

STUDY ON JOB SATISFACTION ON EMPLOYEES IN NEERAPA

Submitted in partial fulfilment of the requirement for the award of

Bachelor of Business Administration by
S.SANTHOSH STALIN (39280086)



DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

MARCH 2022



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

www.sathyabama.ac.in



DEPARTMENT OF BUSINESS ADMINISTRATION

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of Santhosh Stalin.S
(39280086) who carried out the project entitled "STUDY ON JOB STATISFICATION
OF EMPLOYEES IN NEERAPA"
under our supervision from January 2021 to March 2021.

Internal Guide

MR.HAMEEM KHAN

Dr. BHUVANESWARI G.
Dean – School of Business Administration

Submitted for Viva voce Examination held on _____

Internal Examiner

External Examiner

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my thanks to **Dr. BHUVANESWARI G.**, Dean – School of Business Administration and **Dr. Palani A.**, Head, school of business administration for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **MR.HAMEEM KHAN** for his guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching Non-teaching staff members of the Department of Business Administration who were helpful in many ways for the completion of the project.

DECLARATION

I S.SANTHOSH STALIN hereby declare that the Project Report entitled “**STUDY ON JOB STATISFICATION OF EMPLOYEES IN CHENNAI** .done by me under the guidance of **MR.HAMEEM KHAN MBA MSCS(PhD)** Internal is submitted in partial fulfilment of the award of Bachelor of Business Administration degree.

DATE: 17-03-2022

PLACE: CHENNAI

S.SANTHOSTALIN

ABSTRACT

Job satisfaction is one of the important factors which have drawn attention of managers in the organization as well as academicians. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. Though there is no conclusive evidence that job satisfaction affects productivity directly since productivity depends on so many variables, it is still a prime concern for managers. Job satisfaction is the mental feeling of favorableness which an individual has about his job. It is often said that “A happy employee is a productive employee.” Job satisfaction is very important because most of the people spend a major portion of their life at their working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well-being. The study tries to evaluate how human resource factors affect the satisfaction level of employees in NEERAPA PAKAGED DRINKING WATER. It assesses how far welfare and financial factors motivate the employees in the company. The study also attempts to analyze the opinion of employees towards the working life in the company.

KEY WORDS: Job Satisfaction, Employee Turnover, Job Security, Job Rotation

TABLE OF CONTENT

CHAPTER NO	TITLE	PAGE NO
	ABSTRACT	
	LIST OF TABLES	
	LIST OF CHARTS	
1	INTRODUCTION	
	1.1 Introduction	
	1.2 Job satisfaction meaning and definition	
	1.3 Factors Influencing Job Satisfaction	
2	REVIEW OF LITREATURE	
	2.1 Introduction	
	2.2 List of review	
3	Research Methodology	
	3.1 Type and Source of Data	
	3.2 Need of Study	
	3.3 Scope of Study	
	3.4 Objectives of Study	
	3.5 Therotical Framework	
	3.6 Types of Human Resources	
	3.7 Major theories of job satisfication	
4	DATA ANALYSIS AND INTERPRETATION	
	4.1 Percentage analysis	
5	HYPOTHESIS AND FINDINGS	
	5.1 Hypothesis	
	5.2 Hypothesis Result	
	5.3 Findings of the study	
	5.4 Suggestion	
6	SUMMARY AND CONCLUSION	
	6.1 Summary	
	6.2 Conclusion	
	STATISTIC ANALYSISSS	
	BIBLIOGRAPHY	

LIST OF TABLES

TABLE NO	PARTICUARS	PAGE NO
4.1	GENDER	
4.2	MARITAL STATUS	
4.3	CURRENT POSITION	
4.4	PROMOTION POLICY	
4.5	HOW LONG BEEN EMPLOYEE	
4.6	EMPLOYEE ENGAGEMENT	
4.7	RECOMMEND THE ORGANIZATION	
4.8	WORK LIFE BALANCE	
4.9	JOB SECURITY	
4.10	INTERPERSONAL RELATIONSHIP	
4.11	TRAINING & DEVEOPMENT	
4.12	CAREER GROWTH OPPERTUNITES	
4.13	FAMILY SECURITY	

LIST OF CHARTS

CHART NO	PARTICUARS	PAGE NO
FIG 4.1	GENDER	
FIG 4.2	MARITAL STATUS	
FIG 4.3	CURRENT POSITION	
FIG 4.4	PROMOTION POLICY	
FIG 4.5	HOW LONG BEEN EMPLOYEE	
FIG 4.6	EMPLOYEE ENGAGEMENT	
FIG 4.7	RECOMMEND THE ORGANIZATION	
FIG 4.8	WORK LIFE BALANCE	
FIG 4.9	JOB SECURITY	
FIG 4.10	INTERPERSONAL RELATIONSHIP	
FIG 4.11	TRAINING & DEVEOPMENT	
FIG 4.12	CAREER GROWTH OPPERTUNITES	
FIG 4.13	FAMILY SECURITY	

Chapter -1

1.INTRODUCTION

1.1 INTRODUCTION

The world has open spun into the new millennium and along with, it has ushered a new era of intense competition and ever changing value equations. The fact that organisation has been transformed from a structured assembly line production orientation to a focus a knowledge creation by each and every personnel of the organisation. In a competitive global business scenario, no organisation will survive unless it is able to match the duality and the cost of its competitors. Realities are focusing us to concentrate more upon changing the attitude of employees, enabling them to take up independent responsibilities and empowering to execute them by using their knowledge and skills in latest technologies and thus motivating them to use their capabilities in their respective areas of excellence. Emerging business environment is forcing business houses to find new ways to remain competitive. Organisations face an environment characterised by a number of challenges and key issues that have increased the importance of Human Resource Management considerations in business decision-making. These include increased level of competition, human resources diversity, changing value systems and above all the rapid technological advances. In the globally competitive and challenging business scenario, our success will be, to a great extent, influenced by how we manage our human resources – the people who make things happen. The traditional role of man managers has undergone drastic changes to meet the challenges of the next millennium and achieve excellence, responsible trade unionism, productivity – oriented work practices and aggressive professional management would be essential. Foreign investment and technologies have started flowing into India. The new scenario has thrown new challenges in the area of human resource management as well. Human beings are the most precious part of an organisation. The success or failure of an enterprise largely depends on the people who man the organisation. In the words of Alfred Marshall “ the most valuable of all capital is that invested in human beings ”. From social point of view, an enterprise combines

Two sorts of resources: a group of human beings and a group of physical assets. The latter in isolation of the former is useless .

1.2JOB SATISFACTION - MEANING AND DEFINITION

Job satisfaction refers to a person's feeling of satisfaction on the job which act as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job. Satisfaction does mean the simple feeling state accompanying the attainment by an impulse of its objective. Research workers differently described the factors contributing the job satisfaction and the job dissatisfaction. "Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" - E.A.Locke "Job satisfaction is the amount of pleasure or contentment associated with a job. If you like job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job-dissatisfaction" - Andrew.J.DuBrins "Job satisfaction will be defined as the amount of overall positive effect or feelings that individuals have towards their jobs" - Fieldman and Arnold

"Job satisfaction is the set of favourable or unfavourable feelings with which employees view their work" - Keith Davis and Newstrom Job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important. It is generally recognized in the organisational behaviour field that job satisfaction is the most important and frequently studied attitude.

