

A STUDY ON OUTCOME OF EMPLOYER- EMPLOYEE RELATIONSHIP ON JOB SATISFACTION

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by
MOHAMAD ASHRAF A
Register No.39410120



SCHOOL OF BUSINESS ADMINISTRATION

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
Jeppiaar Nagar, RAJIV GANDHI SALAI, CHENNAI - 600 119**

APRIL - 2021



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Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai – 600 119
www.sathyabama.ac.in

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of Mr. Mohamad Ashraf A (39410120) who has done the Project work entitled, **"A STUDY ON OUTCOME OF EMPLOYER- EMPLOYEE RELATIONSHIP ON JOB SATISFACTION"** under my supervision from December 2020 to January 2021.

Mr. M. JOHN PAUL., MBA.,MHRM.,M.Phil.,

Internal Guide

External Guide

Dr. BHUVANESWARI G.

Dean – School of Business Administration

Submitted for Viva voce Examination held on _____.

Internal Examiner

External Examiner

DATE : 13.01.2021

TO WHOM SOEVER IT MAY CONCERN

Sub: Issuing completion certificate for INTERNSHIP TRAINING.

This is to certify that **A.MOHAMAD ASHRAF**, II year M.B.A (register No.)**39410120**
of **SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY**,
CHENNAI-600 119, has undergone **INTERNSHIP** training in our company
FORTRAN CIRKIT ELECTRONICS PVT.LTD for the period of
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Now he has completed her training under my supervision.

His character and conduct during this period of INTERNSHIP training was
found to be very good.

we wish all the best for her future.

for FORTRAN CIRKIT ELECTRONICS PVT.LTD.,

N. Rathnakumar

N.RATHNAKUMAR.
MANAGER-HR.



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DECLARATION

I, **MOHAMAD ASHRAF A, (39410120)** hereby declare that the Project Report entitled, “**A STUDY ON OUTCOME OF EMPLOYER- EMPLOYEE RELATIONSHIP ON JOB SATISFACTION**” done by me under the guidance of is submitted in partial fulfillment of Mr. M. JOHN PAUL., MBA.,MHRM.,M.Phil., the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

MOHAMD ASHRAF A

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ABSTRACT

This study attempts to the state of employer- employee relationship on job satisfaction in FORTRAN CIRKIT ELECTRONICS PRIVATE LIMITED PERUNGUDI. It provides the enhances the knowledge level candidate where in which they can apply for their future also through this study. To get views and suggest ways and means to improve the employer – employee relationship. This paper aims to outline the importance of the employer-employee relationship and describes the role this relationship plays towards the growth of a business. The paper also highlights the role job satisfaction plays towards stimulating good relationships between these two parties and provides guidelines to business owners on how the relationship can be managed. A relationship survey was designed for the study. The survey aimed to determine the business owners’ opinions about relationships, and whether they believed these play a significant role towards the success of their businesses. The survey further aimed to measure job satisfaction of the employees. In the study, job satisfaction was identified as an accurate indicator of good relationships between employers and employees. The study found that business owners shared a positive notion that relationships play an important role towards their business as these contribute to the growth of their business. The employees indicated high levels of satisfaction with their jobs. The study concludes by outlining the key factors and benefits of managing employer- Employee relationships. Questionnaire were distributed to employees to collect the needed data. Suggestions were put forward to improve the employer – employee relationship. The study was completed and suggestions have been given to the management. It is an extraordinary opportunity to experience practical industrial environment, work disciple, team work, time management, quality controlling and to obtain a clear understanding of the theoretical knowledge which was gathered at the university.

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LIST OF ABBREVIATIONS

- ❖ PCB – Printed Circuit Board.
- ❖ ECME - Electronic Circuit Making Equipment.
- ❖ HDI - High-Density Interconnect.
- ❖ PWB - Printed Wiring Board.
- ❖ PCA - Printed Circuit Assembly.
- ❖ CCA - Circuit Card Assembly.
- ❖ PCBA - Printed Circuit Board Assembly.
- ❖ CTC – Cost to Capital

CHAPTER 1

INTRODUCTION

Employer-employee relations implies the relationships between employer and employees in an industrial organization. Employer-employee relation in the wide sense takes into account the relations between the various unions, between the state and the unions as well as those between the employers and the government. Employer – Employee relationship constitutes one of the most delicate and complex problems of the modern industrial society which is characterized by rapid changes. Industrial relationship is used to express the nature of relationship between the employer and employee in an industrial organization.

When an employer hires a new employee, he is not just bringing a new member of the workforce aboard, he is also starting a new relationship. Because employers and employees often work in close quarters, they necessarily develop relationships. Managing these relationships is vital to business success, as strong relationships can lead to greater employee happiness and even increased productivity.

Employer/employee relations refer to the communication that takes place between representatives of employees and employers. Most of the employee relations involve employees and employers working together. Indeed, part of the aim of the European Union's social policy today is to create a system of shared responsibility of employers and employees for working practices, conditions and other areas of working life. This shared responsibility is called co-determination.

Employee relations, industrial relations and labour relations are all terms that refer to those aspects of human resource management where employees are dealt with as group through collective agreements with trade unions. It covers all the relations between employers and employee in industry. Some scholars however see employee relations which are a more recent term as broader and include employee participation in management decisions, communications, policies for improving cooperation and control of grievances and minimization of conflicts.

1.1 INDUSTRY PROFILE

The Indian printed circuit board (PCB) market reached a value of USD 2.75 billion in 2020. The market is further expected to grow at a CAGR of about 18% in the forecast period of 2021-2026 to reach a value of approximately USD 7.45 billion by 2026.

India is among the major and rapidly rising consumer electronics markets in the Asia Pacific region. Computers, tablets, cell phones, and other electronics use rigid PCBs in areas critical to the functionality of such devices, like motherboards; thus, the growth of the consumer electronics industry in India is expected to have a positive effect on the progress of the PCB industry.

The printed circuit board (PCB) refers to an electrical circuit which is used as the basis for most electronics and for linking electronic and electrical components without using wires. It is used to physically assist and connect surface-mounted and socket components in a wide variety of electronics. Such copper-laminated boards are typically made of fibreglass, epoxy composites, or other composite materials. Whereas simple electronics contain a single layer of PCBs, complex and sophisticated hardware includes multiple layers that can be up to twelve. PCBs are commonly used in a wide range of industries for a number of applications, including computers, television sets, cell phones, digital cameras, laptops, game consoles, medical equipment, LED lighting, and other industrial machines.

The Indian printed circuit board (PCB) market is primarily driven by the booming consumer electronics sector in the region, which is expected to have robust growth over the next few years. Aided by rapid urbanisation, rising living standards, and increasing disposable incomes of the majority of the population, the sales of computers, cell phones, and tablets are on the rise in India, which uses PCBs as an indispensable portion of their mechanism. This is further encouraged by the constructive steps taken by the Government of India to provide impetus to domestic consumer electronics production units. Many initiatives, including 'Made in India,' 'Digital India', and the National Policy on Electronics, have led to a major increase in the demand for PCBs from domestic producers. In addition, the increasing trend of computer miniaturisation is also stimulating the market growth. Manufacturers limit the size of semiconductor devices not only in order to reduce the size of

electronics and make them aesthetically appealing, but also to increase their overall performance. It, in confluence with the emergence of various advancements in the method of producing PCBs, provides an impetus to the development of the market. The increasing adoption of digitisation and modernisation in the medical sector is also expected to impact the demand for PCBs in the coming years, generating a positive market outlook.

India represents one of the largest and fastest growing consumer electronics market in the Asia Pacific region. Computers, laptops, mobile phones, etc. often use rigid PCBs in areas vital to the functionality of these devices, such as the motherboard, thereby creating a positive impact on the growth of the PCB industry.

PCBs find application in large number of industries which includes electronic products, automotive (dashboards, engine management system, power supplies etc.), medical (heart monitors, imaging probes, drug metering devices), defence (radar, armoured car control and security), lighting, broadcasting, Aerospace etc. It represents the foundation of a majority of electronic products and continues to evolve into new industries and applications.

The advancements made in the PCB functionalities and manufacturing along with the miniaturisation of semiconductor devices are expected to drive the demand for more complex PCBs with higher number of layers.

The Government of India is strongly encouraging the manufacturing and usage of PCBs in the country. It has launched many initiatives such as 'Make in India', 'Digital India' etc. Under these schemes, the government aims to encourage manufacturers to set up more local plants in the country by easing tax regime, reducing bureaucratic hurdles, etc. This is expected to bring in significant achievement in various end-use industries (automotive, electrical, etc.), thereby creating a positive impact on the overall PCB demand.

PCBs are the back bone of the electronics industry as it is deployed in almost all the electronic products from consumer gadgets to industrial high-tech

products. The Indian electronic devices market has witnessed double digit growth rates driven by rising disposable incomes and increasing urbanisation levels in the country. This coupled with miniaturisation of semiconductor devices and enhanced functionality in electronic products is expected to drive the demand for more complex PCBs in the near future.

PCBs represent a fundamental component for the manufacturing of devices which are required for military navigation, guidance and control, electronic warfare, missiles and surveillance, and communication. India currently has the 5th largest defence budget in the world and these figures are expected to increase continuously over the next five years. Moreover, the demand and increasing government initiatives, the defence equipment manufacturing industry in the country is also undergoing strong growth. This is also expected to drive the demand of PCBs in the next five years. Before the development of printed circuit boards, electrical and electronic circuits were wired point-to-point on a chassis. Typically, the chassis was a sheet metal frame or pan, sometimes with a wooden bottom. Components were attached to the chassis, usually by insulators when the connecting point on the chassis was metal, and then their leads were connected directly or with jumper wires by soldering, or sometimes using crimp connectors, wire connector lugs on screw terminals, or other methods. Circuits were large, bulky, heavy, and relatively fragile (even discounting the breakable glass envelopes of the vacuum tubes that were often included in the circuits), and production was labour- intensive, so the products were expensive.

Development of the methods used in modern printed circuit boards started early in the 20th century. In 1903, a German inventor, Albert Hanson, described flat foil conductors laminated to an insulating board, in multiple layers. Thomas Edison experimented with chemical methods of plating conductors onto linen paper in 1904. Arthur Berry in 1913 patented a print-and-etch method in the UK, and in the United States Max obtained a patent to flame-spray metal onto a board through a patterned mask. Charles in 1927 patented a method of electroplating circuit patterns.

The Austrian engineer Paul Eisler invented the printed circuit as part of a radio set while working in the UK around 1936. In 1941 a multi-layer printed circuit was used

in German magnetic influence naval mines. Around 1943 the USA began to use the technology on a large scale to make proximity fuzes for use in World War II.

After the war, in 1948, the USA released the invention for commercial use. Printed circuits did not become commonplace in consumer electronics until the mid-1950s, after the Auto-assembly process was developed by the United States Army. At around the same time in the UK work along similar lines was carried out by Geoffrey then at the RRDE.

Even as circuit boards became available, the point-to-point chassis construction method remained in common use in industry (such as TV and hi-fi sets) into at least the late 1960s. Printed circuit boards were introduced to reduce the size, weight, and cost of parts of the circuitry. In 1960, a small consumer radio receiver might be built with all its circuitry on one circuit board, but a TV set would probably contain one or more circuit boards.

Predating the printed circuit invention, and similar in spirit, was John 1936–1947 Electronic Circuit Making Equipment (ECME) which sprayed metal onto a Bakelite plastic board. The ECME could produce three radio boards per minute.

During World War II, the development of the anti-aircraft proximity fuse required an electronic circuit that could withstand being fired from a gun, and could be produced in quantity. The Central lab Division of Globe Union submitted a proposal which met the requirements: a ceramic plate would be screen printed with metallic paint for conductors and carbon material for resistors, with ceramic disc capacitors and vacuum tubes soldered in place. The technique proved viable, and the resulting patent on the process, which was classified by the U.S. Army, was assigned to Globe Union. It was not until 1984 that the Institute of Electrical and Electronics Engineers (IEEE) awarded Harry W. Rubinstein the Brunetti Award for early key contributions to the development of printed components and conductors on a common insulating substrate. Rubinstein was honoured in 1984 by his alma mater, the University of Wisconsin-Madison, for his innovations in the technology of printed electronic circuits and the fabrication of capacitors. This invention also represents a step in the development of integrated circuit technology, as not only wiring but also passive components were fabricated on the ceramic substrate.

