.
- ❖ It contributes about 4% to India's Gross Domestic Product(GDP) and 5% to India's industrial production.
- ❖ This sector generated above 4.5lakh of direct employment about one core of indirect.

2.4 OVERVIEW OF AN AUTOMOBILE INDUSTRY

- ❖ The Indian automobile industry manufactures over 11 million vehicles and export about 1.5 million each year.
- ❖ The dominant products of the industry are two-wheelers with a market share of over 75% and passenger cars with a market share of about 16%.
- ❖ Commercial vehicles and three-wheelers share about 9% of the market between them about 91% of vehicles are sold by households and only about 9% for commercial purposes.
- ❖ The industry has a turnover of more than \$ 35 billion and provides direct and indirect employment to over 13 million people.

2.5 GROWTH OF AN AUTOMOBILE INDUSTRY

- ❖ The automobile industry in India has long been recognized as a core manufacturing sector with the potential to drive national economic growth and foster the development of technology.
- ❖ In recent years, for instance, the contribution of the automotive industry to GDP has risen noticeable-from 2.7%in 1992-1993 to 4% in 2002-2004.
- ❖ The sale of commercial vehicles grew 5.3% to 52,481 units in January 2015.

2.6 THE INDUSTRY LEADER

TVS TREAD will have profitable operations overseas especially in Asian markets, capitalizing on the expertise developed in the areas of manufacturing, technology, and marketing. The thrust will be to achieve a significant share of international business in the total turnover.

2.7 TVS GROUP COMPANIES

Axles India Ltd.	Automotive axles
Breakers Indian Ltd.	Hydraulic brakes & clutch actuation systems
India Nippon Electricals Ltd.	Magnetos, two/three-wheeler ignition systems
Lakshmi auto components Ltd.	
Lucas-TVS Ltd.	Auto electricals/Diesel fuel injection equipment
TVS Srichakra Ltd.	Automotive tires
Sundaram Brake linings Ltd.	Brake Linings & clutch facing
Sundaram Clayton Ltd.	Air brakes
Sundaram Fasteners Ltd.	High tensile fasteners, cold extruded products, sintered components, intelligent system, radiator caps
Sundaram textiles Ltd.	Yarn
Turbo Energy Ltd.	Turbocharges
TVS Interconnected systems limited.	Electronic connectors
TVS Electronics Ltd.	Computers peripherals
TVS Sewing Needles Ltd.	Sewing needles
TVS Motor Company Ltd.	Two-wheelers
TVS Cherry Ltd.	Precision miniature, sub-miniature, selector switches, hall effect sensors, key switches, and advanced and performance/special purpose keyboards
TVS -R&M Ltd.	Main distribution frames and accessories, cross-connection cabinets, distribution point boxes, drop wire modules, and fiber distribution frames.
Wheels India Ltd.	Automotive wheels
India motor parts & accessories Ltd.	Distributors of automotive components
Lucas India Service Ltd.	Distribution of auto electricals and auto components, fuel injection equipment, LISPART& Batteries
TV Sundaram Iyengar& Sons ltd.	Distribution of passenger cars, commercial vehicles, automotive spares parts
Southern Road Ltd.	Freight services
Sundaram Industries Ltd.	Tyre Re-treading, coachbuilding, rubber components

CHAPTER-3

COMPANY PROFILE

3.1 FOUNDER



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

3.2 TVS GROUPS

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

3.3 SUNDARAM INDUSTRIES

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

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

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

3.4 MEANING OF TVS

TVS stands for

- T-TRUST
- V-VALUE
- S-SERVICE

3.5 MISSION

We are committed to being a highly profitable, socially responsible, and leading manufacturer of high value for money, environmentally friendly, lifetime personal transportation products under the TVS brand, for customers predominantly in Asian markets and to provide fulfillment and prosperity for employees, dealers, and suppliers.

VISION

- Driven by the customer

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

- 500 crores turnover
- TSD 500,000 tires P/M
- SUN TWS-1000 MT P/M
- SIL RRD -600 MT P/M
- PCTR -500 MT P/M

- We, the SIL family will
- “COME TOGETHER,
- TO WORK TOGETHER,
- TO GROW TOGETHER,
- TO EARN TOGETHER,
- TO SHARE,
- TO WIN TOGETHER!!”

SUNDRAM MOTORS IYENGAR

1877-1955

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

3:6 TVS ADVANTAGE :

The TVS Group, founded in 1911, has a strong passion for systems, technology, and continuous improvements, and holds itself accountable to its customers, partners, suppliers, and employees by honoring commitments, providing results, and striving for the highest quality. The TVS Group is India's leading supplier of automotive components and one of the country's most respected business groups -- a name to reckon with when it comes to value-based businesses. Today this 100-year renowned business conglomerate remains faithful to its core ideals of TRUST, VALUE, SERVICE, and ETHICS. Sundaram Industries Limited (SIL), one of the group companies of T V Sundaram Iyengar and Sons Limited (TVSI), was incorporated in the year 1943 and is proud to be one of the initial ventures initiated by the illustrious Founder – Sri T V Sundaram Iyengar, himself. Sundaram Industries Limited can pride itself on running businesses that provide an eco-friendly solution to the environment.

3:7 KEY MILESTONES FOR TVS MOTORS:

- 1980 - Started Manufacturing India's first 2- SEATER MOPEDS.
- 1982 - Joint Venture with SUZUKI MOTOR Corporation (SMC), Japan.
- 1984 - Became the First Company to introduce 100cc Motorcycle in India.
- 1985- incorporated "Lakshmi Auto Company" for Manufacturing transmissions and critical engine parts.
- 1986- company name was changed from Indo Suzuki motors to TVS Suzuki motors
- 1990- launched 34cc Menippid
- 1994 - Launched India's First Sub-100 cc indigenous scooter – TVS SCOTTY.
- 1996 – Introduced India's first catalytic converter enabled motorcycle, the 100cc SHOGUN
- 1997: set up the auto ancillary estate at Mysore and Hosur
- 1998 - Established 2nd Manufacturing Plant in MYSORE.
- 2000 – Launched TVS FIERO, India's first 150cc 4-stroke motorcycle.
- 2001 - Became independent Company – TVS Motor Company after exiting of SMC from the joint venture. 2001 - Launched India's First indigenously designed 4-Stroke Motorcycle.
- 2002 - Won Deming Award for Best Quality.
- 2003: Recorded share of 35% of share in the motorcycle division, Recorded 31% growth in its sales. The company introduced racing bikes that were tested in Asian circuits

2004 – Launched TVS CENTRA with revolutionary VY-I engines for best-in-class mileage.

2004 – Won TPM excellence award.

2005 - INDONESIAN Subsidiary formed.

2005 – Launched TVS APACHE in November.

2006 - Established 3rd Manufacturing plant in NALAGARH, Himachal Pradesh

2007: launched 7 motorcycles on the same day making a mark in history

2008 - Launched 125 cc 3 valves CC-Vti Engine Motorcycle 'TVS FLAME'

2010: Launched India's first auto clutch motorcycle in Chandigarh.

2011 - TVS Motor Company joins hands with Syndicate Bank

2012 - TVS motor company signed an MOU with the Central Bank of India

2013 -TVS Motor Company wins Silicon India Mentor Graphics Best VLSI / Embedded Design

2014 -TVS Motor Company launches TVS TRU4 Synthetic 10W 30 Engine

2015 -TVS Motor Co. Ltd. - TVS Motor Company & Kangra Central Co-operative Bank in Himachal Pradesh sign MOU

2016 -TVS Motor launches TVS Apache RTR 200 in Indonesia

2017". -Launch of BSIV compliant TVS Jupiter with 2 new colors

3:8 CORE VALUES

Sri T V Sundram Iyengar followed his stead-fast principles of Trust, Value, Service, and Ethics, which still today remain the guiding force of the entire group and these have become a part of the TVS culture.

3:9 GROWTH STRATEGY

Diversification is the company's growth strategy, which had tied up with MICHELIN TYRES for future growth and has expanded its service to the outside market.

3:10 TVS TREADS

- TVS tread, the re-treading division of Sundaram industries Ltd., part of the renowned TVS group has been a pioneer in the field of re-treading and repairs of tires, offering tire care solutions to customers for over seven decades.
- The company reaches out to fleet owners through 'Tyre Care' seminars at which the critical aspects of tire maintenance are discussed to benefit the audience by improving their profitability in transportation.
- Mr. V.N. Ramamoorthy, the CEO, of TVS Tread, gave a detailed presentation.