1.3 FACTORS INFLUENCING JOB SATISFACTION

The various factors influencing job satisfaction may be classified into two types.

❖ **Environmental factors**

The following are the environmental factors as follows;

1. Job content

According to the theory, the absence of hygiene factors can create job dissatisfaction, but their presence does not motivate or create satisfaction where the job is less repetitive and there is a variation in job content, job satisfaction tends to be higher.

2. Occupational level

The higher level of the job in organizational hierarchy, the greater will be the satisfaction of the individual. This is because positions at higher levels are generally better paid, more challenging and provide greater freedom of operation. Such jobs carry greater prestige, self control and better satisfaction.

3. Pay and promotion

We all know that higher pay and better opportunities for promotion lead to job satisfaction.

4. Work group

Man is a social animal and always likely to be associated with other's interaction

Chapter – 2

2 .LITERATURE REVIEW

2.1 INTRODUCTION

Review of literature shows the previous studies carried out by the researcher in this field. Previous studies are previewed in order to gain insight in to extent of researcher. The research problem can be more understood and made specific referring to theories, reports, records and other information made in similar studies. This will provide the researcher with the knowledge on what lines the study should proceed and serves to narrow the problem.

2.2 LIST OF REVIEW

1.Paul E. Spector (1997) - summarizes the findings concerning how people feel towards work, including: cultural and gender differences in job satisfaction and personal and organizational causes; and potential consequences of job satisfaction and dissatisfaction. He provides with a pithy overview of the application, assessment, causes and consequences of job satisfaction.

2. Sophie Rowan (2008) - reveals how to create a happier work life, without changing career. She provides practical and realistic guidance on how one can achieve optimal job satisfaction and overcome the obstacles that make so many of us unhappy at work.

3.Robert M. Hochheiser (1998) - reassessed the meaning of the workplace and proposed a simple formula for success- Forget the idea that hard work alone leads to success and instead focus on building good relationships. He asserts that the best way to win at work is to understand what is needed to support the egos of bosses, peers, and subordinates. Accurate assessment of those needs can then be indirectly associated with one's own personal goals and exploited to make substantive

workplace gains. Methods of determining needs are given for a variety of situations, and strategies are offered to help make some of the worst work situations at least marginally better through networking and personal development.

4.C. J. Cranny, Patricia Cain Smith, Eugène F. Stone (1992) - reveals perceiving future opportunity can actually be more motivating than actually receiving a raise, getting promoted, or being given additional responsibilities.

5. Jane Boucher (2004) - offers practical advice for improving both your attitude about your job and the job itself. She shows workers how to cope with keeping their jobs in this difficult economy.

6. Chris Stride, Toby D. Wall, Nick Catley (2008) - presented widely used measurement scales of Job Satisfaction, Mental Health, Job-related Well-being and Organizational Commitment, along with benchmarking data for comparison. The benchmarking data is based on a sample of almost 60,000 respondents from 115 different organizations across a wide spectrum of industries and occupations

. Information is given by occupational group, and is further broken down by age and gender.

7. Joanna Penn (2008) - teaches how to improve your position in your current employment, gaining more from your job, discovering more about yourself and what it is you would be happy doing, stress management and people management

8. EvrenEsen (2007) - examined in terms of industry and staff size as well as employee age and gender more than 20 indicators of job satisfaction including career-advancement opportunities, benefits, the flexibility to balance life and work, and compensation.

9. Elwood Chapman (1993) - helps to determine employee level of satisfaction and then assists in making positive changes to increase both satisfaction level and quality of work. Patricia Buhler,

10. Jason Scott (2009) - present an academic argument for building an employee-centered culture. They also examined a real-world case study of a company that has experienced the economic benefits of this practice, making it

abundantly clear that modern businesses can't afford not to make employee satisfaction

Chapter – 3

3. RESEARCH METHODOLOGY

TYPE AND SOURCE OF DATA

Both primary and secondary data are used for the study. The primary data are collected by using questionnaire method. Secondary data are collected from books, journals, company manuals, company website, company magazines and informal talk with the officers and the employees

3.1 NEED FOR STUDY

Similarly, the positive relationship of job satisfaction with performance of employees was also confirmed. Therefore, it is concluded from the study that satisfied employees were better in performance as compared to dissatisfied employees, thus contributing significant role in the uplifting of their organizations. As there are unstable economic and political conditions of Peshawar, it is therefore necessary for every organization to make their employees motivated and satisfied towards high performance by adopting different techniques and methods.

3.2 SCOPE OF THE STUDY

Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. Job satisfaction falls into two levels: affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling about the job as a whole. Cognitive job satisfaction is how satisfied

employees feel concerning some aspect of their job, such as pay, hours, or benefits. Many organizations face challenges in accurately measuring job satisfaction, as the definition of satisfaction can differ among various people within an organization. However, most organizations realize that workers' level of job satisfaction can impact their job performance, and thus determining metrics is crucial to creating strong efficiency.

3.3 OBJECTIVES OF THE STUDY

The study aims to achieve the following objectives:-

1. To evaluate how human resource factors (general factors) affect the satisfaction level of employees in BPCL - Kochi Refinery Limited.
2. To assess how far welfare and financial factors motivate the employees in BPCL - Kochi Refinery Limited.
3. To determine the various facilities provided by BPCL - Kochi Refinery Limited.
4. To determine the opinion of employees towards the working life in BPCL - Kochi Refinery Limited.
5. To conduct a brief study to analyse the various functions performed by these sections.

3.4 THEORETICAL FRAMEWORK

The term job satisfaction was brought to limelight by Hoppock (1935). According to him job satisfaction is a combination of psychological, physiological and environmental factors that makes a person to admit, "I am happy at my job". It has also been defined as the 'end state of feeling'. It is an important dimension of morale and not morale itself.

3.5 TYPES OF HUMAN RESOURCES

The human resources of an organisation can be broadly classified into two types. They are:

1. External Human Resources

These types of human resources stay outside the structure of the organisation and they are of prime strength to the development activities including expansion of the operations of the undertaking. The examples for such human resources are customers, shareholders etc

2. Internal Human resources

These types of human resources stay inside the structure of the organisation, i.e., the human beings at the disposal of the undertaking or otherwise it is the productive capacity of the human organisation of the firm.