Originally, every electronic component had wire leads, and a PCB had holes drilled for each wire of each component. The component leads were then inserted through the holes and soldered to the copper PCB traces. This method of assembly is called through-hole construction. In 1949, Moe Abramson and Stanislaus F. Danko of the United States Army Signal Corps developed the Auto-assembly process in which component leads were inserted into a copper foil interconnection pattern and dip soldered. The patent they obtained in 1956 was assigned to the U.S. Army. With the development of board lamination and etching techniques, this concept evolved into the standard printed circuit board fabrication process in use today. Soldering could be done automatically by passing the board over a ripple, or wave, of molten solder in a wave-soldering machine. However, the wires and holes are inefficient since drilling holes is expensive and consumes drill bits and the protruding wires are cut off and discarded.

From the 1980s onward, small surface mount parts have been used increasingly instead of through-hole components; this has led to smaller boards for a given functionality and lower production costs, but with some additional difficulty in servicing faulty boards.

In the 1990s the use of multilayer surface boards became more frequent. As a result, size was further minimized and both flexible and rigid PCBs were incorporated in different devices. In 1995 PCB manufacturers began using micro via technology to produce High-Density Interconnect (HDI) PCBs.

1.2 COMPANY PROFILE

Table 1.2: Company profile

CIN	U33111TN1984PTC011266
COMPANY NAME	FORTRAN CIRKIT ELECTRONIC PRIVATE LIMITED
ADDRESS	Plot: 44/53, developed plot estate, Perungudi, Chennai – 600096, INDIA
TELEPHONE NO	(044)24961752
Email ID	fortrancirkit@yahoo.com
COMPANY STATUS	Active
RoC	RoC- Chennai
REGISTRATION NO	11266
COMPANY CATEGORY	Company limited by shares
DATE OF INCORPORATION	27 October 1984
AGE OF COMPANY	36 years, month, 17 days
AUTHORISED CAPITAL	7500000
PAID UP CAPITAL	5828000
LISTING STATUS	Unlisted

Fortran Cirkit Electronic Private Limited is a Private incorporated on 27 October 1984. It is classified as Non-govt company and is registered at Registrar of Companies, Chennai. Its authorized share capital is Rs. 7,500,000 and its paid up capital is Rs. 5,828,000. Directors of Fortran Cirkit Electronic Private Limited are Tameem Mohammed Saied, Noor Mohammed Saied, Reem Saied.

A printed circuit board (PCB) mechanically supports and electrically connects electrical or electronic components using conductive tracks, pads and other features etched from one or more sheet layers of copper laminated onto and/or between sheet layers of a non-conductive substrate. Components are generally soldered onto the PCB to both electrically connect and mechanically fasten them to it.

Printed circuit boards are used in all but the simplest electronic products. They are also used in some electrical products, such as passive switch boxes.

Alternatives to PCBs include wire wrap and point-to-point construction, both once popular but now rarely used. PCBs require additional design effort to lay out the circuit, but manufacturing and assembly can be automated. Electronic computer-aided design software is available to do much of the work of layout. Mass-producing circuits with PCBs is cheaper and faster than with other wiring methods, as components are mounted and wired in one operation. Large numbers of PCBs can be fabricated at the same time, and the layout only has to be done once. PCBs can also be made manually in small quantities, with reduced benefits.

PCBs can be single-sided (one copper layer), double-sided (two copper layers on both sides of one substrate layer), or multi-layer (outer and inner layers of copper, alternating with layers of substrate). Multi-layer PCBs allow for much higher component density, because circuit traces on the inner layers would otherwise take up surface space between components. The rise in popularity of multilayer PCBs with more than two, and especially with more than four, copper planes was concurrent with the adoption of surface mount technology. However, multilayer PCBs make repair, analysis, and field modification of circuits much more difficult and usually impractical.

A basic PCB consists of a flat sheet of insulating material and a layer of copper foil, laminated to the substrate. Chemical etching divides the copper into separate

conducting lines called tracks or circuit traces, pads for connections, vias to pass connections between layers of copper, and features such as solid conductive areas for electromagnetic shielding or other purposes. The tracks function as wires fixed in place, and are insulated from each other by air and the board substrate material. The surface of a PCB may have a coating that protects the copper from corrosion and reduces the chances of solder shorts between traces or undesired electrical contact with stray bare wires. For its function in helping to prevent solder shorts, the coating is called solder resist or solder mask.

A printed circuit board can have multiple copper layers. A two-layer board has copper on both sides; multi layer boards sandwich additional copper layers between layers of insulating material. Conductors on different layers are connected with vias, which are copper-plated holes that function as electrical tunnels through the insulating substrate. Through-hole component leads sometimes also effectively function as vias. After two-layer PCBs, the next step up is usually four-layer. Often two layers are dedicated as power supply and ground planes, and the other two are used for signal wiring between components.

"Through hole" components are mounted by their wire leads passing through the board and soldered to traces on the other side. "Surface mount" components are attached by their leads to copper traces on the same side of the board. A board may use both methods for mounting components. PCBs with only through-hole mounted components are now uncommon. Surface mounting is used for transistors, diodes, IC chips, resistors and capacitors. Through-hole mounting may be used for some large components such as electrolytic capacitors and connectors.

The pattern to be etched into each copper layer of a PCB is called the "artwork". The etching is usually done using photoresist which is coated onto the PCB, then exposed to light projected in the pattern of the artwork. The resist material protects the copper from dissolution into the etching solution. The etched board is then cleaned. A PCB design can be mass-reproduced in a way similar to the way photographs can be mass-duplicated from film negatives using a photographic printer.

In multi-layer boards, the layers of material are laminated together in an alternating sandwich: copper, substrate, copper, substrate, copper, etc.; each plane of copper is etched, and any internal vias (that will not extend to both outer surfaces of the finished multilayer board) are plated-through, before the layers are laminated together. Only the outer layers need be coated; the inner copper layers are protected by the adjacent substrate layers.

FR-4 glass epoxy is the most common insulating substrate. Another substrate material is cotton paper impregnated with phenolic resin, often tan or brown.

When a PCB has no components installed, it is less ambiguously called a printed wiring board (PWB) or etched wiring board. However, the term "printed wiring board" has fallen into disuse. A PCB populated with electronic components is called a printed circuit assembly (PCA), printed circuit board assembly or PCB assembly (PCBA). In informal usage, the term "printed circuit board" most commonly means "printed circuit assembly" (with components). The IPC preferred term for assembled boards is circuit card assembly (CCA), and for assembled backplanes it is backplane assemblies. "Card" is another widely used informal term for a "printed circuit assembly". For example, expansion card.

A PCB may be printed with a legend identifying the components, test points, or identifying text. Originally, silkscreen printing was used for this purpose, but today other, finer quality printing methods are usually used. Normally the legend does not affect the function of the PCBA.

A minimal PCB for a single component, used for prototyping, is called a breakout board. The purpose of a breakout board is to "break out" the leads of a component on separate terminals so that manual connections to them can be made easily. Breakout boards are especially used for surface-mount components or any components with fine lead pitch.

1.3 PRODUCT PROFILE

Printed circuit boards(PCBs) are dielectric substrates with metallic circuitry on that. They are sometime referred as the baseline in electronic packaging. Electronic packaging is the baseline building block of this technology. It performs variety of function.

1.3.1 Single Sided PCB

Single Sided PCBs contain only one layer of conductive material and are best suited for low density designs. Single sided PCBs have been around since the late 1950s and still dominate the world market in sheer piece volume. Single Sided printed circuit boards are easily designed and quickly manufactured. They serve as the most cost effective platform in the industry. One thin layer of thermally conductive but electrically insulating dielectric is laminated with copper. Solder mask is usually applied on top of the copper.

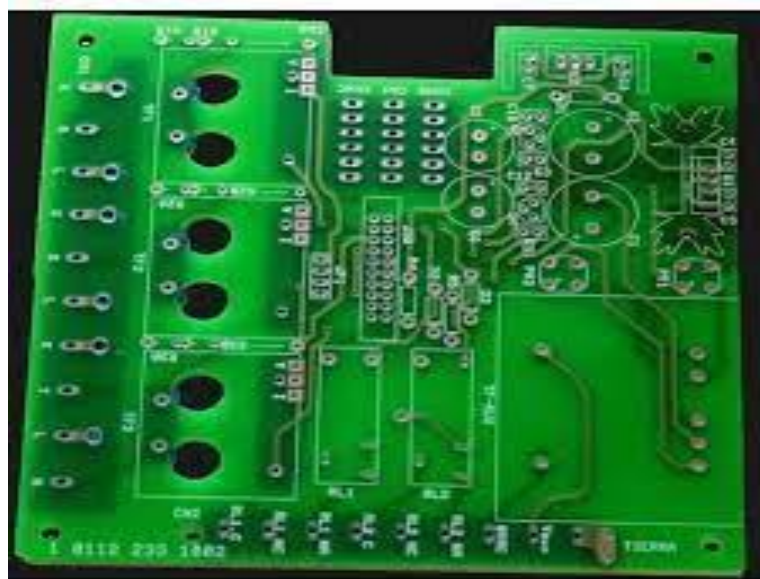


Figure 1.3.1: Single sided PCB

1.3.2 Double Sided PCB

Double Sided PCBs (also known as Double Sided Plated thru or DSPT) circuits are the gateway to higher technology applications. They allow for closer routing traces by alternating between a top and bottom layer using vias. Today, Double sided printed circuit board technology is perhaps the most popular type of PCB in the industry. There are near limitless applications for old and new designs. Fine line surface mount, ultra high copper build, high and low temperature, solder coated, silver, and gold finishes are just a few examples of DSPT applications.

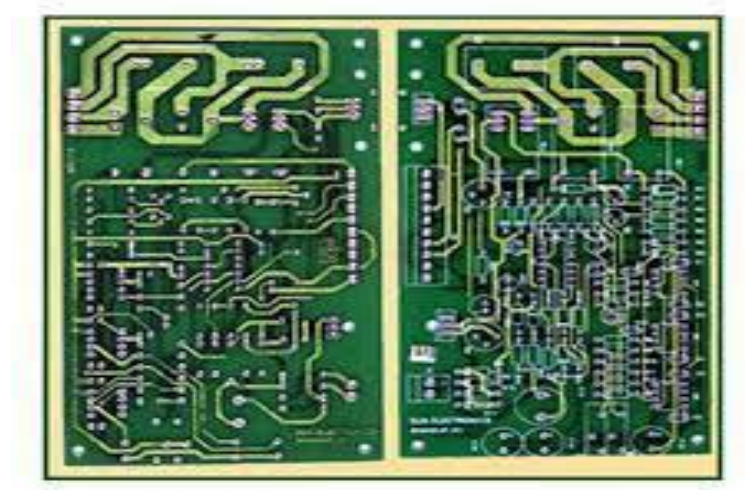


Figure 1.3.2: Double sided PCB

1.3.3 Multilayer PCB

Unlike a Double- sided PCB which only has two conductive layers of material, all multilayer PCBs will have atleast three layers of conductive material. Alternating layers and core materials are laminated together under high temperature and pressure to produce multilayer PCBs. This process ensures that air isn't trapped between layers, conductors are completely encapsulated by resin, and the adhesive that holds the layers together are properly melted and cured. The range of material combinations is extensive from basic epoxy glass to exotic or Teflon materials.