3:11 WELFARE ACTIVITIES OF TVS

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

The organization provided various welfare measures to the employees. They are fellows

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

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

CHAPTER-4

REVIEW OF LITERATURE

Job satisfaction can be defined as a sense of employee achievements and successes. It is generally believed that it is directly related to productivity and work performance, as well as to personal well-being. Job satisfaction means doing the work one likes, doing it well, and being rewarded for own efforts (Kaliski, 2007; Aziri, 2011). People can also have different approaches to various aspects of their work, such as the type of work they are doing, colleagues, superiors, or subordinates, and their salary (George and Jones, 2008). Different motivation styles and leadership styles can work differently for every employee, resulting in increased work performance and job satisfaction. Therefore, job satisfaction is an essential element in motivating employees and encouraging them to achieve better results (Raziq and Maul b7/akhsh, 2015). Ostroff (1992) says that employee satisfaction is of great importance not only for employees but also for the entire organization. Because satisfied employees are usually happy and motivated to work, consequently the organization can get amazing results from their work, from the other side, those dissatisfied employees will not be encouraged and will be disturbed by their work routine, they will run away from responsibility and even avoid work (sick leave, days off, etc.) (Judge, et al., 2001). Job satisfaction is considered one of the main factors of the effectiveness and efficiency of business organizations. The new managerial paradigm, which insists that employees should be treated primarily as someone who have their own needs and personal desires, is a very good indicator of the importance of Job satisfaction in modern enterprises. Analyzing job satisfaction, it can be concluded that a satisfied employee is a happy employee and a happy employee is a successful employee (Aziri, 2011).

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

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

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. Surely, there may be many factors affecting organizational effectiveness and one of them is employee satisfaction. Effective organizations should have a culture that encourages employee satisfaction.

Bhatti & Qureshi, (2007) Employees are more loyal and productive when they are satisfied Hunter & Tietyen, (1997), and these satisfied employees affect customer satisfaction and organizational productivity, Potterfield, (1999). There is no limit for the employees to reach satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviors to execute their duties more effectively to gain greater job satisfaction

Miller, (2006). Having good relationships with colleagues, high salary, good working conditions, training and education opportunities, career developments or any other benefits may be related to the increase of employee satisfaction „Employee satisfaction is the terminology used to describe whether employees are happy, contented, and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace.

" Susan M. Heath field (About.Com). Cranny, Smith & stone (1992) defined ES as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she receives.

According to Moyes, Shao & Newsome (2008), employee satisfaction may be described as how pleased an employee is with his or her position of employment. Spector (1997) defined job satisfaction as all the feelings that a given individual has about his/her job and its various aspects. Employee satisfaction is a comprehensive term that comprises job satisfaction of employees and their satisfaction overall with companies" policies, company environment, etc

CHAPTER-5

RESEARCH METHODOLOGY

5:1 METHODOLOGY:

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

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

5:2 RESEARCH INSTRUMENT:

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

5:3 DESCRIPTIVE RESEARCH

Descriptive research design is called explanatory design. This describes the demographic characteristics of employers who are attending training programs. Descriptive studies are undertaken in many circumstances. When the researcher is interested in knowing the characteristics of certain groups such as age, occupation, experience, etc., a descriptive study is necessary. Hence the researcher has chosen the descriptive research method for the study.

5:4 RESEARCH DESIGN:

The study was based on a survey method. The study aims to find the satisfaction levels of employees

5:5 PERIOD OF STUDY:

This study on employee satisfaction was conducted during 28 days

5:6 SAMPLE SIZE:

The sample size of this study is 95 respondents

5:7 DATA REQUIREMENT:

PRIMARY DATA

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

SECONDARY DATA

Secondary data for this study was collected.

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

5:8 SAMPLING DATA

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

5:9 QUESTIONNAIRE

In this study, the researcher has used a questionnaire consisting of eighteen choice-based questions

5:10 GRAPHICAL REPRESENTATION OF DATA

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

5:11 STATISTICAL TOOLS:

1. Percentage Analysis

2. CROSSTABS STATISTICS:

- Chi-square

NOMINAL

- Contingency Coefficient
- Phi and Cramer's V

PERCENTAGE ANALYSIS:

Percentage analysis refers to a special kind of ratio. % is used in making a comparison between two or more series of data, % is used to describe a relationship. It can be used to compare the relative terms and the distribution of two or more series of data.

$$\% \text{ of Respondents} = (\text{No. of respondents/Total}) * 100$$

Crosstabs statistics:

In statistics, a contingency table (also known as a crosstabulation or crosstab) is a type of table in a matrix format that displays the (multivariate) frequency distribution of the variables. They are heavily used in survey research, business intelligence, engineering, and scientific research.

CHI-SQUARE:

Chi-square test for hypothesis tests about whether your data is as expected. The basic idea behind the test is **to compare the observed values in your data to the expected values so that you would see if the null hypothesis is true.**

CONTINGENCY COEFFICIENT:

The contingency coefficient is a **coefficient of association that tells whether two variables or data sets are independent or dependent on each other.** It is also known as Pearson's Coefficient (not to be confused with Pearson's Coefficient of Skewness).

PHI AND CRAMER'S V:

Squaring phi will give you the approximate amount of shared variance between the two variables, as does r-square. Cramer's V is used to examine the association between two categorical variables when there is more than a 2 X 2 contingency (e.g., 2 X 3).

CHAPTER-6

DATA ANALYSIS AND INTERPRETATION

6:1 PERCENTAGE ANALYSIS

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

Survey analysis of data

TABLE NO 6.1.1

Age of respondents

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

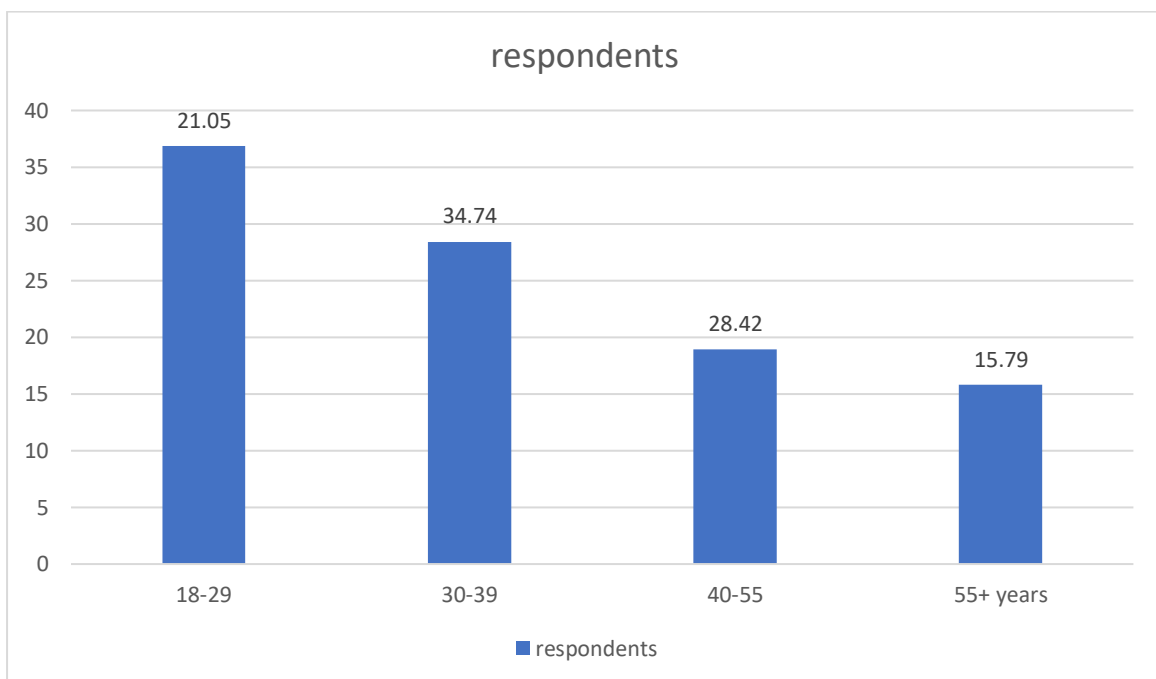


Fig 6.1.1

INTERPRETATION:

The above table interpreted that 36.84% of respondents are of the age group 18-29, 28.42% of them belong to the age group 30-39 and 18.95% belong to the age group 40-55 and 15.79 are the age group of 55+years.