The human resources at the disposal of the organisation, i.e., the internal human resources can be broadly divided into three categories. They are:

- (a) Lower Level Workers
- (b) Middle Management
- (c) Top Management

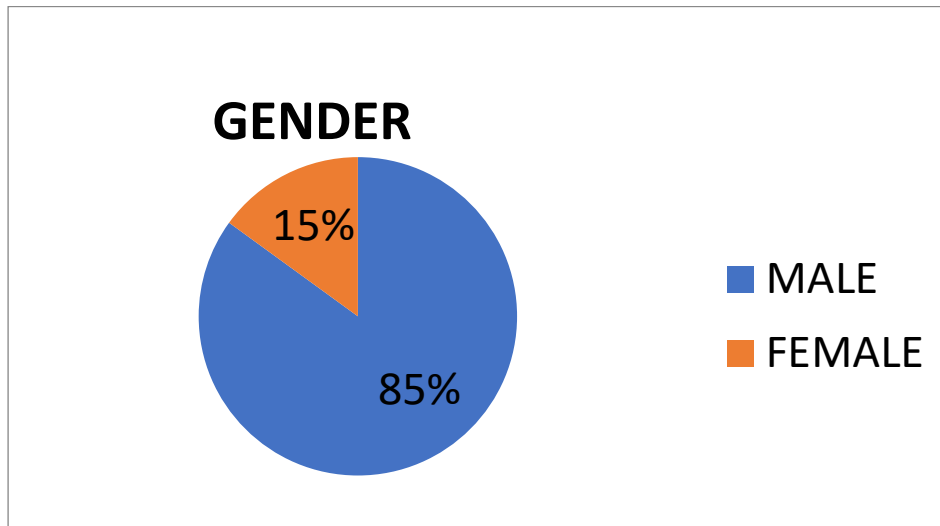
3.6 MAJOR THEORIES OF JOB SATISFACTION

- 1. Motivation – Hygiene theory.
- 2. Need-Fulfilment theory
- 3. Equity theory
- 4. Discrepancy theory
- 5. Equity - Discrepancy theory

4. DATA ANALYSIS AND INTERPRETATION

4.1 GENDER

s.no	particulars	No respondents	of percentage
1	male	54	85
2	female	10	15

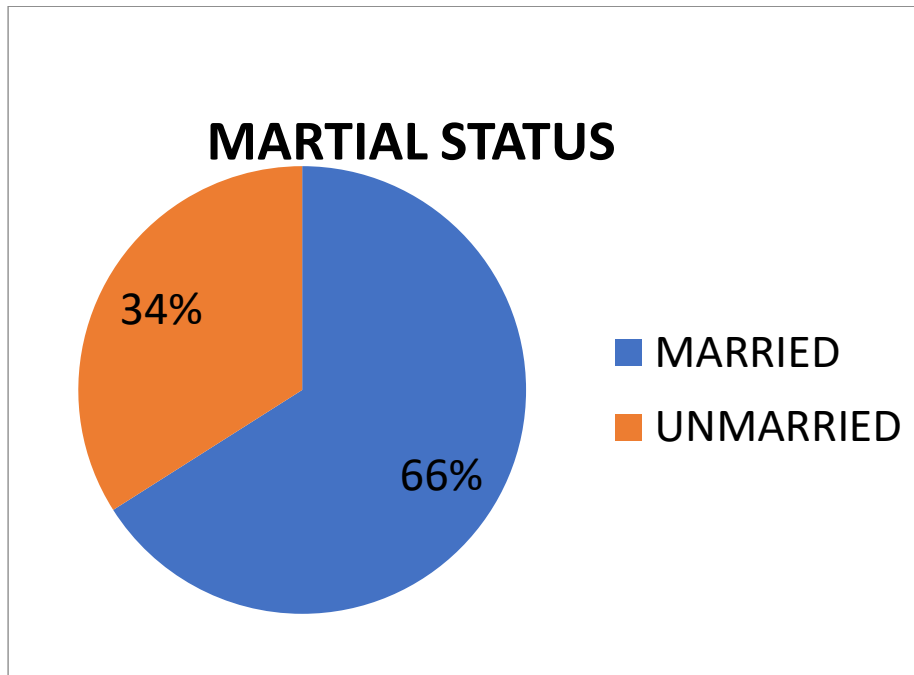


INTERPRETATION

From the collected data 85% of the respondents are male According to the data it shows that 85%of the respondents are male and 15% of the respondents are female

4.2 MARTIAL STATUS

S.NO	MARTIAL STATUS	NO.OF RESPONDENT	PERSENTAGE
1	MARRIED	54	81
2	UNMARRIED	12	19

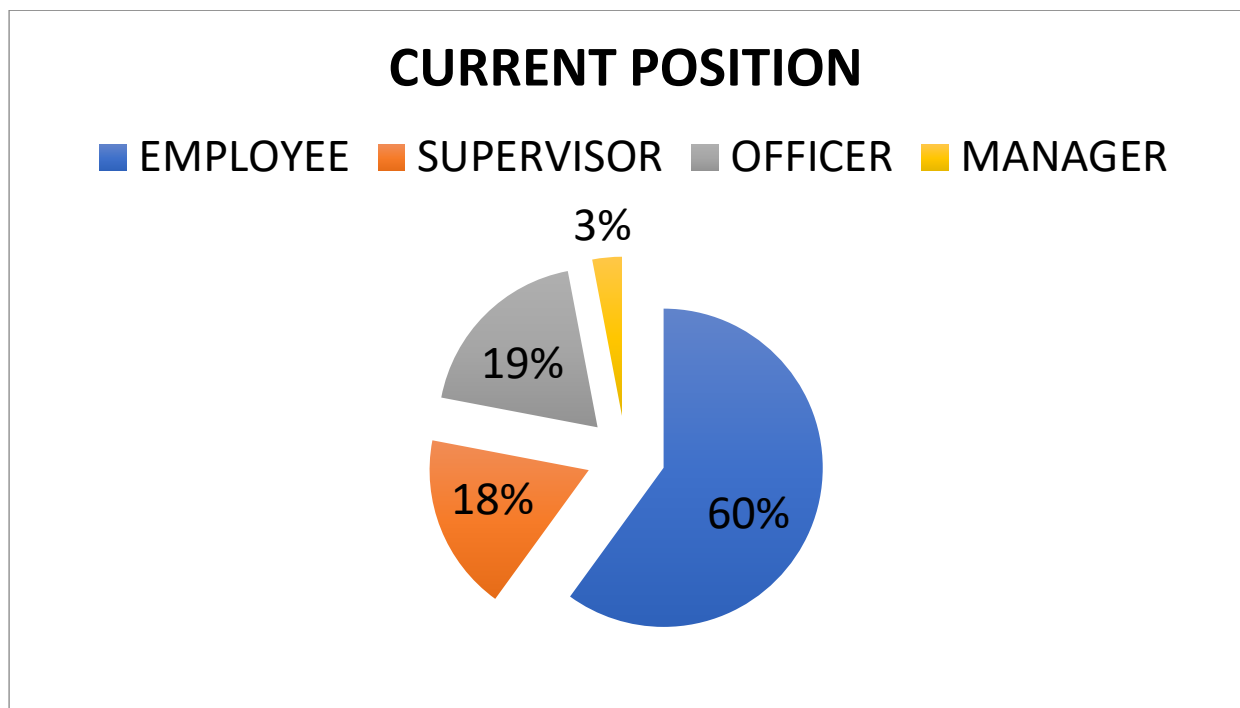


INTERPRETATION

Out of total sample population i.e. 64 respondents, 65% and 34% of total sample population were married and unmarried respectively

4.3 CURRENT POSITION

S.NO	POSITION	NO.OF RESPONDENTS	PERCENTAGE
1	Employees	40	60
2	Supervisor	10	18
3	Officer	12	19
4	manger	2	3