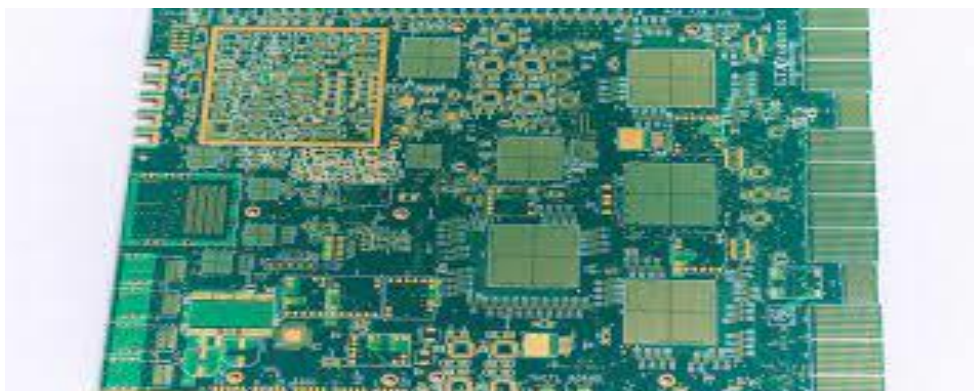


Figure 1.3.3: Multilayer PCB

CHAPTER 2

REVIEW OF LITERATURE

2.1 INTRODUCTION

In essence, a literature review identifies, evaluates and synthesises the relevant literature within a particular field of research. It illuminates how knowledge has evolved within the field, highlighting what has already been done, what is generally accepted, what is emerging and what is the current state of thinking on the topic. In addition, within research-based texts such as a Doctoral thesis, a literature review identifies a research gap (i.e. unexplored or under-researched areas) and articulates.

JOB SATISFACTION AMONG DIFFERENT WORKING ORGANISATION

Samreen Naz, Hariom Sharma (2017) Job satisfaction denotes to the workers' perception of their workplace settings, relationships amid fellows, salary as well as endorsement opportunities. In healthcare services environment with tension and division of labour, the basic challenge is to perform well in these kinds of settings. Teachers, bank employees, corporate managers, salespeople and all the occupation workers are not highly pleased with their occupation. This literature review shows that a large number of factors influence employee performance such as satisfaction from the profession, work environment, compensation policies and demographic variables, educational qualification and many more factors influencing. This research paper examines the rising literature relating to workplace satisfaction amid different working organizations and concludes that further investigation is required to be aware of the relative significance of the many recognized factors to workplace satisfaction in different working organizations. Findings revealed on the basis of literature review, female professionals facing the problem of job dissatisfaction among healthcare organizations. Other researchers showed that job satisfaction is significant for each and every level of employee in every organization and in both private and government sector.

JOB SATISFACTION IN ORGANIZATION

Aziri B(2011) Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations.

A STUDY ON EMPLOYEE JOB SATISFACTION IN DIFFERENT SECTORS

Dr. Mayuri Chaturvedi, Sumedha Raavi (2019) Job satisfaction is considered as an important issue where efforts are taken and programs are initiated to fulfil it. The factors which influence the satisfaction of the employee are level of pay, promotions, type of working conditions, work load and stress level, respect from co-workers, good relationship with supervisors, financial rewards. By safeguarding these factors the company can ensure the job satisfaction of the employee, thereby improve the productivity and grow into a successful organization. In case if employee is unsatisfied with the present job there are chances for more absents, low turnover, less productivity, deliberately doing mistakes, diverting interest for other conflicts. Any kind of dissatisfaction relating to organizational or personal life will influence on the job performance. Therefore, a study on employee job satisfaction helps the organization in knowing employee opinion about the company. The level of satisfaction changes from sector to sector depending on the work load and working conditions and job security. Hence, the study on employee job satisfaction belonging to different sectors helps to understand the overall job satisfaction of the employees. In this study only four sectors are considered they are Education Sector, Public Sector, Private Sector and IT Sector.

RELATIVE PAY AND JOB SATISFACTION

Nguyen, Taylor and Bradley (2003a) Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work (Spector, 1997). This makes job satisfaction an issue of substantial importance for both employers and employees. 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. However, employees should also be happy in their work, given the amount of time they have to devote to it throughout their working lives.

MAKING EMPLOYEES SUGGESTIONS COUNT

Bob (2011) This constitutes measuring job values, designing and maintaining pay structures, paying for performance, competence and skill, and providing employee benefits. However, compensation management is not just about money. It is also concerned with that non-financial compensation which provides intrinsic or extrinsic motivation.

MANAGERIAL COMPENSATION BASED ON ORGANIZATION PERFORMANCE

Pearce (2010) Compensation implies having a compensation structure in which the employees who perform better are paid more than the average performing employees.

EMPLOYEE RELATIONS IN THE ENCYCLOPEDIA OF HUMAN RESOURCE MANAGEMENT

Burns (2012) Employees who are inspired to work as a result of employer-employee relationship produce better and more output. Such employees strive to become better in an organization because employees who have good relationship with their employer are usually driven by the identified competency of such employee. The ultimate result of a positive employer-employee relationship leads to employee's job satisfaction.

JOB SATISFACTION IN AUTOMOBILE

Gurusamy& Mahendran (2013) in their study found that Salary occupy the First Rank for determining job satisfaction compared with other major determinants. The study was conducted on 300 respondents and was limited to the automobile industries of India.

ASSESSING EMPLOYEE RELATIONS AND ORGANIZATIONAL PERFORMANCE

Andrew O. Oronsaye(2020) The success of any organization is hinged on the abilities and competence of the employees. How well employers create a positive work environment which satisfies the emotional needs of the employees will influence to a great extent the level of organizational productivity. In respect to this, the paper seeks to explore the relationship between effective employee relations and organizational performance. The study makes use of secondary data from journals and other relevant literature. The findings revealed that the disregard of the psychological needs of the employees, which is the desire to be respected , valued and recognized in the organization, will create employees ill-treatment and further demotivation. The paper recommends that managers should properly connect with their employees and create an enabling environment where employees will feel at home discharging their duties. Furthermore the employers should create an effective system of communication that encourages understanding and learning in the organization.

EMINENT ADMINISTRATIVE AND MANAGEMENT THINKERS

Tonwe (2009b), Mayo According to them they started the first intensive human relations study known as the Hawthorne Experiments conducted at the Hawthorne Plant of the Western Electric Company between 1924 and 1932. This experiment was also re-graded as the clinical approach to employee behaviour in the organization. It attempts to focus attention on the behaviour of the employees and their pro-duction capacity keeping in view their psychological, physical, economic and physiological aspect.

STEPS IN DECISION MAKING PROCESS OF A MANAGER

Gaurav Akrani (2011) According to the human relations approach viewed organization as a social system of interpersonal and inter group relationships, which shows that having a work environment that stimulates healthy and sustainable relationships amongst employees plays a vital role in enhancing efficiency and effectiveness of the organization. The human relations approach arose as a reaction to Taylor's Scientific Management approach which suggested the development of standard methods for performing tasks. Emphasis

was only placed on the work element at the expense of the human beings who are merely seen as machines without emotions and psychological need. The human relations approach as propounded by Elton Mayo (1880-1949) demonstrated that employees go to work to satisfy a complexity of needs and not for monetary reward only.

THE DIFFERENCE BETWEEN EMPLOYEE RELATIONS AND INDUSTRIAL RELATIONS

Donohoe (2015) defines employee relations as the study of the relationship that exist between employees and the employers. Basically, effective employee relations places high premium on the human element in the organization, which results in higher employee engagement, motivation and improved productivity. Considering the strategic role of employee relations in organizations

EMPLOYEE RELATIONSHIP MANAGEMENT OF SMALL AND MEDIUM SIZED ENTERPRISES

Yongcai (2010) posit that employee relations is a specialized discipline in human resource development and management.

RESEARCH ON EMPLOYEE RELATIONSHIP MANAGEMENT OF SMES

Jing (2013) further buttress that employee relations is the organization's concerted effort in adopting several mechanisms to regulate relationship amongst employees towards the achievement of the organization goals.

BUILDING RELATIONSHIP WITH EMPLOYEES: AN EMPLOYEE RELATIONSHIP MANAGEMENT MODEL

Pareek and Rai (2012) maintained that effective employee relations management in an organization enhances confidence, trust and loyalty amongst employees. To buttress the assertion it is noted that trust and loyalty are earned by an employer through open communication, regular feed-back system and the delegation of duties to the staff (Janssens et al., 2003). The inability of an employer to build trust and respect in their employees will eventually affect the relationship negatively.

ASSESSING THE DIFFERENCE BETWEEN EMPLOYER AND EMPLOYEE

Nikoloski (2018) According to employer-employee relations is concerned with the provision of information to employees with regards to the objectives of the organization so that they have a clear understanding of the direction of management. Effective employee relations focus also on creating an open-door system in the organization where employees can freely express their grievances, initiate ideas, suggestions without fear of intimidation and suppression. Ultimately, the sense of belonging and a high self-esteem is built in the employees.

THE IMPACT OF EMPLOYER EMPLOYEE RELATIONSHIPS ON BUSINESS GROWTH

Xesha, Dumisani Chux Gervase Iwu, Andre Slabbert and Joyce Nduna (2017)

The importance of the employer-employee relationship and describes the role this relationship plays towards the growth of a business. The paper also highlights the role job satisfaction plays towards stimulating good relationships between these two parties and provides guidelines to business owners on how the relationship can be managed. A relationship survey was designed for the study. The survey aimed to determine the business owners' opinions about relationships, and whether they believed these play a significant role towards the success of their businesses. The survey further aimed to measure job satisfaction of the employees. In the study, job satisfaction was identified as an accurate indicator of good relationships between employers and employees. The study found that business owners shared a positive notion that relationships play an important role towards their business as these contribute to the growth of their business. The employees indicated high levels of satisfaction with their jobs. The study concludes by outlining the key factors and benefits of managing employer employee relationships.

EMOTIONAL INTELLIGENCE IN THE WORK PLACE

Fuge (2014) went further to define emotional intelligence (EI) as the way employees can manage and control their emotions to better themselves in the workplace. This connotes that the ability of employees to understand their emotions and others will enhance stress management and enables the employers and employees to handle their relations in a personal, yet professional manner.

EMOTIONAL INTELLIGENCE MTD TRAINING

McPheat (2018) posit that emotional intelligence involves a combination of competencies which allow a person to be aware of, to understand, and to be in control of their own emotions, to recognize and understand the emotions of others, and to use this knowledge to foster their success and the success of others. He assert that those who have high levels of emotional intelligence are able to understand the physical, mental and social impact that negative emotions have on their bodies, minds, relationship and ability to pursue and achieve goals. They then are able to moderate their own emotions so that their emotions support their activities and enhance their quality of life. People with highly developed emotional intelligence are proven to be more successful in the workplace because they can understand their emotions and behave that way.

EMPLOYEE SETTING YOUR VISION AND DEFINING YOUR GOALS

McPheat (2018) views social awareness as the ability to perceive and understand the social relationships and structures in which an individual and those around are operating. It involves being able to understand how other people are feeling-and validating those feelings. It requires being able to recognize relationship and structures within the organization or one's social networks. He reiterated that social awareness means understanding that individual happiness is dependent upon assisting others to achieve their own happiness as well.

INFLUENCE OF SOCIAL MEDIA IN INTERPERSONAL COMMUNICATION

Subramanian, Kalpathy. (2017) Organizational structures are created to deploy a strategic direction and create a competitive advantage. This research-paper would attempt to review the effect that organizational strategy has on the Employer Employee relationship of business organizations and how companies resolve the inherent dilemma associated with the conflicting adaptive pressures associated with short-run efficiency and long-run effectiveness. Business Environment shapes the organizational strategy and since the environment is not static, adaptive pressures on organizations to continuously change and modify structures and consequent impact on employee and employer relationship can be appreciated. The Objective of this paper is to critically analysis and review how the present day organizations cope up with this situation. While strategic constraints can be appreciated or rather

needs to be so, organizational flexibility and adaptability need focus for maintaining a cordial and fruitful relationship. Overcoming environmental challenges is the purpose and motive of organizations and how this is done will vary according to organizational constraints on human resources (employees) and their strategy to deal with Employer and employee relationship. Though organizational structures are flexible by design and intent, there are several constraints for organizations in managing the Employer employee relationship to suit strategic needs. How organizations manage this is the central theme of this research paper. Keywords: Strategic direction for competitive advantage, dilemma of adaptive pressures with short term efficiency flexibility and long term effectiveness, impact on employee employer relationship how modern day organizations cope with this challenge.