TABLE NO 6.1.2

GENDER OF RESPONDENTS

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

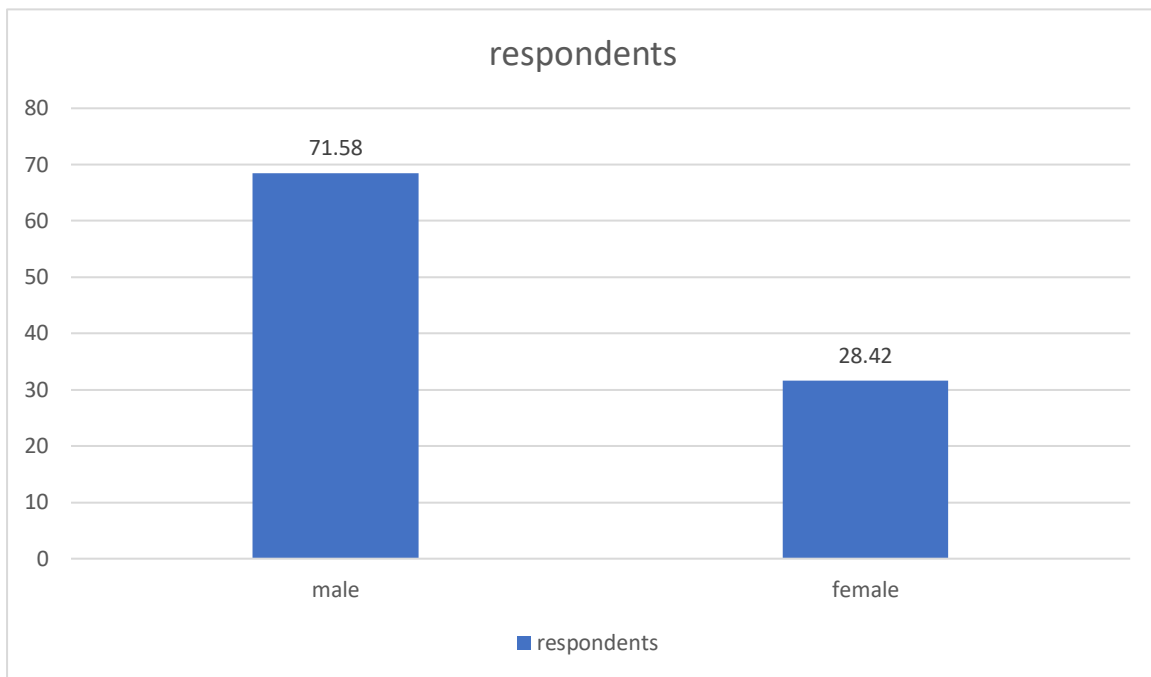


Fig 6.1.2

INTERPRETATION

The above table interpreted that 68.42% were respondent male, 32.58% were respondent's female