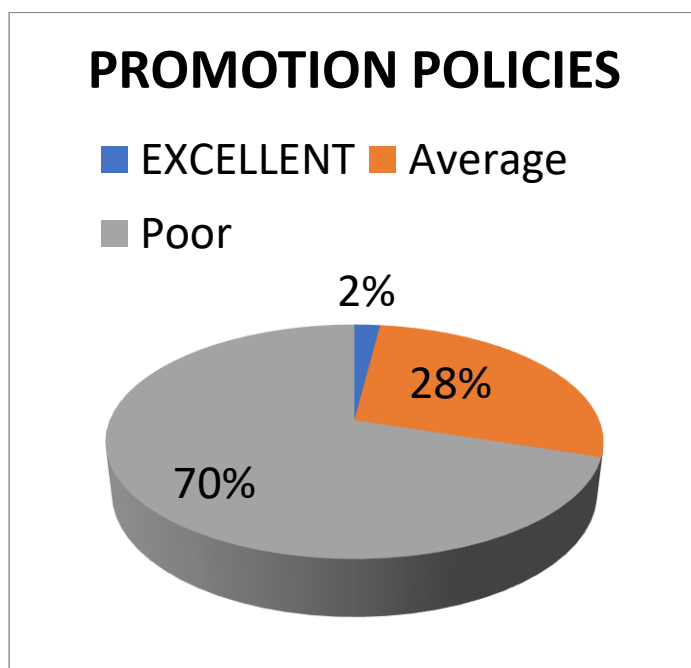


INTERPRETATION

Out of total 64 respondent, 32were employees, 18 were supervisor while 13 were officer and 1 were manger

4.4 Promotion policy

s.no	satisfication	no.of respondent	precentage
1	Excellent	1	2
2	Average	18	28
3	Poor	45	70

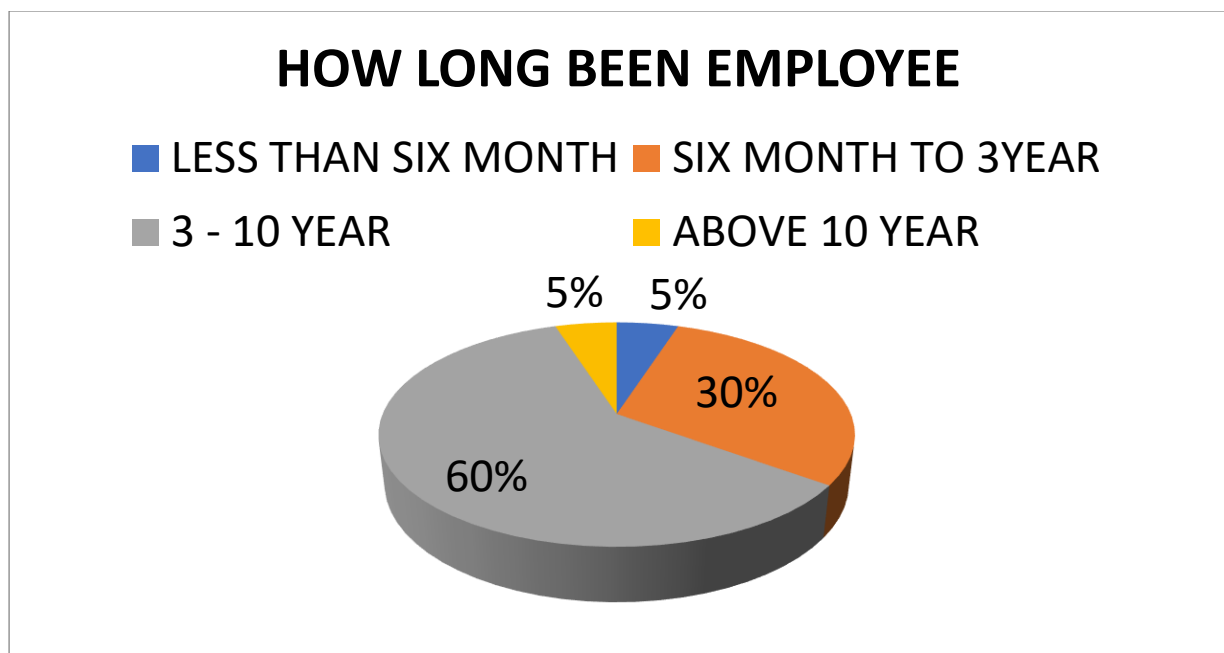


INTERPRETATION

The table presents that 70 % of the employees are dissatisfied with the promotion policies adopted by the company. Promotions are from within and based on seniority and eligibility of the employees. Promotion avenues motivate the employees to improve their performance

4.5 HOW LONG BEEN EMPLOYEE

S.NO	PERIODS	NO.OF RESPODENT	PRECENTAGE
1	Less than six month	3	5
2	6month to 1year	20	30
3	3 to 10 year	38	60
4	Above 10 year	3	5

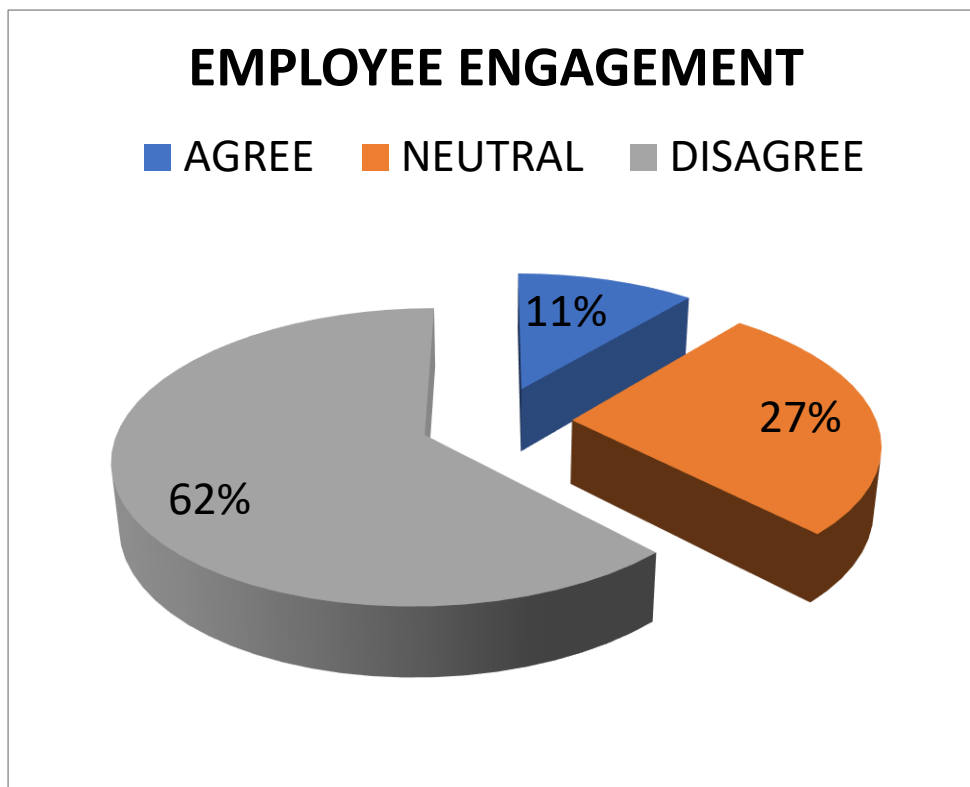


INTERPRETATION

The above table shows that from the total of 60 % have been employees for 3 to 10 years, 30% have been employees are six months to 3years. Rest 5% are employees for more 10 years