A LITERATURE REVIEW ON THE EFFECTS OF EMPLOYEE RELATION ON IMPROVING EMPLOYEE PERFORMANCE

Hagos Brhane(2018) It is apparent that employees are the major valuable assets of an organization in which without them, hard to realize its basic objectives. To harvest more from employees it requires creating conducive working environment which satisfies the needs of individual employee as well as the manager of an organization. This conceptual paper tries to examine the basic concepts employee relation and its effects on employee performance through investigating a number of employee relationship management components such as communication, participative leadership, shared goals and value, mutual trust, motivation and conflict management. Moreover, the relationship between employee relations and employee performance is explored in-depth. The study also discusses on employee performance which comprises of the basic concept and measurements of performance. From a comprehensive review of literature on earlier studies, it was found that the preceding researches didn't make thorough endeavour to address the effects employee relation on employee performance. Finally, it was suggested that future researchers should investigate profoundly to come up with notable empirical results.

EMPLOYEE RELATIONS AT CAPITAL

Lashkari Kaniz Fatima, Mr. Mohomad Ikramullah Aman(2020) Employee relations can make or break an organization. Great employee relations will make a

business successful in the long run. A good understanding between employees and employers is important to reduce industrial disputes. A positive relationship between employers and employees leads to higher motivation and employee engagement. When employees are happy, they are more productive. They will put more effort into their work, and this translates into satisfied customers and more revenue. While developing and maintaining good employee relations can be challenging in most workplaces, healthy relationships among workers are beneficial not only to the individuals but to the entire organization. Managers should set a good example when it comes to employee relations. Managers who have a good working relationship with their employees help establish a culture that encourages great employee relations.

EMPLOYEE AND EMPLOYER RELATIONSHIP

Dr.R.Venkadesa Narasimma Pandian, Saranraj.MA(2017) Good Relationship is necessary for the smooth running of any business. The term "Industrial Relations" means the relationship between employers and employees, A good communication between an employer and its employees is imperative for building a positive work place culture. In order to improve the work performance, an employee must receive feedback, both positive and critical. Gratitude and Appreciation is very important. Discipline that benefits the company and the employees, Employers will treat their employees with respect and vice versa if they all want to succeed and achieve goals. Spending a time with the employees, listening to employees is important. The negative effects of employer –employee relation, an employer who fails to understand issues concerning his employees might not achieve long-term success in his enterprise. Some business fears in giving their employees too much buying in power. The negative effects show up in three ways in particular. Primary data were collected with the help of the structured questionnaire from the employee of cent win textile mill. The sample size considered for the study was 100. The tools for the analysis include Chi square test and percentage analysis.

THE IMPACT OF EMPLOYEE EMPLOYER RELATIONSHIPS ON BUSINESS GROWTH

Xesha, Chux & Iwu & Iwu, Andre & Slabbert, Joyce & Nduna,. (2014) The outline the importance of the employer-employee relationship and describes the role this

relationship plays towards the growth of a business. The paper also highlights the role job satisfaction plays towards stimulating good relationships between these two parties and provides guidelines to business owners on how the relationship can be managed. A relationship survey was designed for the study. The survey aimed to determine the business owners' opinions about relationships, and whether they believed these play a significant role towards the success of their businesses. The survey further aimed to measure job satisfaction of the employees. In the study, job satisfaction was identified as an accurate indicator of good relationships between employers and employees. The study found that business owners shared a positive notion that relationships play an important role towards their business as these contribute to the growth of their business. The employees indicated high levels of satisfaction with their jobs. The study concludes by outlining the key factors and benefits of managing employer-employee relationships.

CHAPTER 3

RESEARCH METHODOLOGY

Sampling is a procedure to draw conclusions about significant group of Respondents by studying a small sample of the total population. A sample is a section of the population selected to present the population as a whole. Ideally the sample should be representative so that the researches can make accurate estimate of the thoughts and behaviours of the large populations.

3.1 NEED FOR THE STUDY

Employer Employee Relation Importance Every individual shares a certain relationship with his/her colleagues at the workplace. The relationship is warm, so-so or bad. The relationship can be between anyone in the organization – between co-workers, between an employee and his superior, between two members in the management and so on. It is important that the employees share a healthy relationship with each other to deliver their best performance.

strong employment relations create a pleasant atmosphere within the work environment; it increases the employee motivation and can also be increased through improved employee morale.

The employees have a strong, healthy relationship with their employers, the entire company benefits. Studies show that employees who have mutually respectful relationships with their employers are more likely to be happy, loyal and productive in the long-run. Unfortunately, building a relationship of this nature is easier said than done, and if you are considering taking a second look at your relationship with your employees.

3.2 SCOPE OF THE STUDY

- Relationship among employees, between employers and their superiors or managers between different organizational levels.
- To understand the relationship between the employer and employees.
- This study is helpful to the organization for conducting further research.
- It is helpful for the organization to understand the employee relationship regrading human resource practices in the organization.

3.3 OBJECTIVES OF THE STUDY

3.3.1 Primary objectives

- To study the outcome of employer-employee relationship on job satisfaction.

3.3.2 Secondary objectives

- To understand the various aspects related to Employees satisfaction in the organization.
- To know Employees understanding of company's mission and vision statement.
- To check Employees satisfaction levels with their team leaders, with the Management and within the team members.
- To measure Employees satisfaction on Compensation and Benefits.
- To find out the expectations of Employees from Management.

3.4 RESEARCH DESIGN

Descriptive research, also known as statistical research, it is used to obtain information concerning the current status of the phenomena to describe “what exists” with respect to variables or conditions in a situation.

3.5 SOURCES OF DATA

The source of data may be classified into

- Primary source
- Secondary source

3.5.1 Primary sources

Primary sources are original sources from which the researcher directly collects data that have not been previously collected. Primary data are first hand information collected through company employee and employer through questionnaire. In this study the primary source of data is collected through questionnaire.

3.5.2 secondary source

Data collected are edited and coded by using the tabular columns. This helps in converting the gathered data into a tabulated grouped data.

- Percentage Analysis is applied to create a contingency table from the frequency distribution and represent the collected data for better understanding.
- Chart Analysis is applied for better understanding of the percentage analysis and it is done via pie, bar charts etc.

3.6 SAMPLE SIZE

The sample size of the study is 130 respondents and its found by google forms. The respondents are customers of the FORTRAN CIRKIT ELECTRONIC PVT LIMITED.

3.7 PERIOD OF THE STUDY

The period of the time taken to conduct the survey and prepare the research is 3 months.

3.8 LIMITATIONS OF THE STUDY

While surveying I encounter with some problem like.

- Some of the respondents could not give their proper response due to lack of time which may affect the reliability and relevance of the study.
- Some of the respondents hesitated to give responses with the fear that management may react differently resulting in unexpected actions.
- A survey should involved a large sample size otherwise the findings of the survey cannot be generalized. But a large sample size may increase the time and cost of collecting the primary data with the help of questionnaire.
- The study population is limited to 120 respondents between of the lack of availability of time for the data collection.

3.9 TOOLS USED

- ✓ Descriptive Analysis
- ✓ Chi-square Analysis
- ✓ One way ANOVA Test.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 DESCRIPTIVE ANALYSIS

Table 4.1.1: Table Showing The Gender

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
FEMALE	55	42%
MALE	76	58%
TOTAL	131	100

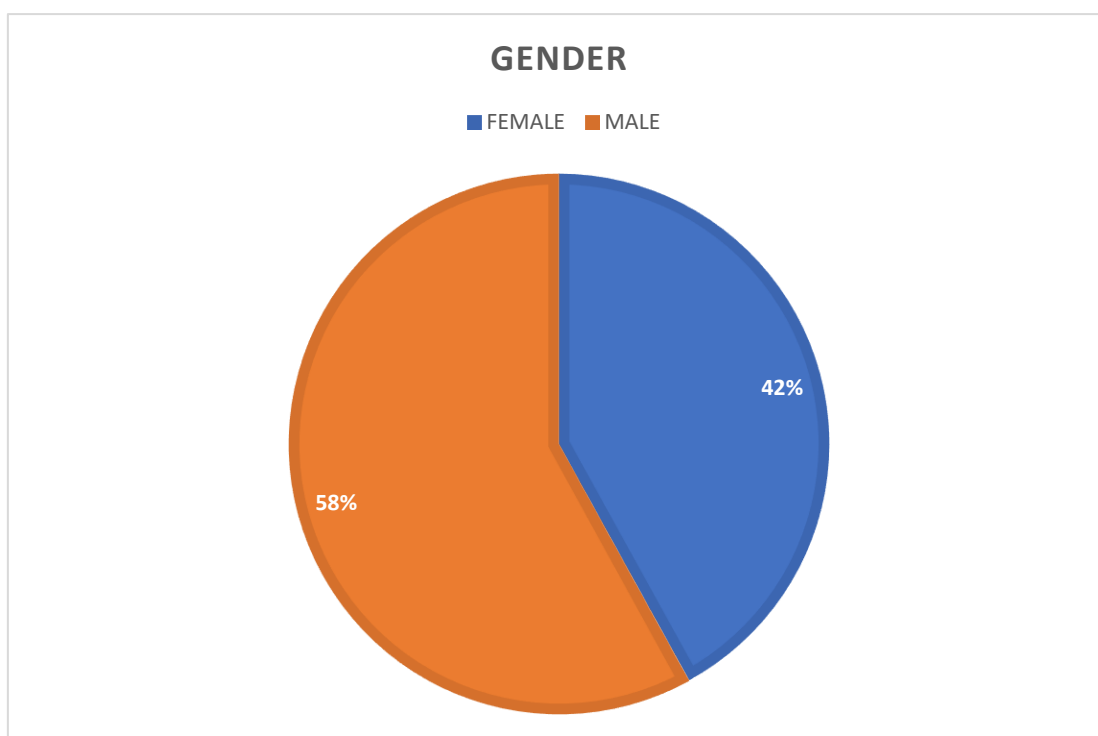


Chart 4.1.1: Chart Showing The Gender

INTERPRETATION

From the above table its interpreted that the number of respondents from male is 58% and female is 42%.

INFERENCE

Majority (58%) of the respondents are from male staffs.

Table 4.1.2: Table Showing The Age

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
20 TO 30 YEARS	89	67.9%
31 TO 40 YEARS	39	29.8%
41 TO 50 YEARS	1	0.8%
BELOW 18 YEARS	2	1.5%
TOTAL	131	100

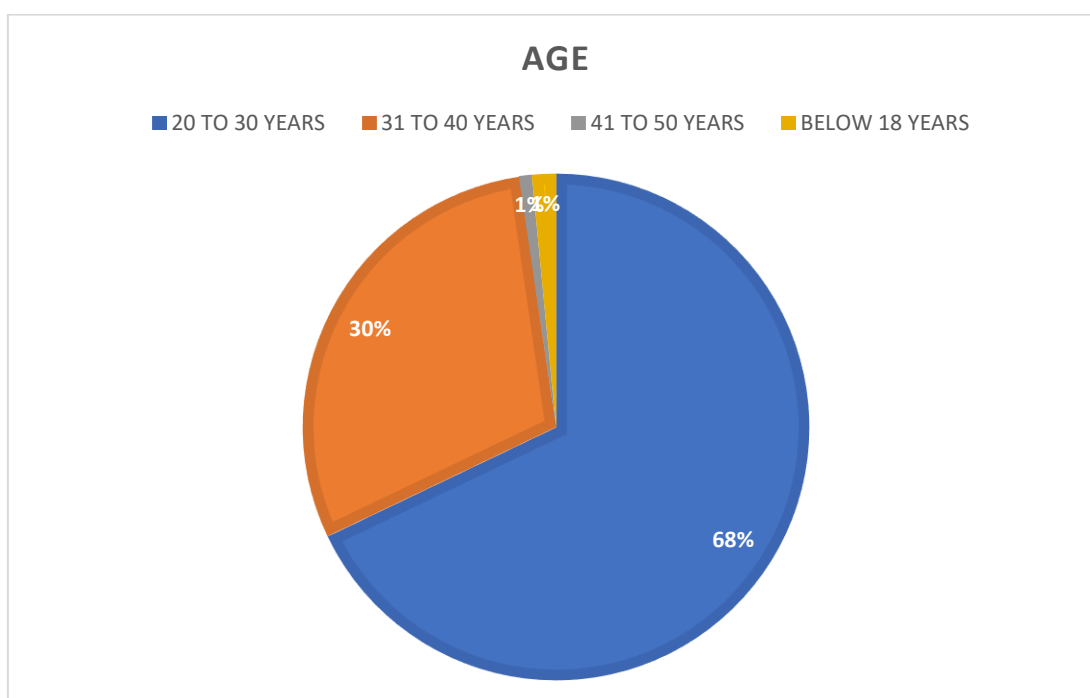


Chart 4.1.2: Chart Showing The Age

INTERPRETATION

From the above table its interpreted that the number of respondents between below 18 years is 1.5%, 20 to 30 years is 67.9, 31 to 40 years is 29.8, 41 to 50 years is 0.8%, above 51 years is 1.5%.