TABLE NO 6.1.3

Q. EXPERIENCE OF RESPONDENTS

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

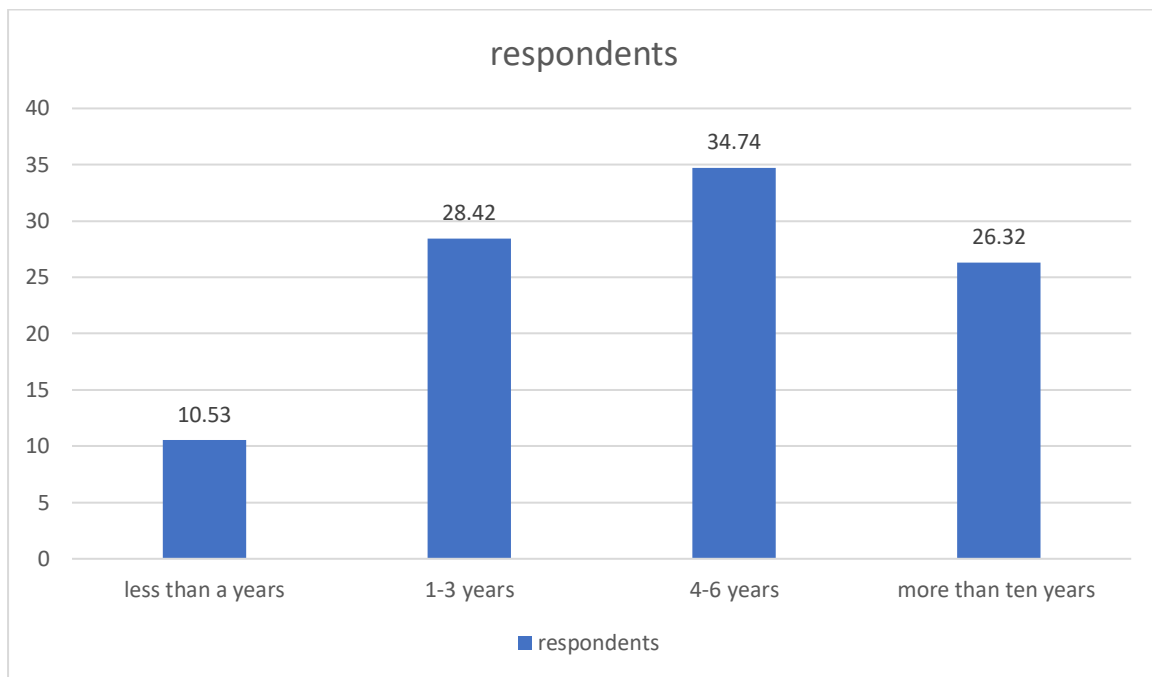


Fig no 6.1.3

INTERPRETATION

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

TABLE NO 6.1.4

Q: THE COMPANY HAS AN EFFECTIVE WORK CULTURE

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

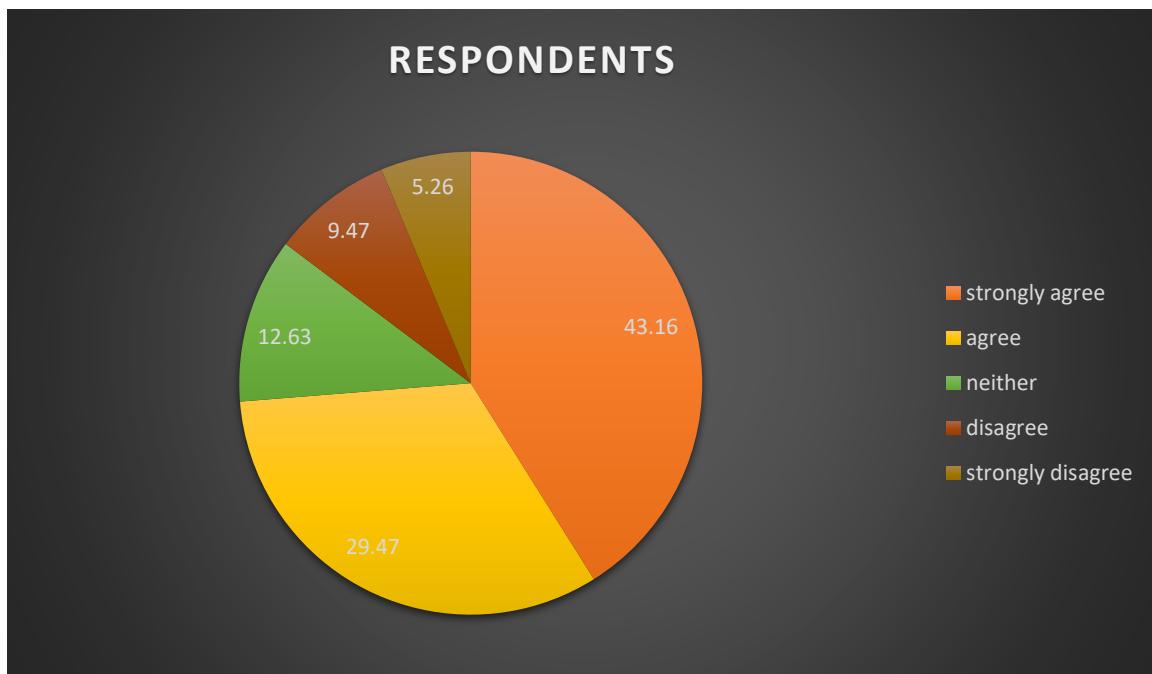


Fig no 6.1.4

INTERPRETATION

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

TABLE NO 6.1.5

Q. THE ORGANIZATION IS OPEN TO THE CHANGE

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

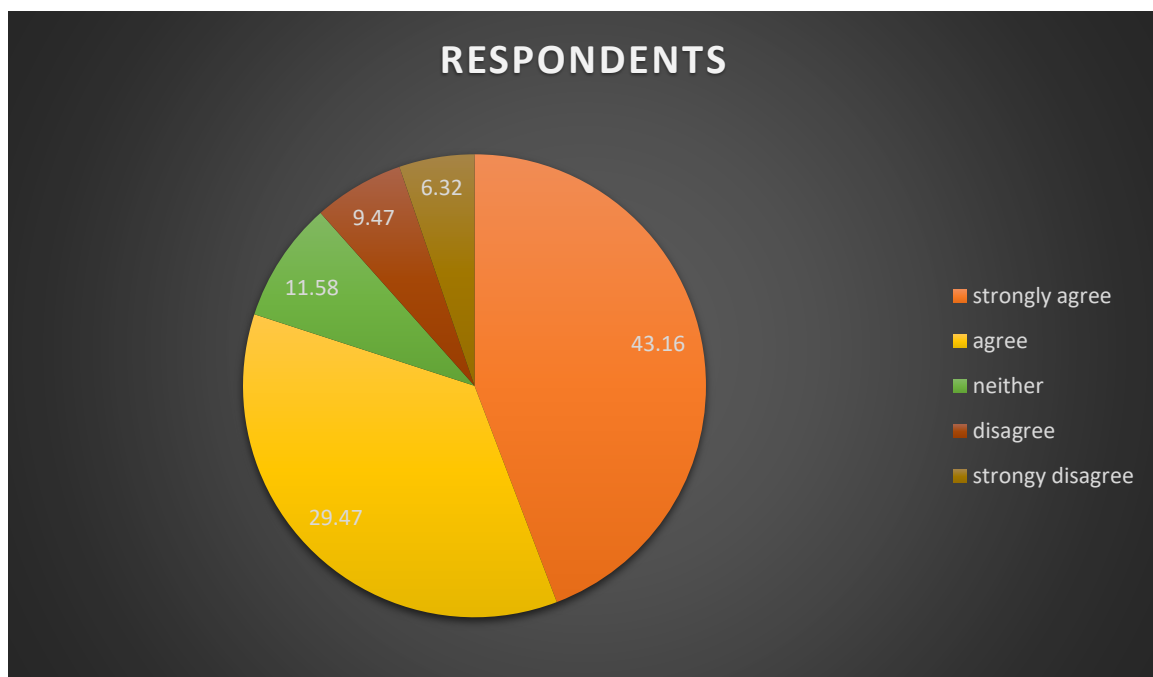


Fig no 6.1.5

INTERPRETATION

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

TABLE NO 6.1.6

Q. COMMUNICATION IS EFFECTIVE AND TIMELY AMONG THE EMPLOYEE

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

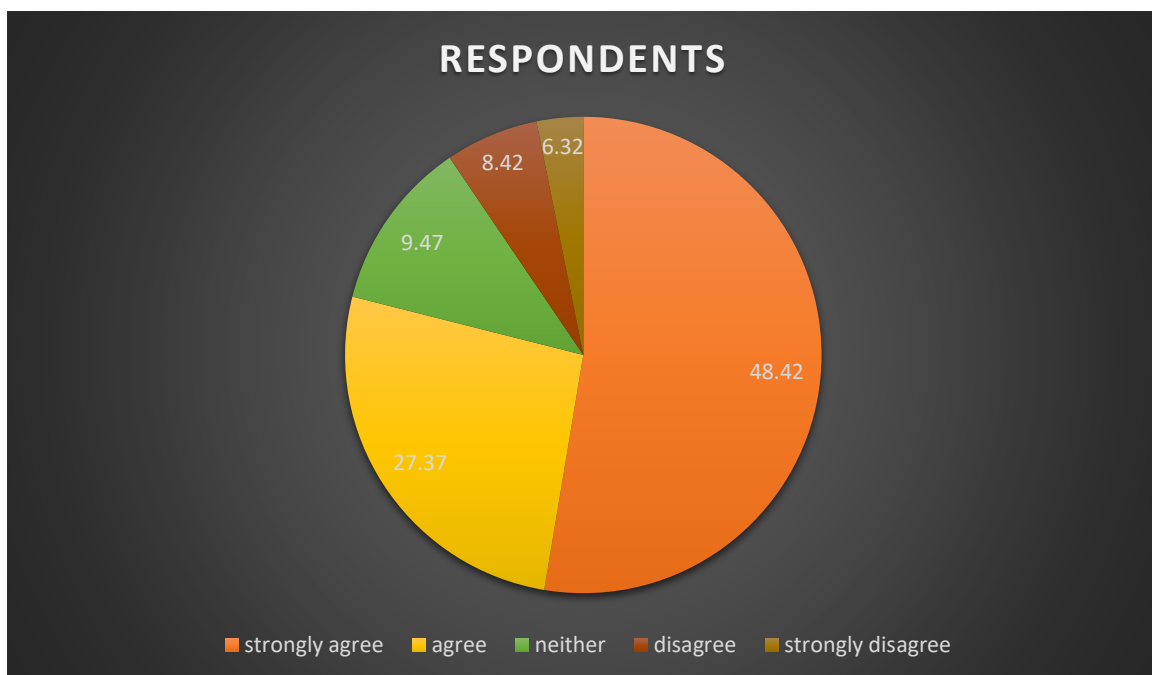


Fig no 6.1.6

INTERPRETATION

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

TABLE NO 6.1.7

Q. DELEGATION OF WORK IS EFFECTIVE IN THE ORGANIZATION

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

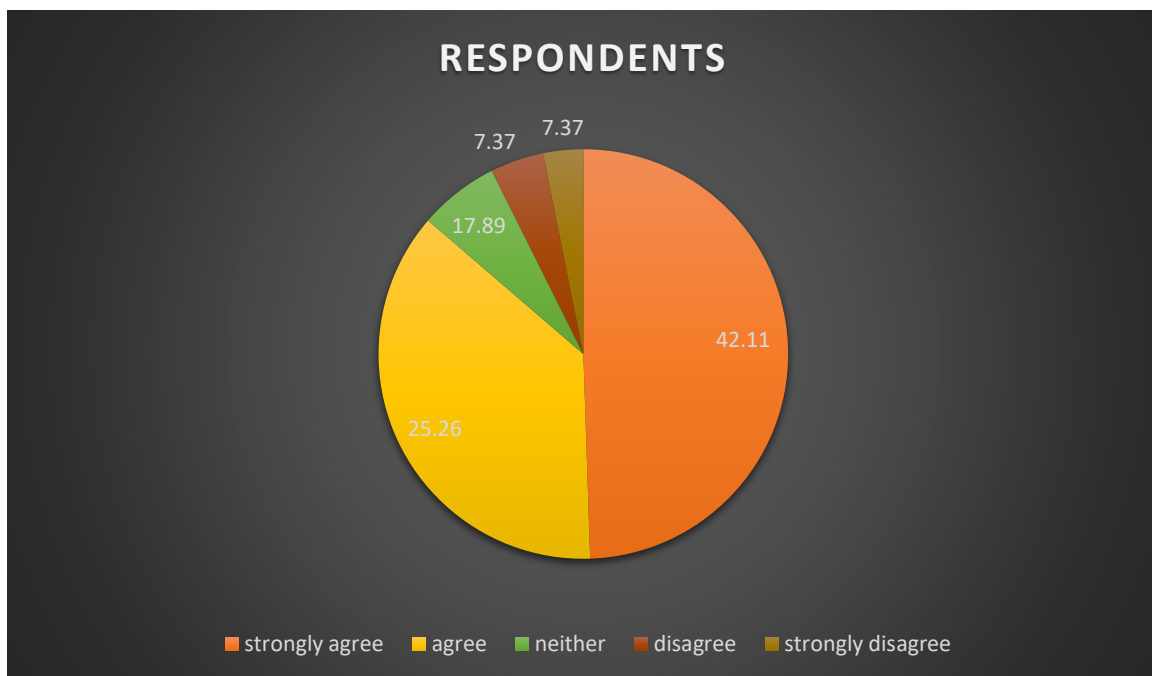


Fig no 6.1.7

INTERPRETATION

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

TABLE NO 6.1.8

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

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

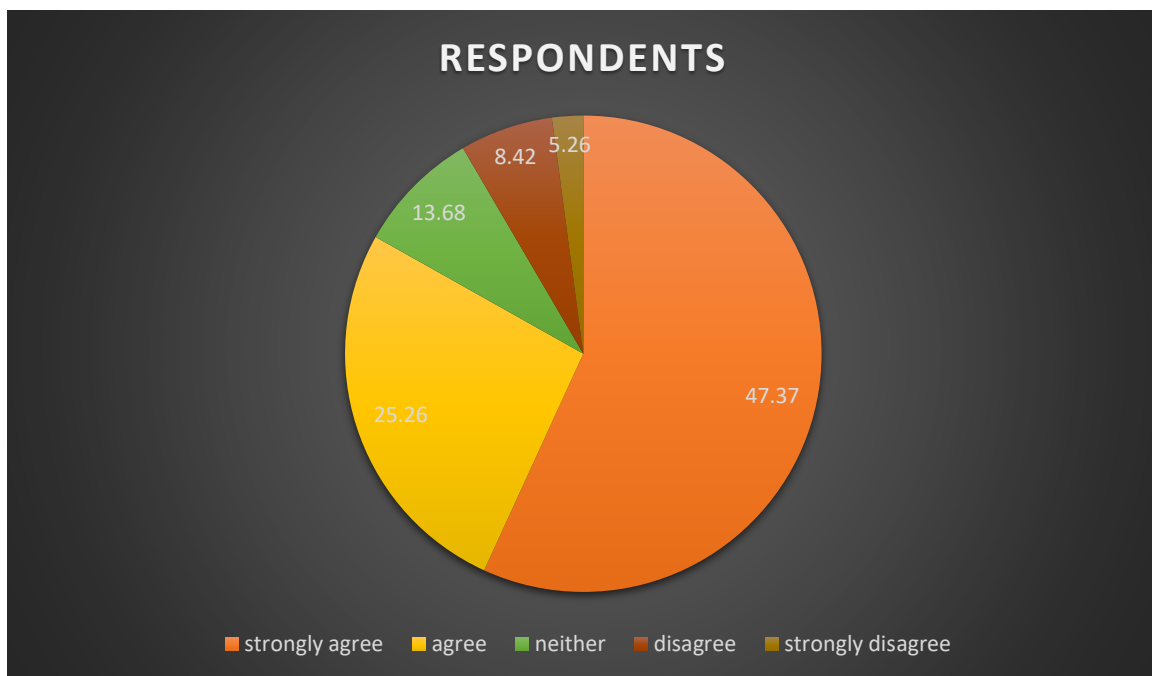


Fig no 6.1.8

INTERPRETATION

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

TABLE NO 6.1.9

Q. THE JOB RESPONSIBILITIES ARE CLEARLY DEFINED

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

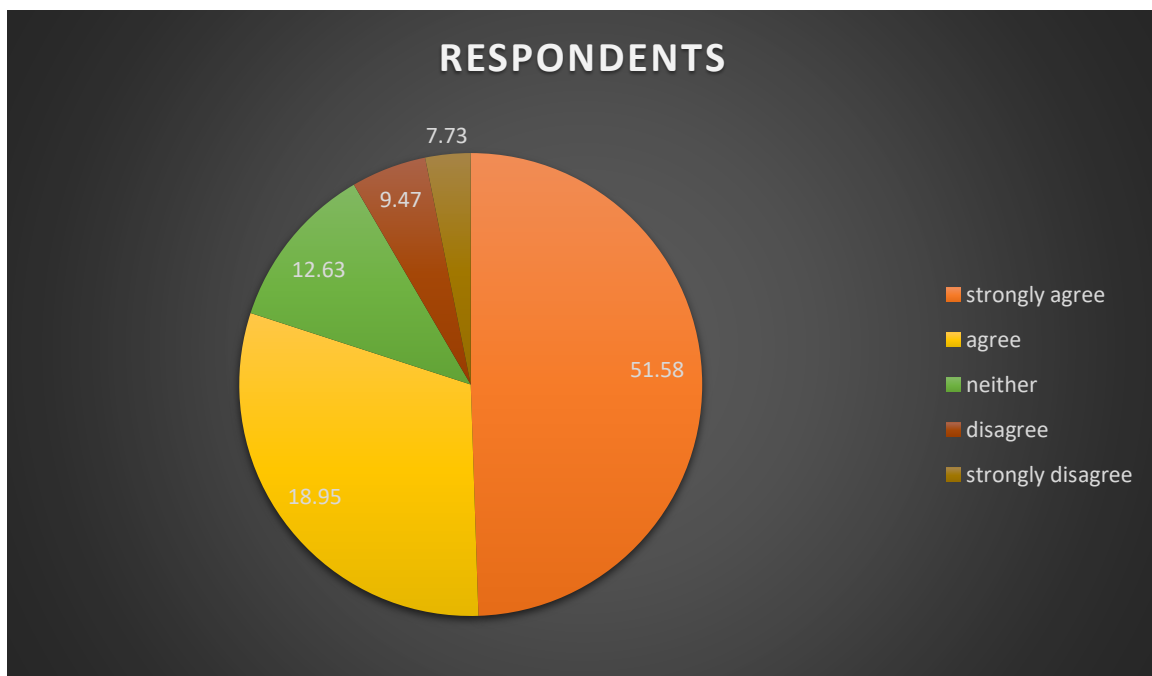


Fig no 6.1.9

INTERPRETATION

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

TABLE NO 6.1.10

Q. THE COMPANY FOLLOWS STRATEGIC OBJECTIVES

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

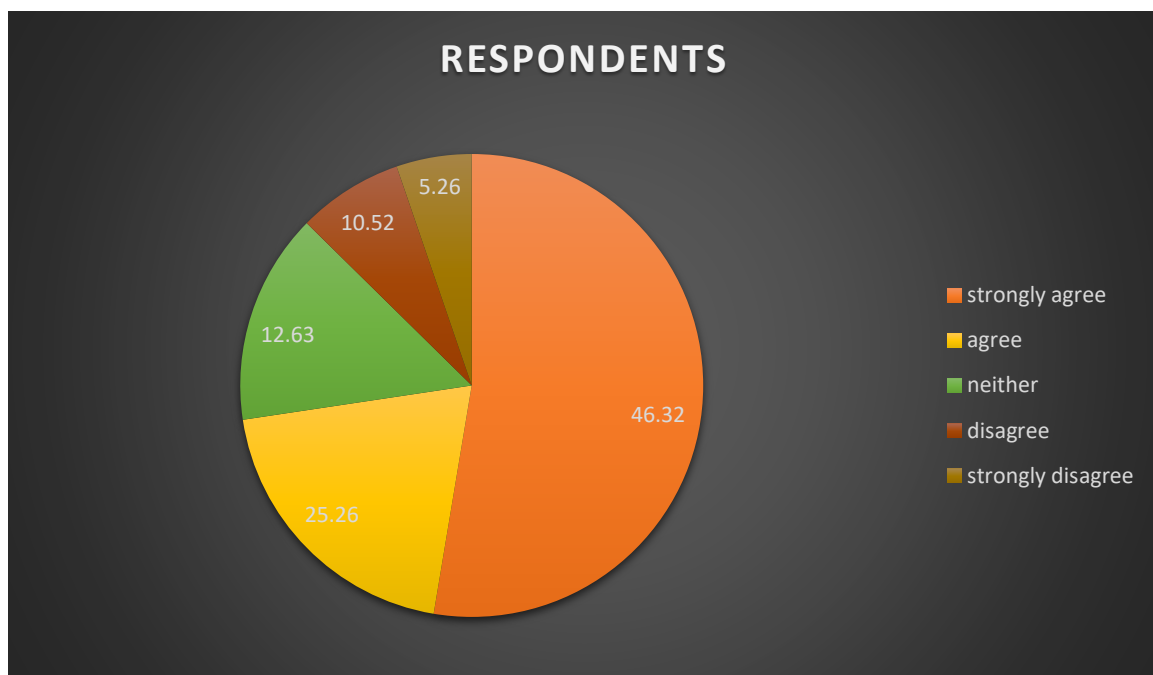


Fig no 6.1.10

INTERPRETATION