4.6 EMPLOYEE ENGAGEMENT

S.NO	SATISFICATION	NO,OF RESPONDENT	PRECENTAGE
1	Agree	7	11
2	Neutral	17	27
3	Disagree	40	62

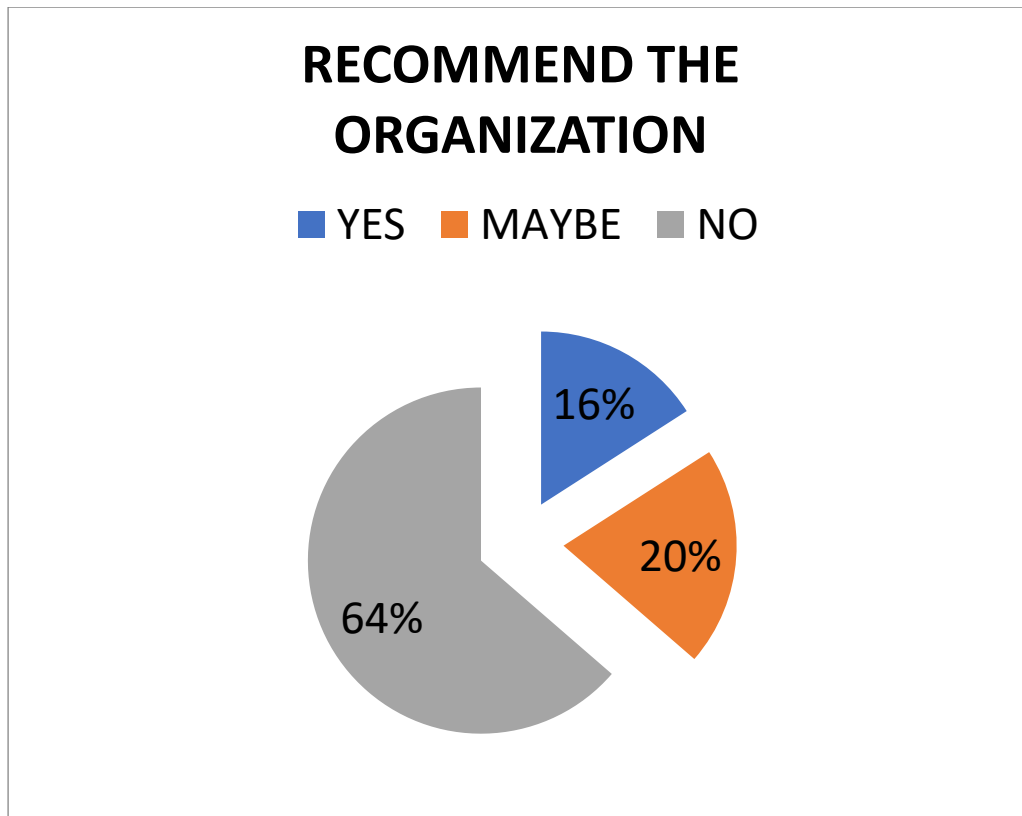


INTERPRETATION

The table shows that 62 % of the employees are satisfied. 27 % have excellent opinion about employee engagement. When adequate job security is provided to the employees it will motivate them to do their work and increase productivity

4.7 RECOMMEND THE ORGANIZATION

S.NO	SATISFICATION	NO.OF RESPONDENT	PRECENTAGE
1	Yes	10	16
2	Maybe	13	20
3	No	41	64

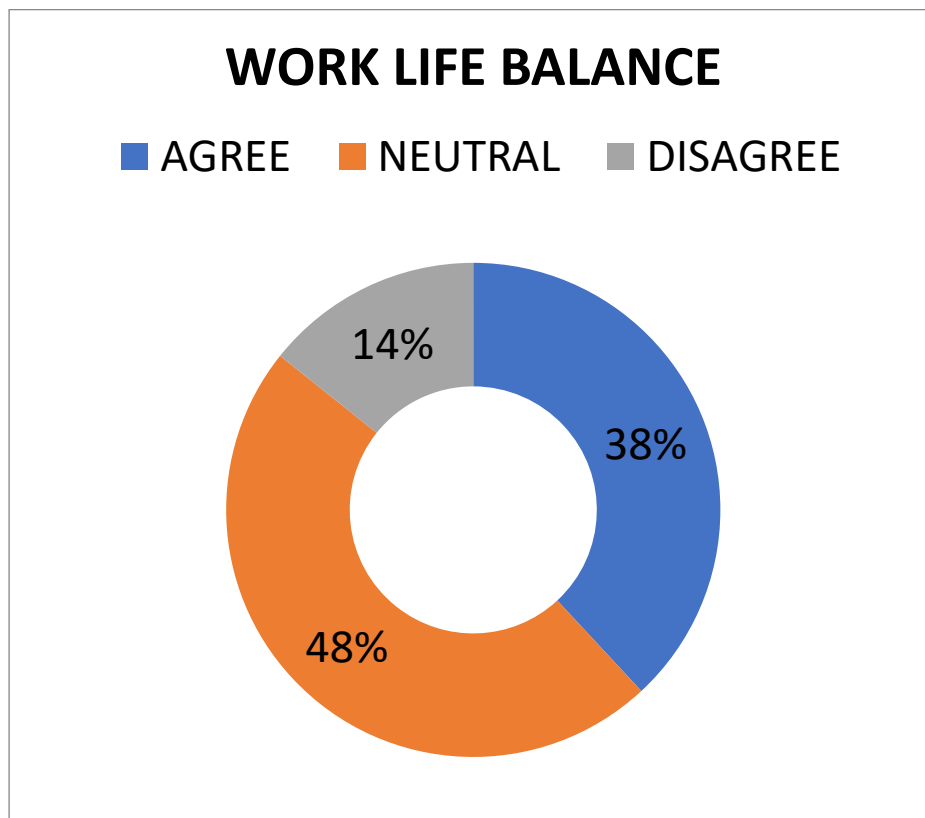


INTERPRETATION

The table shows that 90 % of the employees are recommend the organization to their friends and family. 35 % have excellent opinion about recommendation. When adequate job security is provided to the employees it will motivate them to do their work and increase productivity

4.8 WORK LIFE BALANCE

S.NO	SATISFACTION	NO. RESPONDS	OF PERCENTAGE
1	Agree	24	38
2	Neutral	9	14
3	disagree	30	48