INFERENCE

Majority (67.9) of the respondents are 20 to 30 years.

Table 4.1.3: Table Showing The Martial Status

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
MARRIED	69	52.7%
UNMARRIED	62	47.3%
TOTAL	131	100

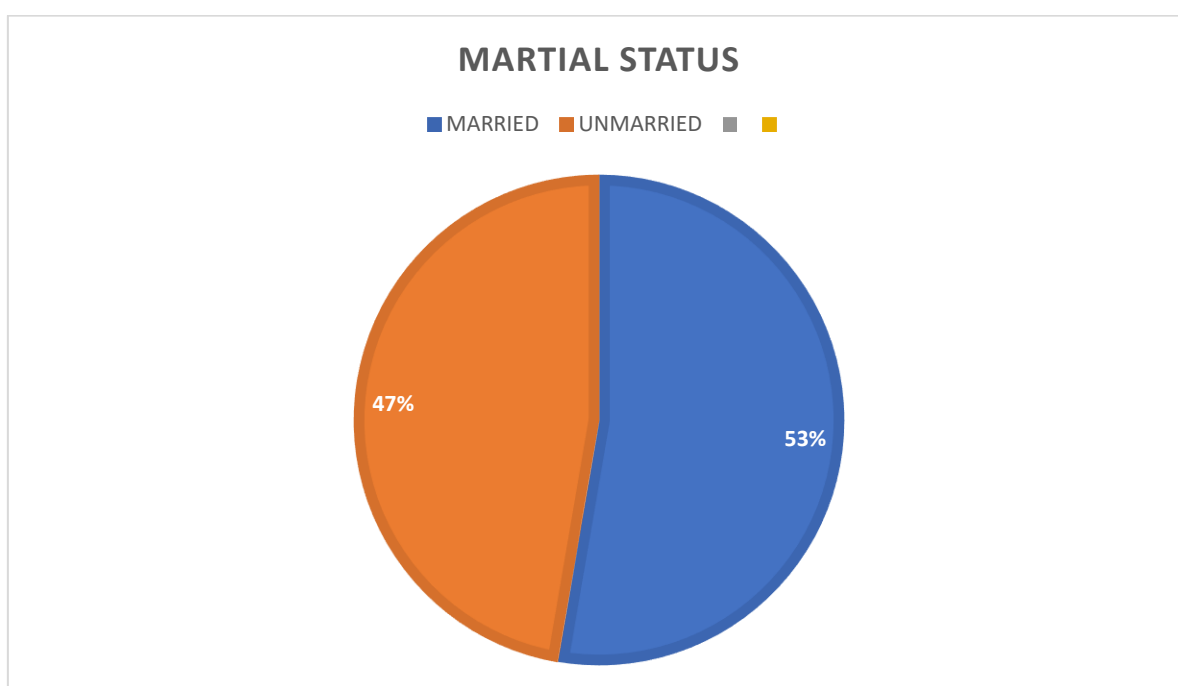


Chart 4.1.3: Chart Showing The Martial Status

INTERPRETATION

From the above table is interpreted that the number of respondents from married is 52.7%, and unmarried is 47.3%.

INFERENCE

Majority (52.7%) of the respondents are from married staffs.

Table 4.1.4: Table Showing The Education Qualification

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
DIPLOMA	16	12.2%
HCS	1	0.8%
PG	10	7.6%
SSLC	0	0
UG	104	79.4%
TOTAL	131	100

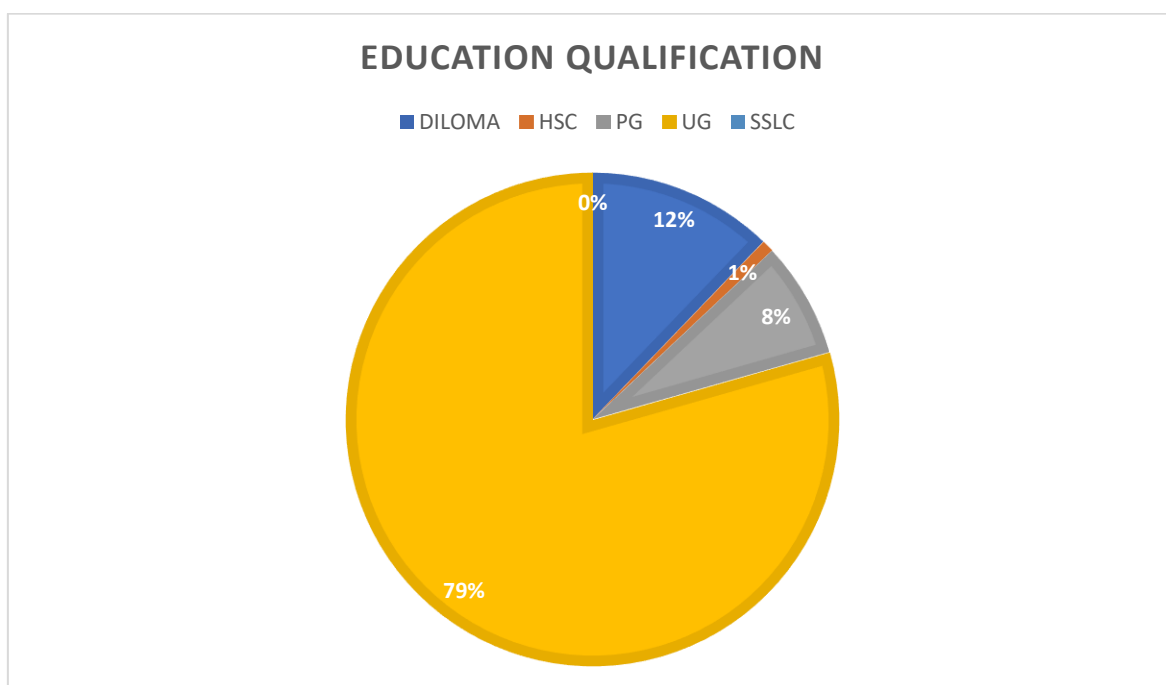


Chart 4.1.4: Chart Showing The Martial Status

INTERPRETATION

From the above table its interpreted that the number of respondents from diploma is 12.2%, HSC is 0.8%, PG is 7.6%, UG is 79.4%.

INFERENCE

Majority (79.4%) of the respondents are from UG.

Table 4.1.5: Table Showing The Work Experience

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1 TO 3 YEARS	110	84%
4 TO 6 YEARS	18	13.7%
LESS THAN A YEAR	2	1.5%
MORE THAN 6 YEARS	1	0.8%
TOTAL	131	100



Chart 4.1.5: Chart Showing The Work Experience

INTERPRETATION

From the above table its interpreted that the number of respondents from work experience less than a year is 1.5%, 1 to 3 years is 84%, 4 to 6 years is 13.7%, more than 6 years is 0.8%

INFERENCE

Majority (84%) of the respondents are from 1 to 3 years.

Table 4.1.6: Table Showing The Income Per Month

PARTICULARS	NO. OF RESPONDENTS	PERENTAGE
10K TO 20K	7	5.3%
21K TO 30K	84	64.1%
31K TO40K	34	26%
ABOVE 40K	6	4.6%
TOTAL	131	100

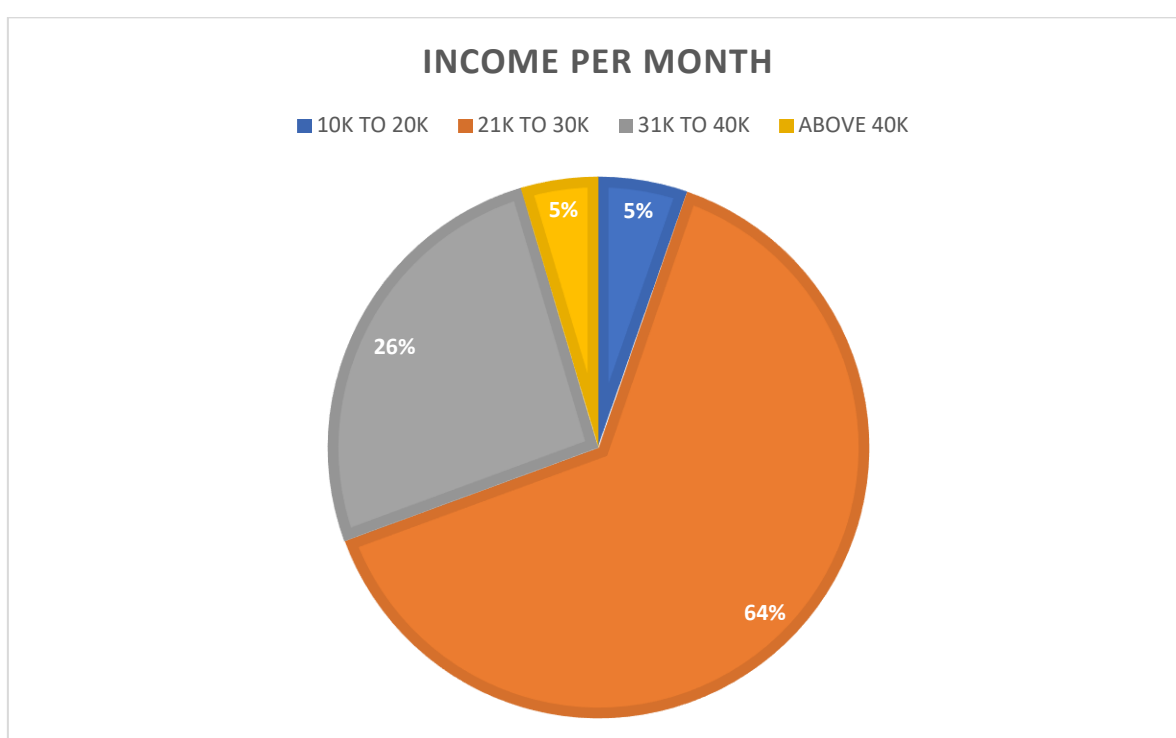


Chart 4.1.6: Chart Showing The Income Per Month

INTERPRETATION

From the above table its interpreted that the respondents of income per month 10k to 20k is 5.3%, 21k to 30k is 64.1%, 31k to 40k is 26%, above 40k is 4.6%.

INFERENCE

Majority (64.1%) of the respondents get 21k to 30k income per month.