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

TABLE NO 6.1.11

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

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

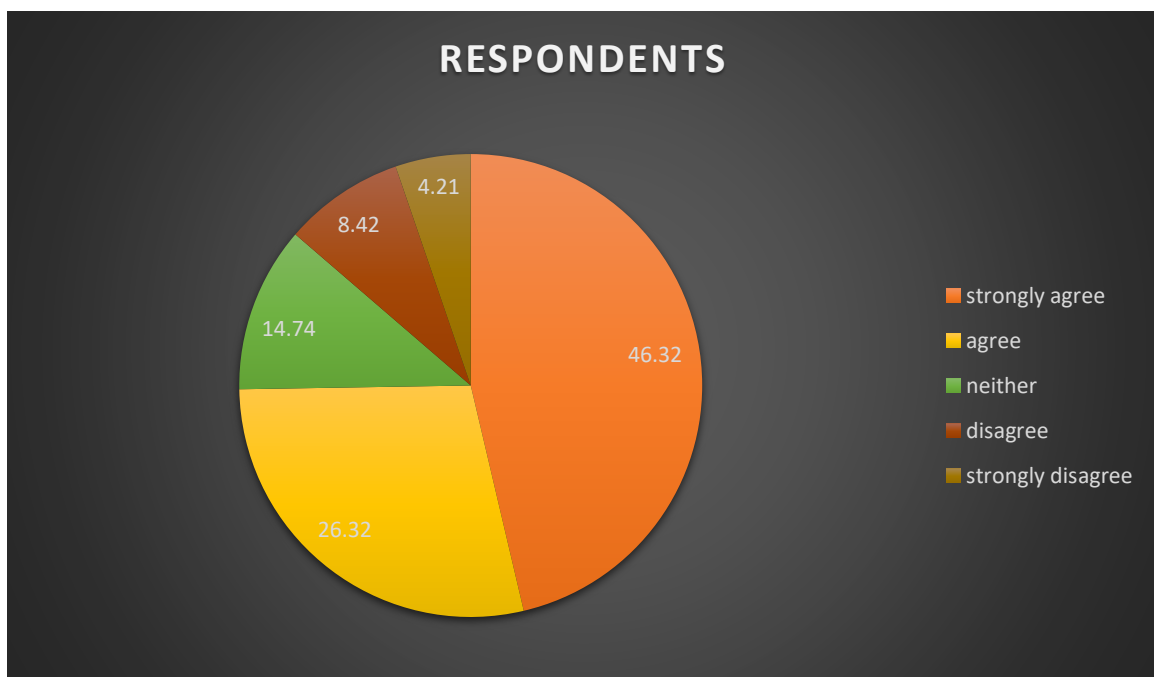


Fig no 6.1.11

INTERPRETATION

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

TABLE NO 6.1.12

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

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

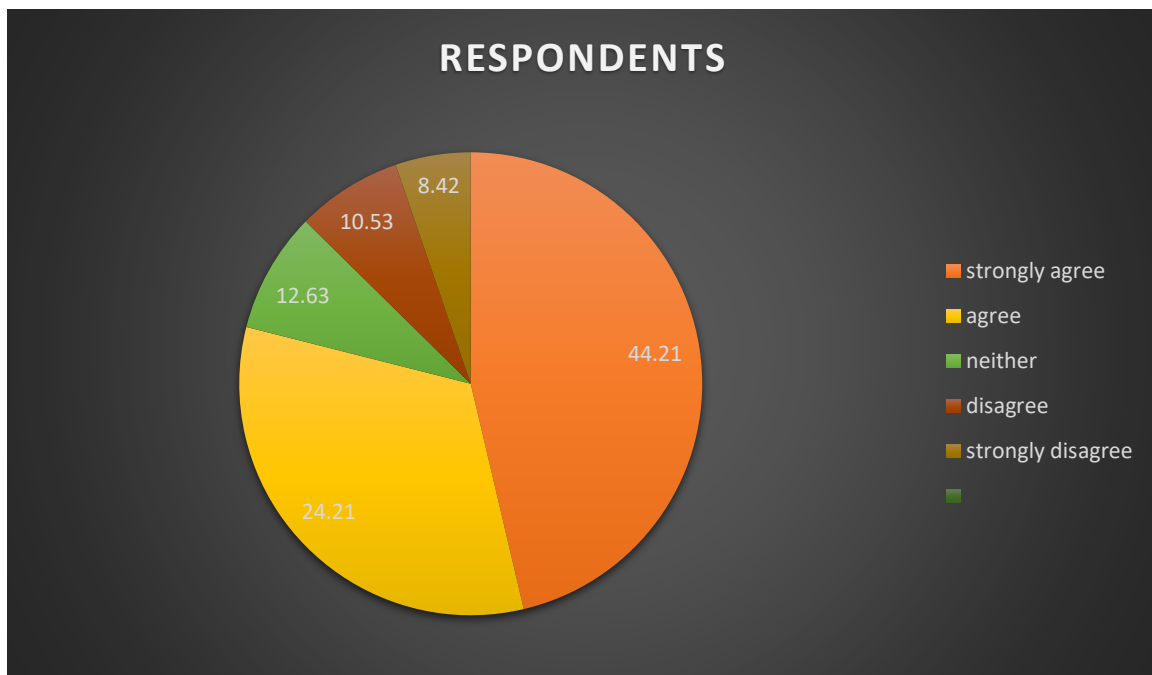


Fig no 6.1.12

INTERPRETATION

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

TABLE NO 6.1.13

Q. INVOLVEMENT OF EMPLOYEES IS EFFECTIVE IN THE DECISION-MAKING PROCESS

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

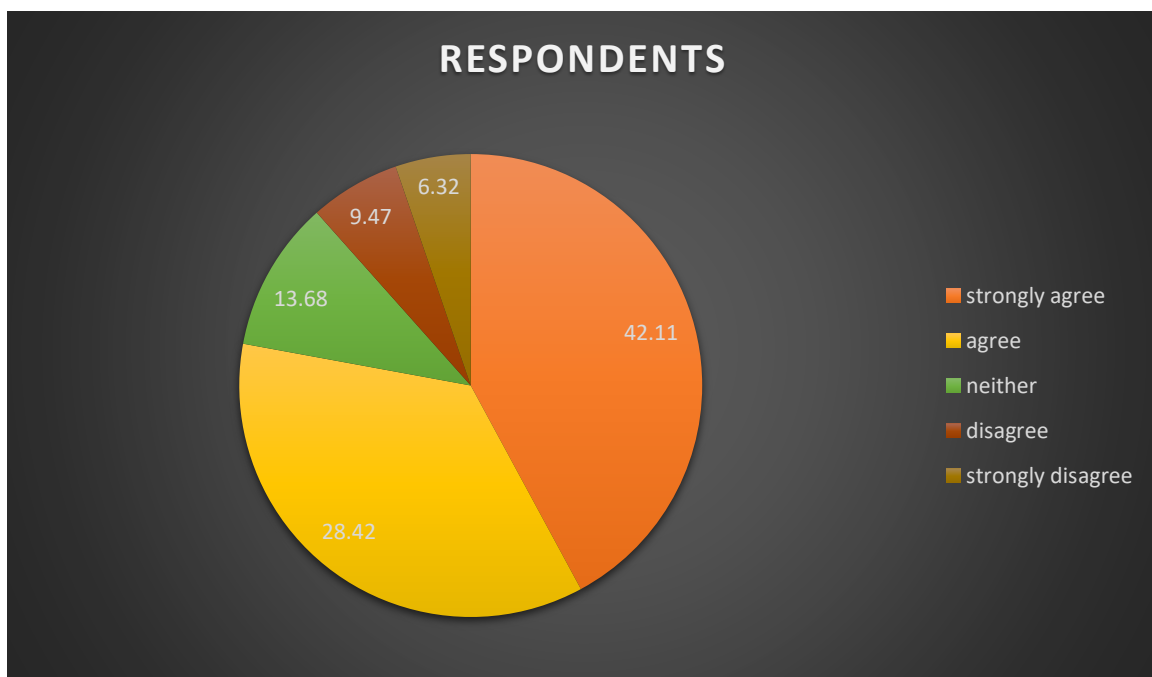


Fig no 6.1.13

INTERPRETATION

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

TABLE 6.1.14

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

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

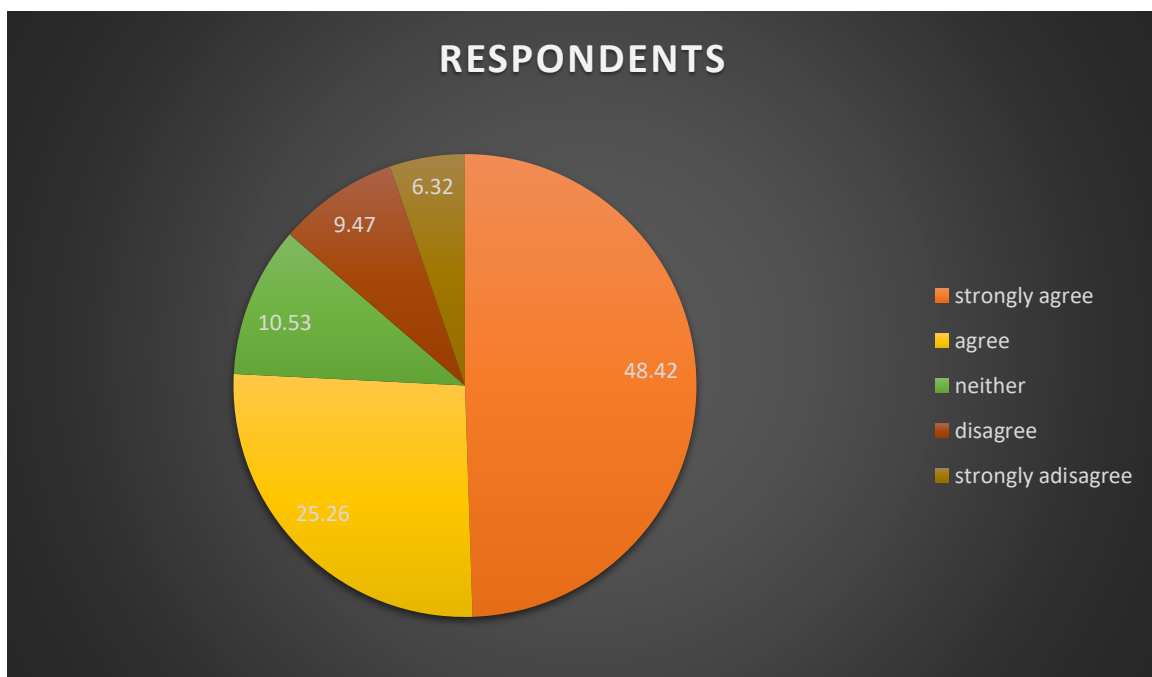


Fig no 6.1.14

INTERPRETATION

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

TABLE NO 6.1.15

Q. THE COMPANY RECOGNIZES THAT DILIGENCE WORKS EFFECTIVELY

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

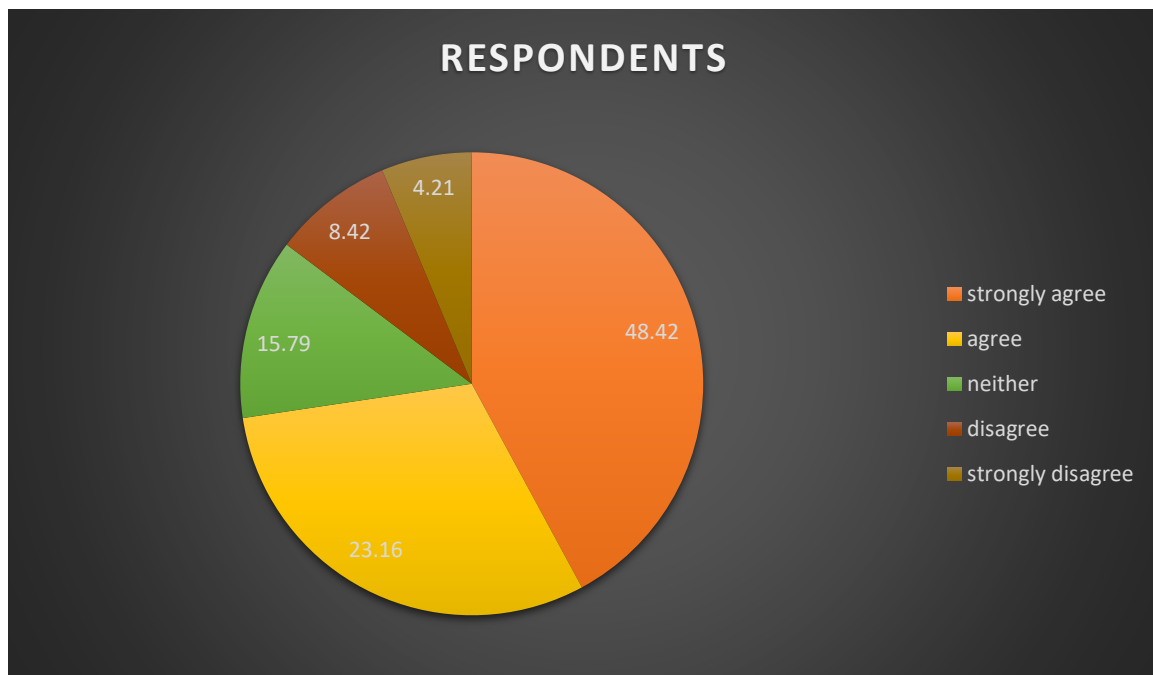


Fig no 6.1.15

INTERPRETATION

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

TABLE NO 6.1.16

Q. SUGGESTIONS AT TAKEN AT ALL LEVELS FOR DEVELOPMENT

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

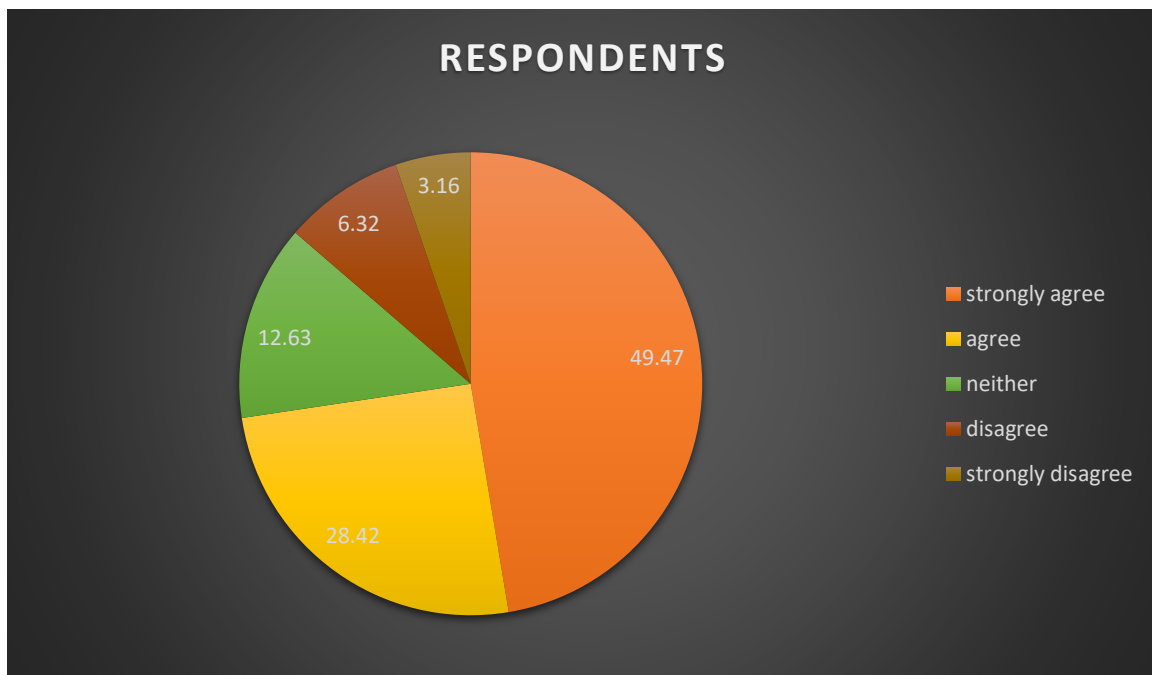


Fig no 6.1.16

INTERPRETATION

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

TABLE NO 6.1.17

Q. WELFARE FACILITIES ARE EFFECTIVELY PROVIDED TO THE EMPLOYEE

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

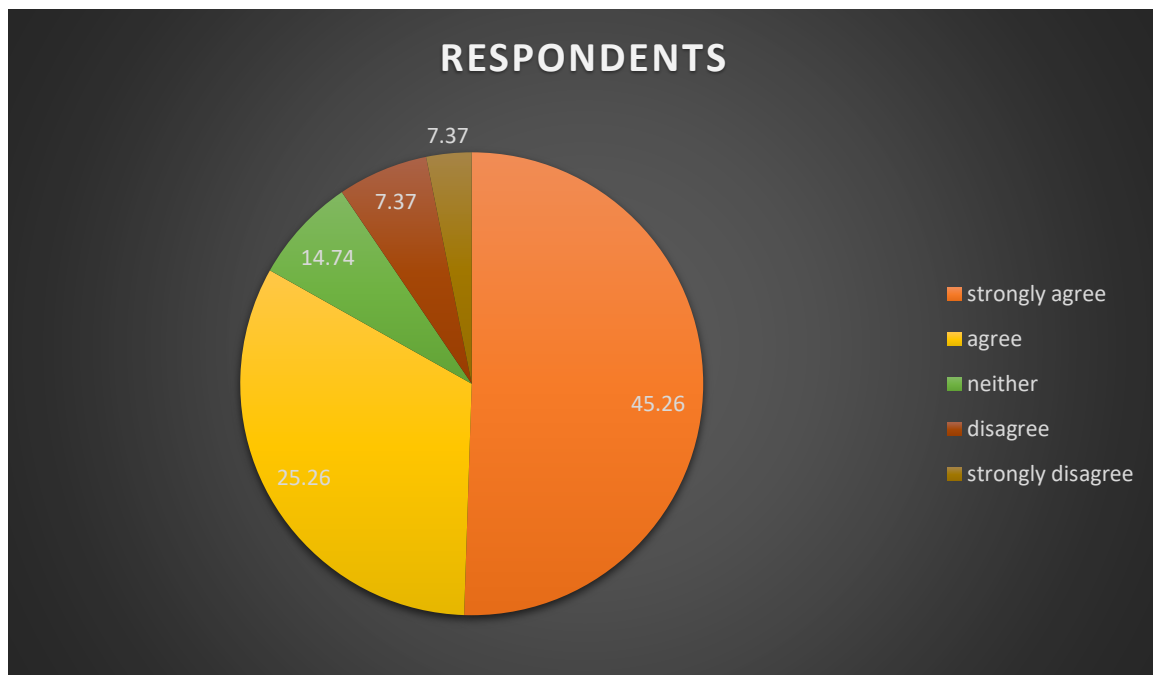


Fig no 6.1.17

INTERPRETATION

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

TABLE NO 6.1.18

Q. TRAINING PROGRAMS FOR EMPLOYEES ARE CARRIED OUT REGULARLY