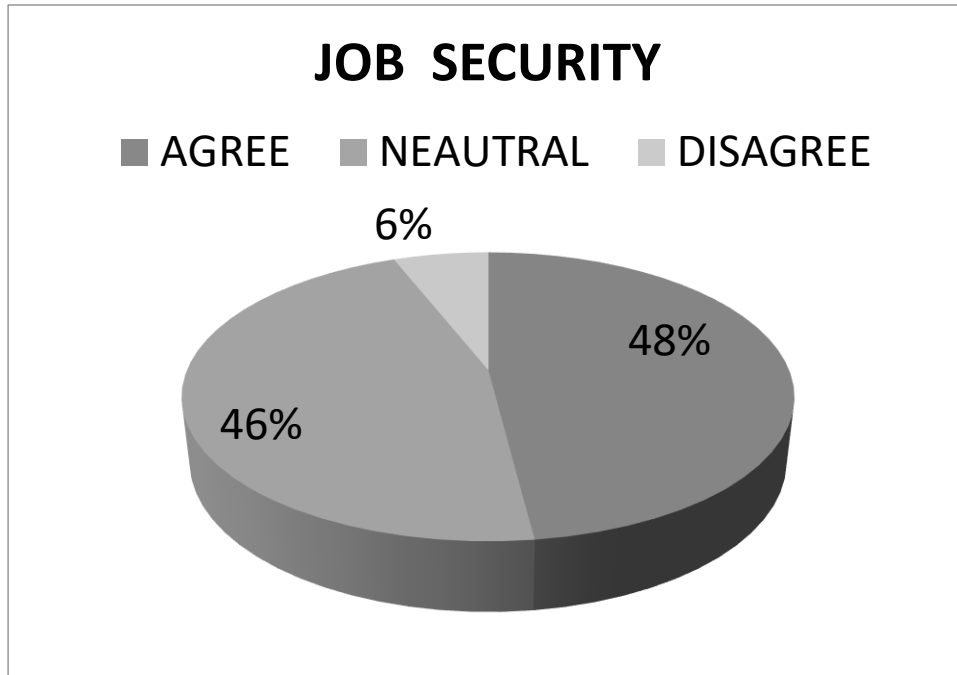


INTERPRETATION

The table presents that out of 90 % satisfied employees, 40 % have good opinion regarding family security. When the work life balance of employees is good the minds of employees are free from various tensions and they can devote more time for their work and hence productivity can be increased

4.9 JOB SECURITY

S.NO	SATIFICATION	NO.OF RESPONDS	PERCENTAGE
1	Agree	31	48
2	Neutral	29	46
3	Disagree	4	6

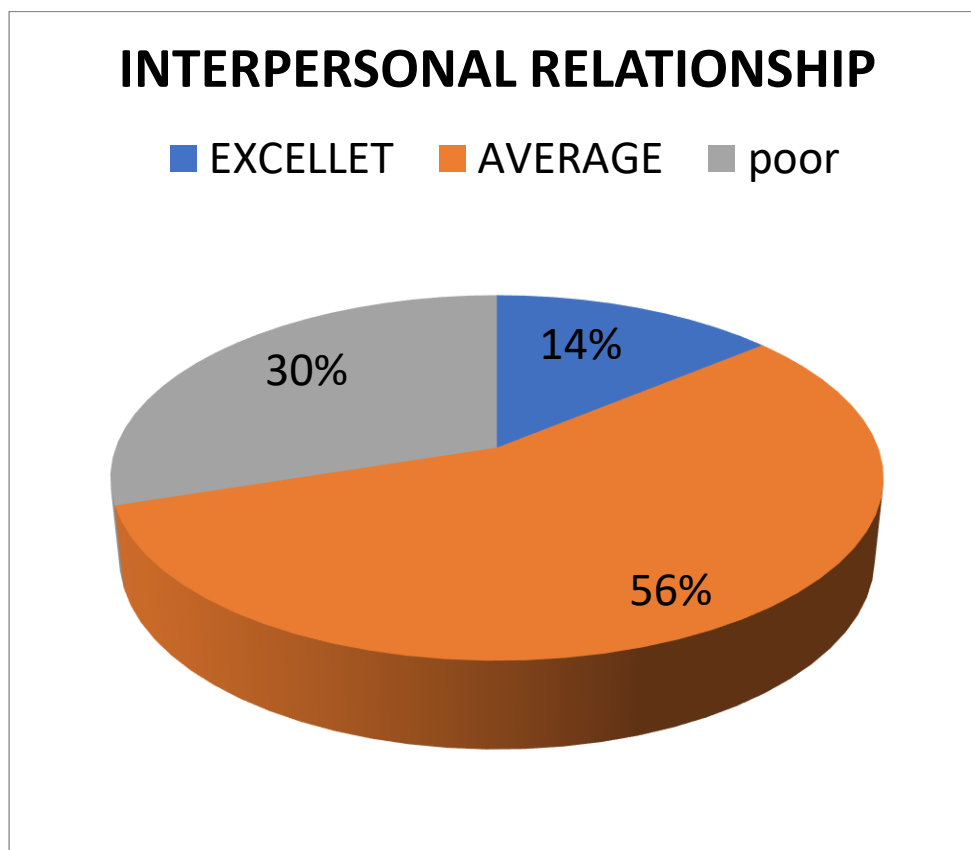


INTERPRETATION

The table shows that 94 % of the employees are satisfied. 48 % have excellent opinion about job security. When adequate job security is provided to the employees it will motivate them to do their work and increase productivity

4.10 INTERPERSONAL RELATIONSHIP

S.no	Satisfaction	No.of respondent	Percentage
1	Excellent	9	14
2	Average	36	56
3	Poor	19	30

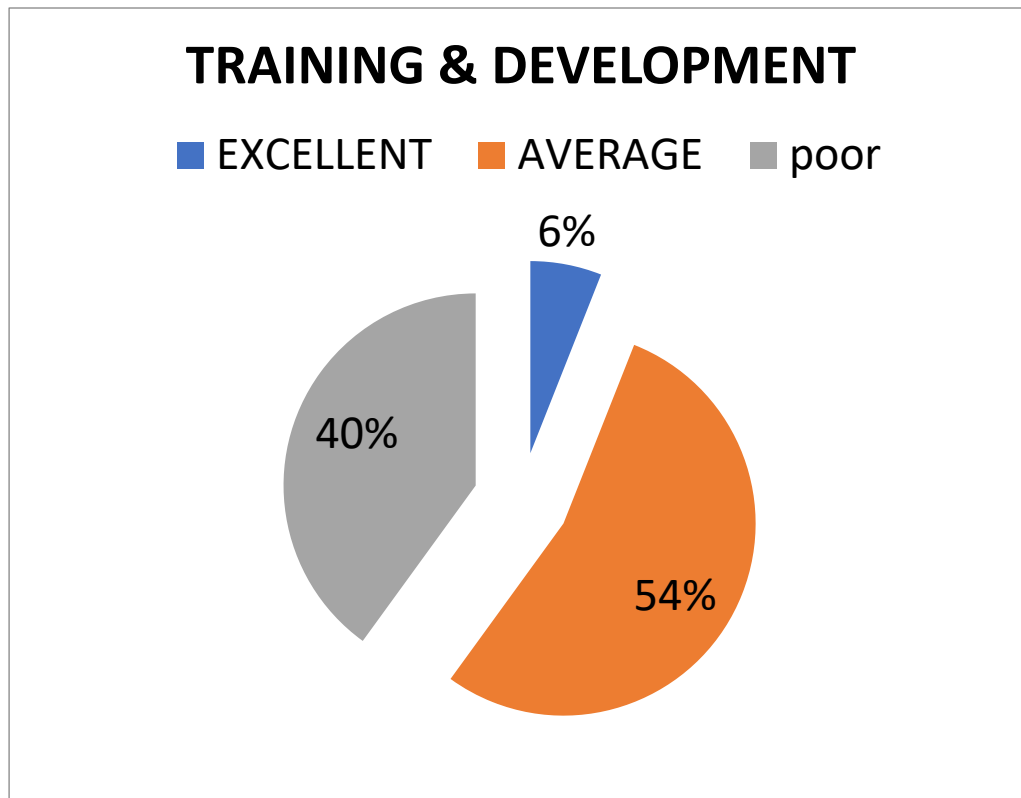


INTERPRETATION

The above table shows that from the total of 70 % satisfied employees, 56% have good opinion with respect to the interpersonal relationship existing in the organization. Rest 30 % are dissatisfied. Interpersonal relationships among employees serve as a source of support, comfort, advice and assistance to the individual group members and it will have a positive impact on job satisfaction