Table 4.1.7: Table Showing The Training Helpful

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
ATTENTION THE ORGANIZATIONAL GOALS	12	9.2%
INCREASE THE PRODUCTIVITY	26	19.8%
INCREASE THE PRODUCTIVITY, ATTENTION THE ORGANIZATIONAL GOALS	27	20.6%
KEEP GOOD RELATIONSHIP BETWEEN EMPLOYEE AND EMPLOYER	35	26.7%
KEEP GOOD RELATIONSHIP BETWEEN EMPLOYEE AND EMPLOYER, ATTENTION THE ORGANIZATIONAL GOALS	9	6.9%
KEEP GOOD RELATIONSHIP BETWEEN EMPLOYEE AND EMPLOYER, INCREASE THE PRODUCTIVITY	11	8.4%

KEEP GOOD RELATIONSHIP BETWEEN EMPLOYEE AND EMPLOYER, INCREASE THE PRODUCTIVITY, ATTENTION THE ORGANIZATIONAL GOALS	11	8.4%
TOTAL	131	100

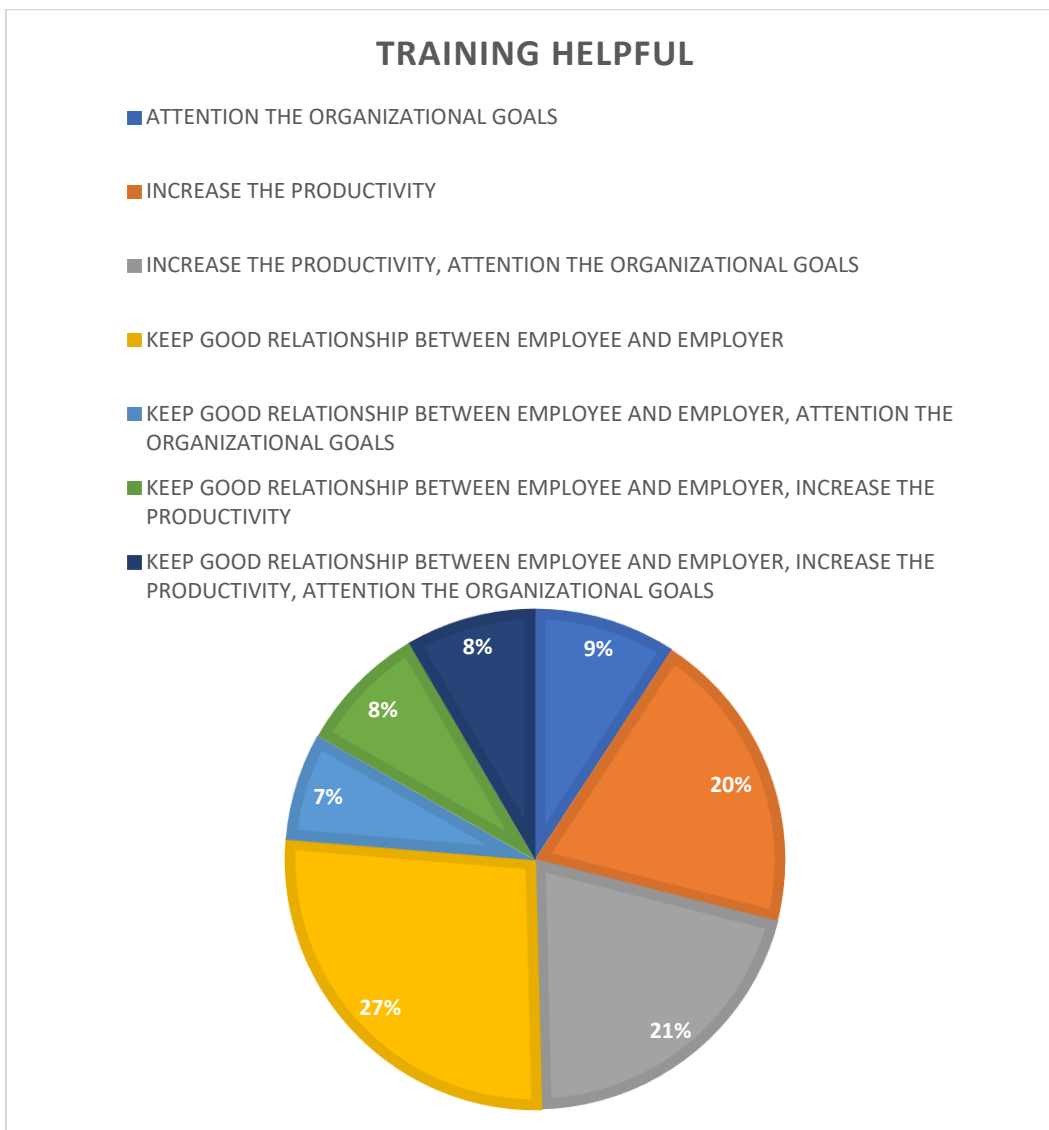


Chart 4.1.6: Chart Showing The Training helpful

INTERPRETATION

From the above table its interpreted that how is training helpful attention the organization goals is, increase the productivity is 9.2%, increase the productivity is 19.8%, attention the organizational goals is 20.6%, keep good relationship between employee and employer is 26.7%, keep good relationship between employer, attention the organizational goals is 6.9%, keep good relationship between employee and employer, increase the productivity is 8.4%, keep good relationship between employee and employer, increase the productivity, attention the organizational goals is 8.4%.

INFERENCE

Majority (26.7%) of respondents given that the training is helpful for keep good relationship between employee and employer.

Table 4.1.8: Table Showing The Training Process

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
NO	2	1.5%
YES	129	98.5%
Total	131	100

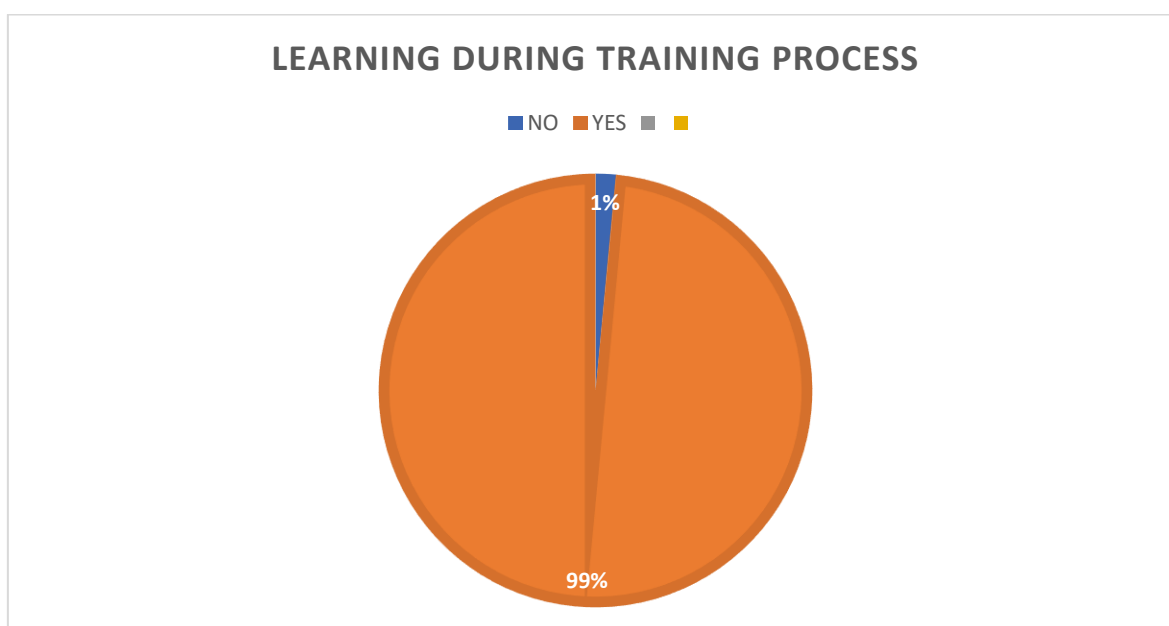


Chart 4.1.8: Chart Showing The Training Process

INTERPRETATION

From the above table its interpreted that the respondents are actively involved in learning during training process are No is 1.5%, and YES is 98.5%.

INFERENCE

Majority (98.5%) of respondents are given as YES.

Table 4.1.9: Table Showing The Training And Development Practices

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
YES	131	100%
NO	0	0
TOTAL	131	100



Chart 4.1.9: Chart Showing The Training And Development Practices

INTERPRETATION

From the above table its interpreted that the respondents given 100% yes for the statement. There is no response for No option.

INFERENCE

Majority (100%) of the respondents given yes.

Table 4.1.10: Table Showing The Mission To All The Employees

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	98	74.8%
NEUTRAL	22	16.8%
STRONGLY AGREE	11	8.4%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	131	100

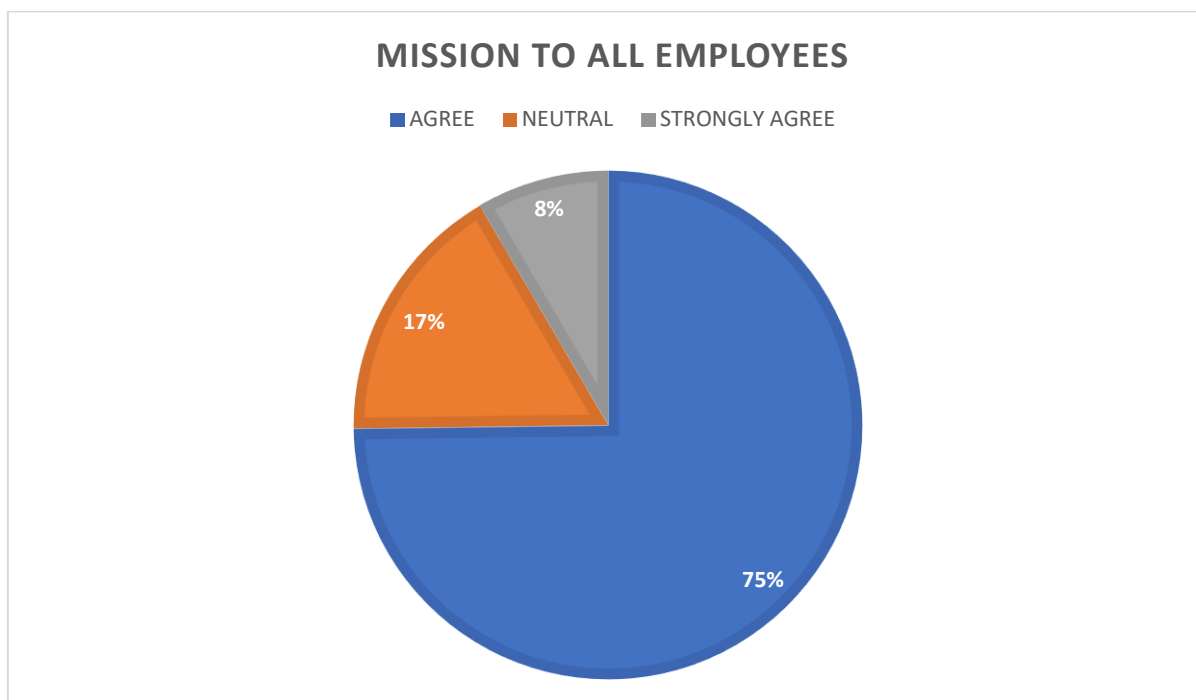


Chart 4.1.10: Chart Showing The Mission To All The Employees

INTERPRETATION

From the above table its interpreted that 74.8% of the respondents are agreed and 8.4% respondents are strongly agreed that the company clearly convey its mission to all the employees. And also 16.8% of the respondents are neutral to the statement. There is no response for disagree and strongly disagree.

INFERENCE

Majority (74.8%) of the respondents are agreed to the statement.