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

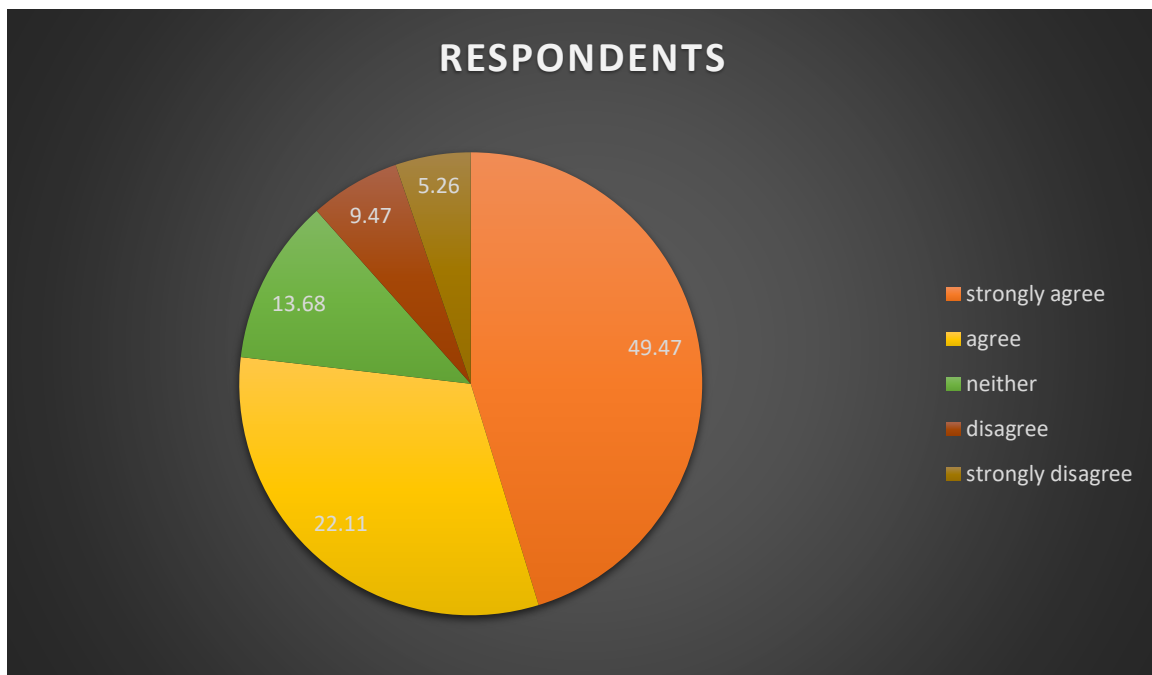


Fig no 6.1.18

INTERPRETATION

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

CHI-SQUARE TEST:

NULL HYPOTHESIS H0: There is no significant difference between the gender and organization's effective work culture

ALTERNATIVE HYPOTHESIS H1: There is a significant difference between the gender and organization's effective work culture

Case Processing Summary

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

Gender of respondents * organizations' effective work culture

Crosstab

		Organizations' effective work culture					Total	
		strongly agree	agree	neither	disagree	strongly disagree		
Gender of respondent	Male	Count	30	21	8	5	4	68
		% within Gender of respondent	44.1%	30.9%	11.8%	7.4%	5.9%	100.0%
	female	Count	11	7	4	3	2	27
		% within Gender of respondent	40.7%	25.9%	14.8%	11.1%	7.4%	100.0%
Total		Count	41	28	12	8	6	95
		% within Gender of respondent	43.2%	29.5%	12.6%	8.4%	6.3%	100.0%

Chi-Square Tests

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

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

Symmetric Measures

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

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

Gender of respondents * Involvement in decision making

Crosstab

		Involvement in decision making					Total
		strongly agree	agree	neither	disagree	strongly disagree	
Gender of male respondent	Count	32	18	9	5	4	68
	% within Gender of respondent	47.1%	26.5%	13.2%	7.4%	5.9%	100.0%
female	Count	8	10	4	3	2	27
	% within Gender of respondent	29.6%	37.0%	14.8%	11.1%	7.4%	100.0%
Total	Count	40	28	13	8	6	95
	% within Gender of respondent	42.1%	29.5%	13.7%	8.4%	6.3%	100.0%

Chi-Square Tests

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

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

Symmetric Measures

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