4.11 TRAINING & DEVELOPMENT

S.No	Satisfaction	NO. OF RESPONDENT	PERCENTAGE
1	Excellent	4	
2	Average	35	
3	Poor	26	

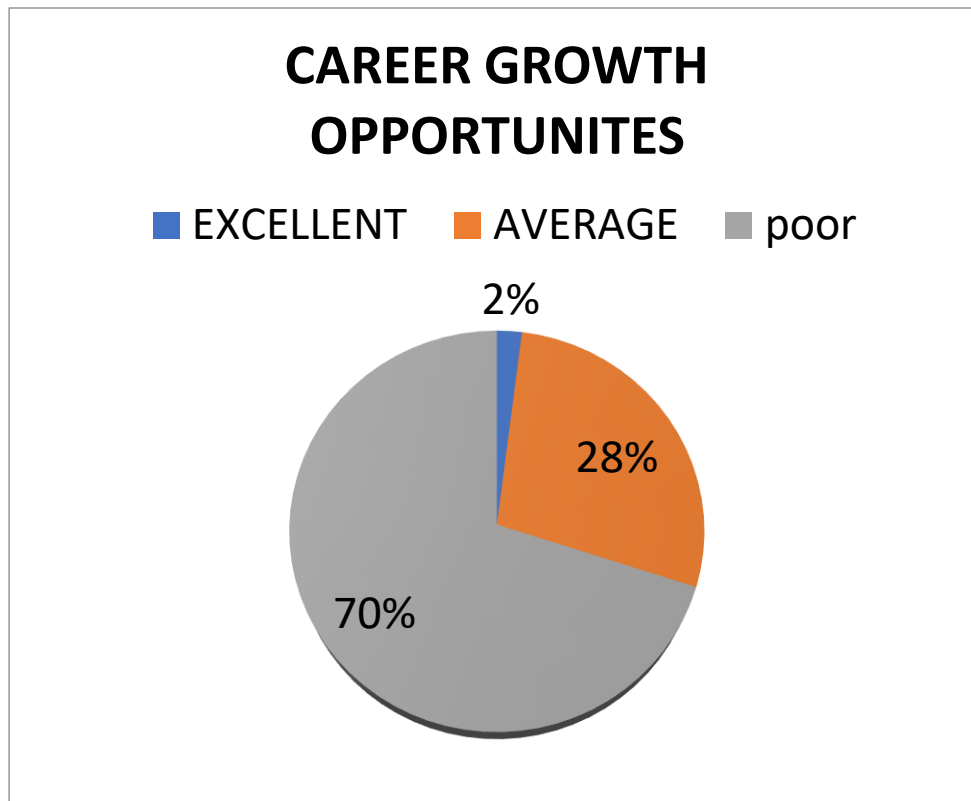


INTERPRETATION

NEERAPA PACKEGED DRINKING WATER provides various types of training such as apprenticeship training, refresher training etc which improves the performance of the employees and thus results in better production. The above table reflects that 60 % of the employees are satisfied of which 54 % have good opinion too. But rest 40% of them are dissatisfied with the training and development facilities provided

4.12 CAREER GROWTH OPPORTUNITES

S.No	Satisfaction	NO.OF RESPONDENT	Percentage
1	Excellent	1	2
2	Average	18	28
3	Poor	45	70

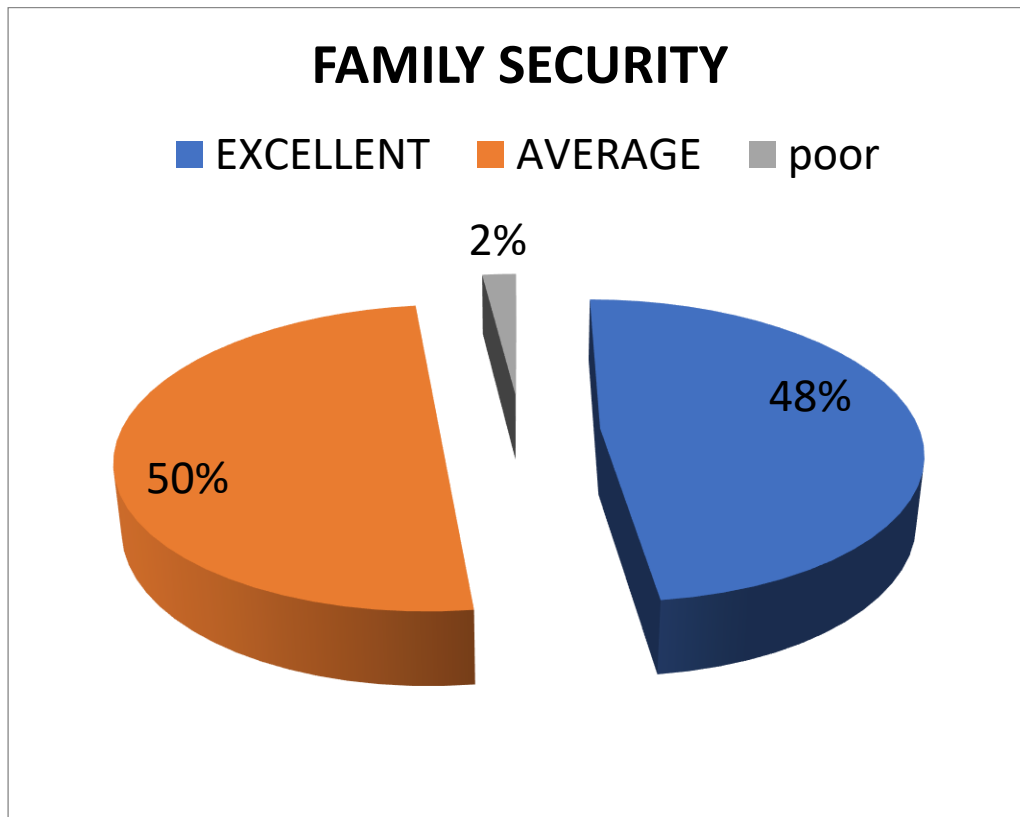


INTERPRETATION

Career development in the company is limited only to ambitious and achievement oriented employees for improving their skills. 70 % of the employees feel that their career growth in Neerapa Packaged Drinking Water is dissatisfactory. Out of the 30 % satisfied employees, only 2 % feels that they have excellent career growth opportunities in NEERAPA PACKEGED DRINKING WATER

4.13 FAMILY SECURITY

S.No	SATISFICATION	NO.OF RESPONDENT	PRECENTAGE
1	Excellent	24	48
2	Average	32	50
3	Poor	8	2