Table 4.1.11: Table Showing The Communication Between Managers And Employees

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	109	83.2%
NEUTRAL	10	7.6%
STRONGLY AGREE	12	9.2%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	131	100

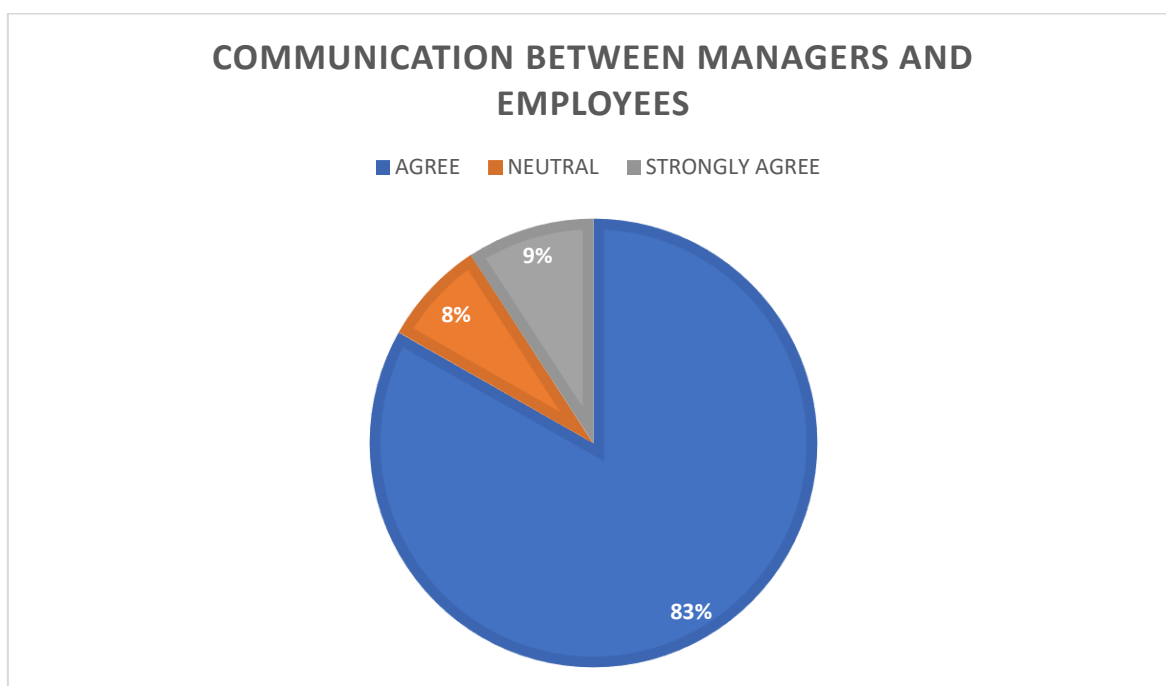


Chart 4.1.11: Chart Showing The Managers And Employees

INTERPRETATION

From the above table its interpreted that 83.2% of the respondents are agreed that there is a good communication between managers and employees. 7.6% of respondents are neutral with that statement and 9.2% of the respondents are

strongly agreed that there is a good communication between managers and employees. There is no response for strongly disagree and disagree.

INFERENCE

Majority (83.2%) of the respondents agreed with the statement.

Table 4.1.12: Table Showing The Work Successful

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	116	88.5%
NEUTRAL	3	2.3%
STRONGLY AGREE	12	9.2%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	131	100

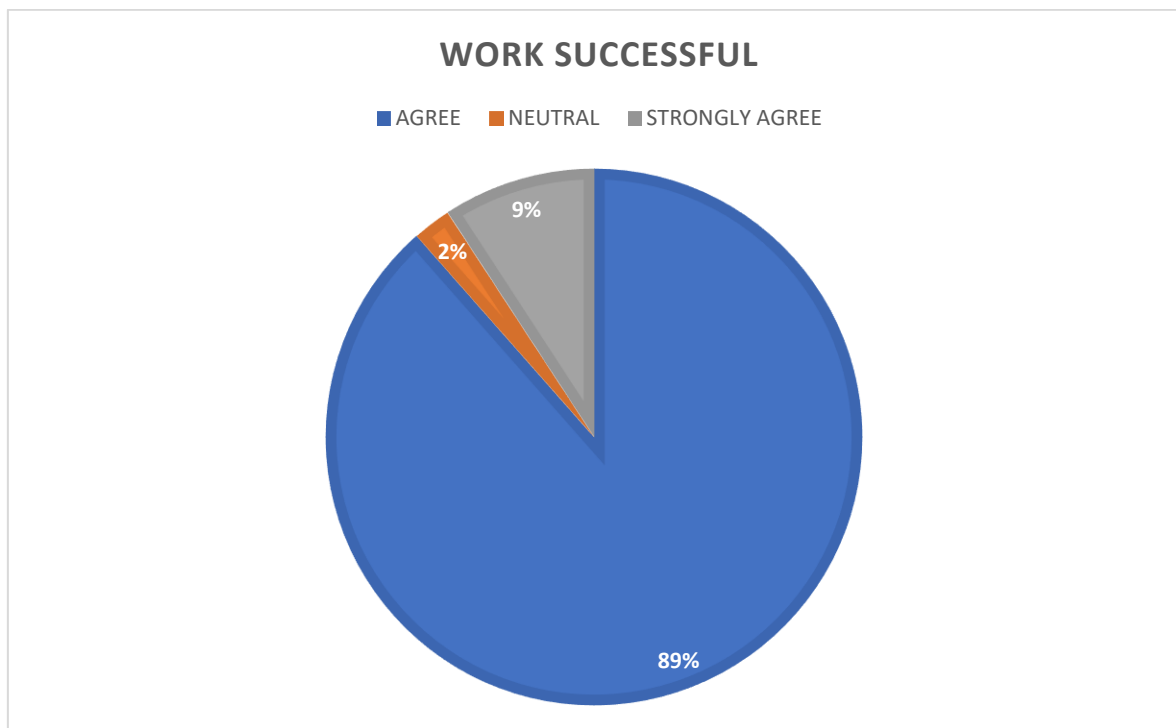


Chart 4.1.12: Chart Showing The Work Successful

INTERPRETATION

From the above table its interpreted that 88.5% of the respondents are agreed that the superior provide all the facilities to make my work successful, 2.3% of the respondents are neutral, 9.2% of the respondents are strongly agreed and no response for disagree and strongly disagree.

INFERENCE

Majority (88.5%) of the respondents are agreed that the superior provide all the facilities to make my work successfully.

Table 4.1.13: Table Showing The Training For The Job Role

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	105	80.2%
NEUTRAL	15	11.5%
STRONGLY AGREE	11	8.4%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	131	100

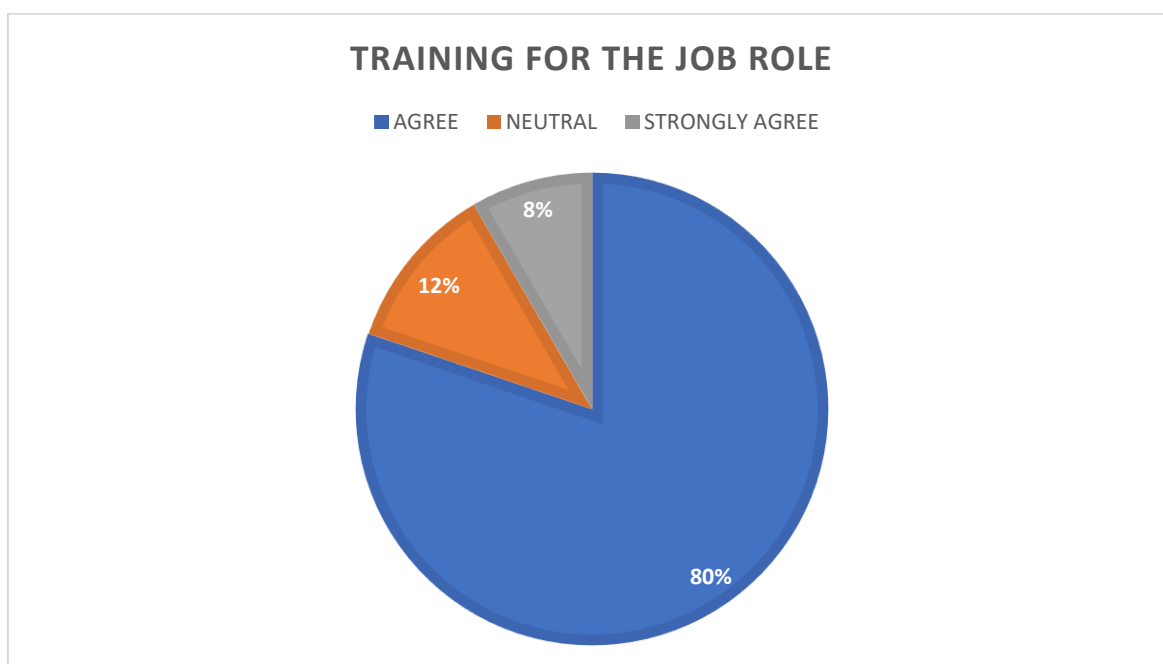


Chart 4.1.13: Chart Showing The Training For The Job Role

INTERPRETATION

From the above table its interpreted that 80.2% of the respondents are agreed with that statement, 11.5% of the respondents are neutral, 8.4% of the respondents are strongly agreed that they provide adequate aining for the job role and there is no response for disagree and strongly disagree.

INFERENCE

Majority (80.2%) of the respondents are agreed that, they provide adequate training for the job role.

Table 4.1.14: Table Showing The Underutilized In Your Job

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	107	81.7%
NEUTRAL	13	9.9%
STRONGLY AGREE	11	8.4%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	131	100

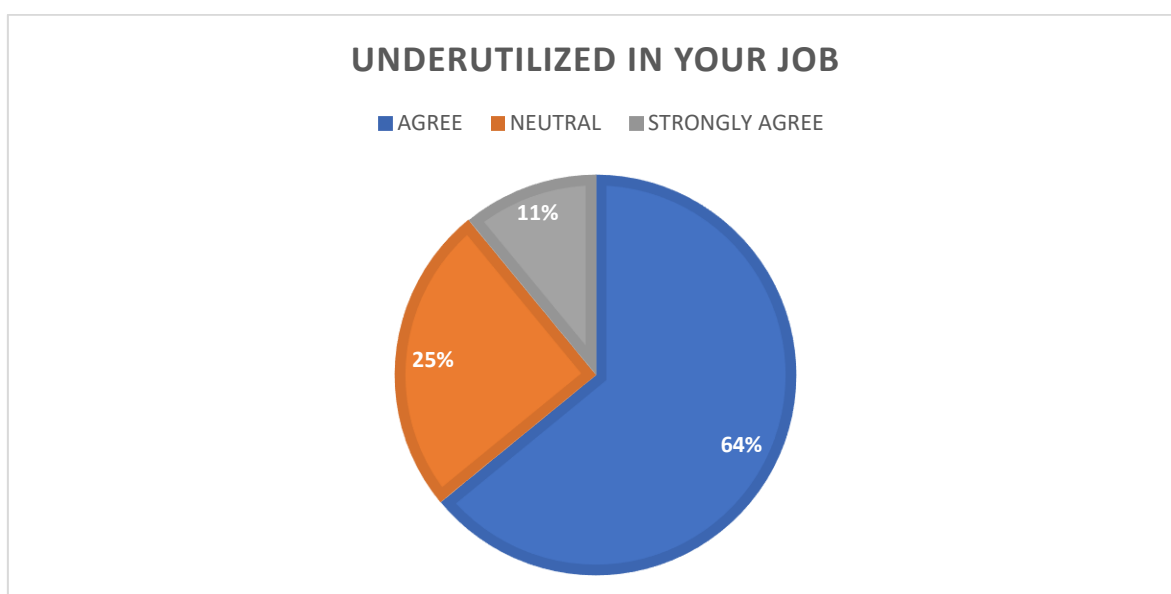


Chart 4.1.14: Chart Showing The Underutilized In Your Job

INTERPRETATION

From the above table its interpreted that 81.7% of the respondents are agreed, 9.9% of the respondents are neutral, 8.4% of the respondents are strongly agreed with the statement and there is no response for disagree and strongly disagree.

INFERENCE

Majority (81.7%) of the respondents are agreed with that statement.