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

CHAPTER-7

FINDINGS, SUGGESTIONS, AND CONCLUSION

Based on the analysis and discussion of primary data in the previous chapter.

Findings, Suggestions, and Conclusion on the study in a logical manner

7:1 FINDINGS:

1. Majority of 36.84% of respondents are aged below
2. From the survey 68.42 pf respondents are male and 31.58 are females
3. 44.21% of employees strongly agree the organization is open to the change
4. 41.05% of employees strongly agree that the company has an effective work culture
5. The majority of employees are satisfied that the communication is effective among people
6. 49.47% of employees strongly agree delegation of work is effective
7. 56.84% of employees are highly satisfied that the organization provide all kind of required materials
8. 49.47% of employees are satisfied that the job responsibilities are defined
9. The overall employees accepted the company follows the strategic objectives
10. 46.32% of employees agreed that management involves success in personal growth and professional growth.
11. 46.32% of employees strongly agree that the company creates an atmosphere of work-life balance
12. 42.11% of employees are highly satisfied with their involvement ineffective the organization
13. 49.47% of the majority of the employees accepted the feedback communication among the employees is made indispensable changes.
14. 42.11% of employees strongly agree that the recognized religions work effectively.
15. 52.53% of employees are highly satisfied that the welfare facilities are provided.
16. The majority of employees are strongly agreeing the training program are carried out regularly.

7:2 SUGGESTIONS

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

7:3 Conclusion

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

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QUESTIONNAIRE

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

Demographic Details:

NAME: _____

AGE:

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

GENDER:

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

EXPERIENCE:

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

DESIGNATION: _____

1. The company has an effective work culture

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

2. The organization is open to the change

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

3. Communication is effective and timely among the employee

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

4. Delegation of work is effective in the organization

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

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

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

6. The Job responsibilities are clearly defined

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

7. The company follows strategic objectives

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

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

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

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

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

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

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

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

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

12. The company recognizes that diligence works effectively.

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

13. Suggestions are taken at all levels for development

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

14. Welfare facilities are effectively provided to the employee

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

15. Training programs for employees are carried out regularly.

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