INTERPRETATION

The table presents that out of 98 % satisfied employees, 50 % have good opinion regarding family security. When there is family security the minds of employees are free from various tensions and they can devote more time for their work and hence productivity can be increased

CHAPTER - 5

5. HYPOTHESES & FINDINGS

5.1 HYPOTHESES

- It is known fact to all that keeping a employee happy is management's responsibility as to get the work done perfectly. So a satisfied employees is essential element for improving efficiency and effectiveness.
- Job satisfaction is great motivator, which keeps the employees always in high morale.
- Job satisfaction among employees result in increasing the perception of the organization
- Job satisfaction reduces the resistance among employees for the new implementations

5.2 HYPOTHESIS RESULT

Frequencies

Notes		
Output Created		21-APR-2022 19:26:30
Comments		
Input	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	67
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.
Syntax		FREQUENCIES VARIABLES=VAR00012 VAR00014 /ORDER=ANALYSIS.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.03

[DataSet1]

Statistics			
		VAR00012	VAR00014
N	Valid	67	67
	Missing	0	0

Frequency Table

VAR00012

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	14	20.9	20.9	20.9
After dark	6	9.0	9.0	29.9
Afternoon	11	16.4	16.4	46.3
Evening	22	32.8	32.8	79.1
Morning	14	20.9	20.9	100.0
Total	67	100.0	100.0	

VAR00014

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	17	25.4	25.4	25.4
Bad past experiences with drivers	11	16.4	16.4	41.8
Discomfort	7	10.4	10.4	52.2
Price	32	47.8	47.8	100.0
Total	67	100.0	100.0	

5.3 FINDINGS OF THE STUDY

- Majority (63%) respondents are age between 18 – 28
- Majority (85%) of gender of respondents are Male
- Majority (94%) of the respondents of the employees are satisfied in job security
- Majority (56%) of the respondents have good opinion with respect to the interpersonal relationship existing in the organization
- Majority (60%) of the respondents the employees are satisfied of which have good opinion too Training & Development
- Majority (70%) of the respondents of the employees feel that their career growth in Neerapa Packaged Drinking Water is dissatisfactory
- Majority (90%) of the respondents of the employees are dissatisfied with the promotion policies adopted by the company
- Majority (98%) of the respondents that out of satisfied employees, have good opinion regarding family security
- Majority (45%) of the respondents of the employees have excellent opinion about employee engagement
- Majority (50%) of the respondents of the employees have good opinion regarding family security
- Majority (60%) of the respondents have been employees for 3 to 10 years
- Majority (90%) of the respondents of the employees are satisfied about communication with subordinates
- Majority (98%) of the respondents of the employees are satisfied with respect to peer group communication
- Majority (88%) of the respondents Regarding communication with superiors, of the employees are satisfied

5.4 SUGGESTION

- Based on the above findings, the following recommendations are made for improving job satisfaction among employees of NEERAPA packaged drinking water
 - 1) Training programmer has to be provided based on the job content. It should be job related and knowledge based.
 - 2) More and more opportunities should be provided to employees to promote inter personal relationships
 - 3) The promotion policy should be time bound and uniform in order to keep the morale of the employees high.
 - 4) The company should re-introduce the transportation facility to its officers which willreduce cost over-run and savings in income
 - 5) Job rotation is to be made atleast once in three years.
 - 6) The promotion policy should be time bound and uniform inorder to keep the morale of the employees high.
 - 7) The grievance handling system should be made more efficient and the company shouldsee that complaints are solved quickly.
 - 8) The employees should be given an opportunity to participate in decision-making. So thatthe decisions can be smoothly implemented.

CHAPTER - 6

SUMMARY& CONCLUTION

6.1 SUMMARY

- Simple percent analysis is used
- Due to the busy work schedule of the employee chances are there that response to the questionnaires may be with lack of full concentration.
- All The Factors affecting job Satisfaction Is Not taken Into Consideration
- Insufficient time lead to inadequate focus in all sections

6.2 CONCLUSION

An employee's assessment of how satisfied or dissatisfied he or she is with his or her job is a complex summation of a number of discrete job elements. This job satisfaction study was a procedure by which employees report their feelings towards their job and work environment. It helped to a powerful diagnostic instrument for assessing employee problems. Improved communication is another benefit of the study. Particularly beneficial to the company is the upward communication when employees are encouraged to comment about what they really have in their minds. This job satisfaction study revealed that grievance handling system, promotion policy, job rotation, participation in decision making has to be improved. It helped management, both to get a better handle on why employees are lagging and to plan

better solutions to problems and to assess training needs. This study proves that the employees are satisfied with the medical facilities, pension packages, club facilities and canteen facilities provided by the NEERAPA PAKAGED DRINKING WATER. Certain recommendations are given which may be considered by management to satisfy their employees. Thus, the priceless value of human resources is revealed and there lies the need to satisfy them.

BIBLIOGRAPHY

1. Spector,Paul.E (1997) 'Job Satisfaction : Application, Assessment, Causes, and Consequences', Sage Publications
2. Rowan,Sophie (2008) 'Happy at Work : Ten Steps to Ultimate Job Satisfaction', Pearson Education Limited
3. Hochheiser,Robert M. (1998) 'Its a Job Not a Jail: How to Break Your Shackles When You Can't Afford to Quit', Simon & Schuster
4. Scheuring-Leipold, Malissa A. (2008), 'Job Satisfaction' , VDM Verlag
5. Buhler, Patricia, Scott,Jason (2009), ' The Employee Satisfaction Revolution: Understanding and Unleashing the Power of a Satisfied Workforce', Prestwick House, Inc.
6. Cranny,C. J, Smith,Patricia Cain, Stone,Eugène.F (1992), ' Job satisfaction: how people feel about their jobs and how it affects their performance', Lexington Books
7. Boucher, Jane (2004), 'How to Love the Job You Hate: Job Satisfaction for the 21st Century', Beagle Bay Books
8. Esen,Evren (2007) , 'Job Satisfaction', Society for Human Resource Management

9. Stride, Chris, D. Wall, Toby, Catley, Nick (2008) 'Measures of Job Satisfaction, Organisational Commitment, Mental Health and Job Related Well-being', John Wiley and Sons
10. Penn, Joanna (2008), 'How to Enjoy Your Job', Lulu publishers
11. Cammann, C., Fichman, M., Jenkins, D., Jr., & Klesh, J.R. (1983), 'Assessing the attitudes and perceptions of organizational members', John Wiley & Sons, Inc.
12. Hatton, C., Emerson E., Rivers, M., Mason, H., Mason, L., Swarbrick, R., Kiernan, C.,
Reeves, D., & Alborz (1999), 'Factors associated with staff stress and work satisfaction in services for people with intellectual disabilities' Journal of Intellectual Disability Research, 45(4), 253-267.
13. Hoppock, R. (1935), 'Job Satisfaction', New York: Arno Press.
14. Lambert, E.G., Hogan, N.L., & Barton, S.M. (2001), 'The impact of job satisfaction on turnover intent: A test of a structural measurement model using a national sample of workers', Social Science Journal, 38(2), 233-251.
15. Meyer J.P. & Allen, N.J. (1997) 'Commitment in the Workplace, Theory, Research and Application', Thousand Oaks, CA. Sage Publications