Table 4.1.15: Table Showing The Reasonable to be achieved

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	106	80.9%
NEUTRAL	16	12.2%
STRONGLY AGREE	9	6.9%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	131	100

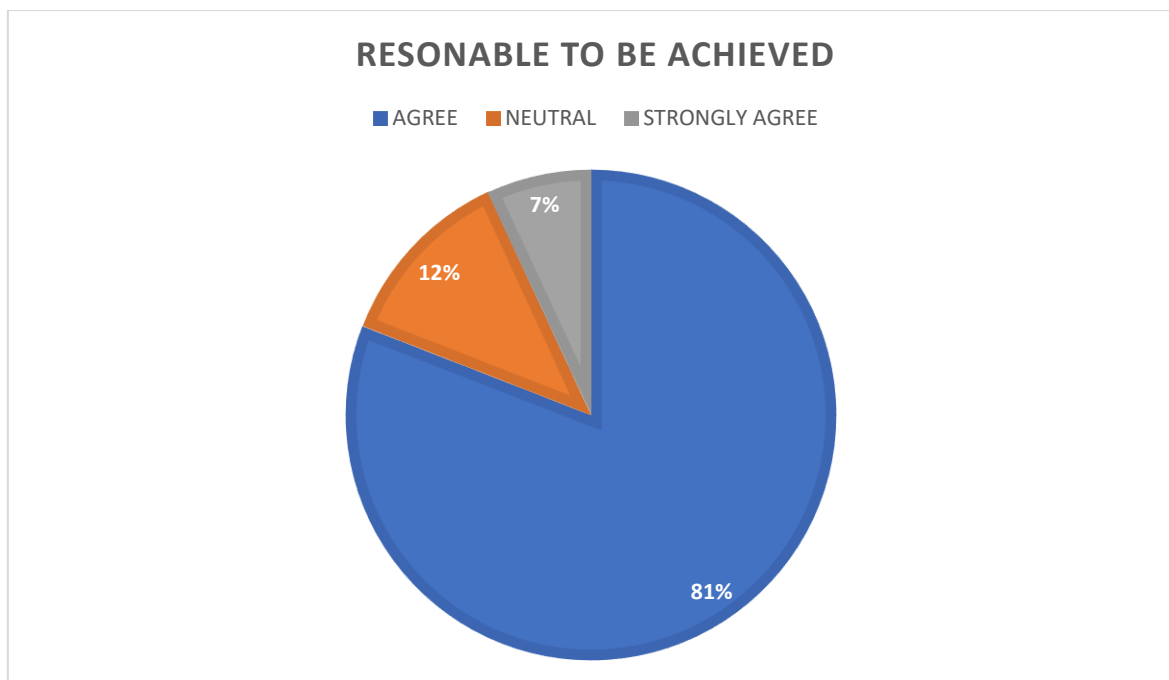


Chart 4.1.15: Chart Showing The reasonable to be achieved

INTERPRETATION

From the above table its interpreted that 80.9% of the respondents are agreed that the output expected from you is reasonable to be achieved. 12.2% of the respondents are neutral with the statement and 6.9% of the respondents are strongly agreed. There is no response for disagree and strongly disagree.

INFERENCE

Majority (80.9%) of the respondents are agreed that the output expected from you is reasonable to be achieved.

Table 4.1.16: Table Showing The Colleagues Workplace

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
2	2	1.5%
3	9	6.9%
4	79	60.3%
5	41	31.3%
1	0	0
TOTAL	131	100

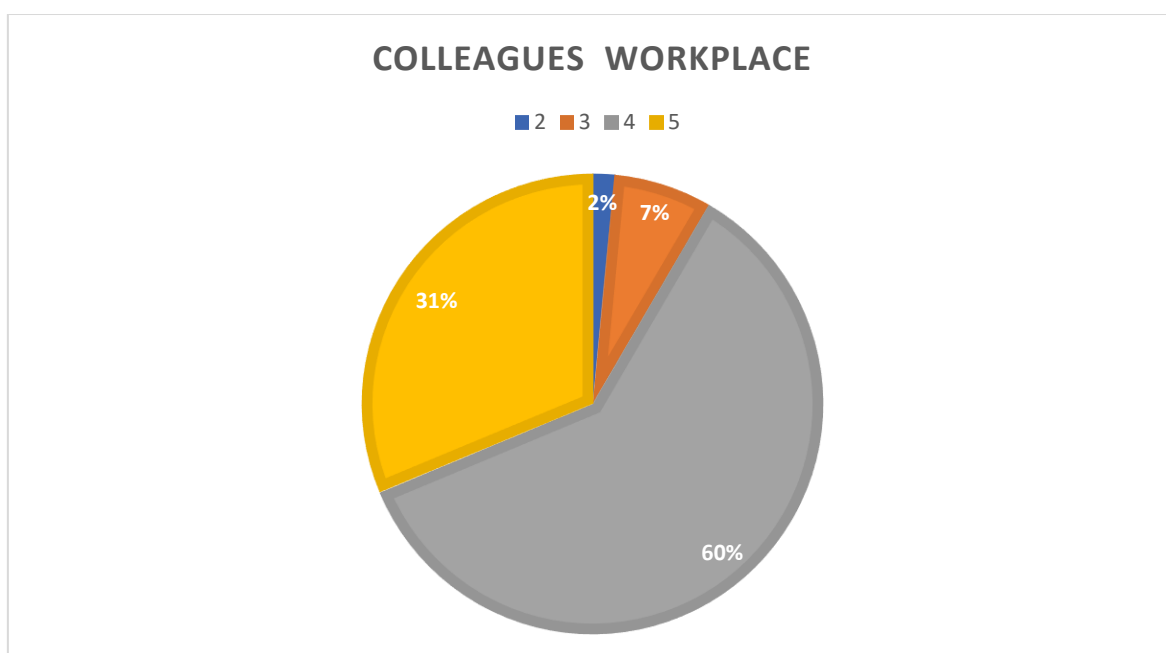


Chart 4.1.16: Chart Showing The Colleagues Workplace

INTERPRETATION

From the above table its interpreted that 1.5% of the respondents rated 2, 6.9% of the respondents rated 3, 60.3% of the respondents rated 4, 31.3% of the respondents rated 5 for the relationship with your colleagues in your workplace. There is no response for rating 1.

INFERENCE

Majority (60.3%) of the respondents rated 4 for the relationship with your colleagues in your workplace.

Table 4.1.17: Table Showing The High Morale

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	102	77.9%
NEUTRAL	15	11.5%
STRONGLY AGREE	14	10.7%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	131	100

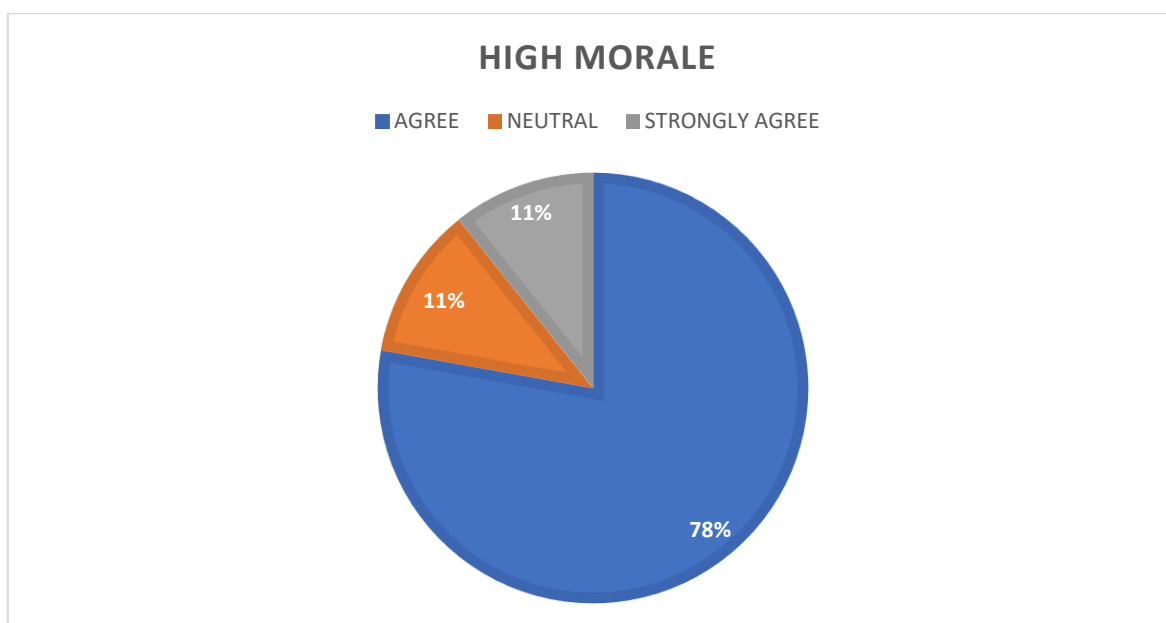


Chart 4.1.17: Chart Showing The High Morale

INTERPRETATION

From the above table its interpreted that 77.9% of the respondents are agreed, 11.5% of the respondents are neutral, 10.7% of the respondents are strongly agreed that the company delivers a high morale. There is no response for disagree and strongly disagree.

INFERENCE

Majority (77.9%) of the respondents are agreed that the company delivers a high morale.

Table 4.1.18: Table Showing The Work Delivered

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	107	81.7%
NEUTRAL	13	9.9%
STRONGLY AGREE	11	8.4%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	131	100

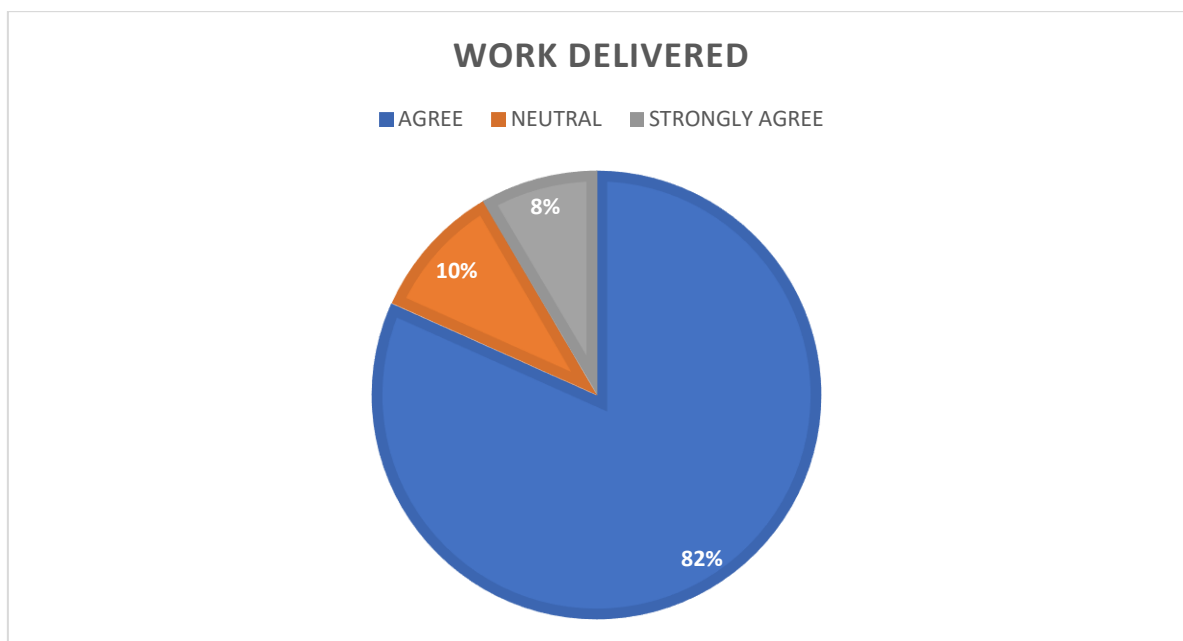


Chart 4.1.18: Chart Showing The Work Delivered

INTERPRETATION

From the above table its interpreted that 81.7% of the respondents are agreed, 9.9% of the respondents are neutral, 8.4% of the respondents are strongly agreed that the work delivered by your supervisor. There is no response for disagree and strongly disagree.

INFERENCE

Majority (81.7%) of the respondents are agreed that the work delivered by your supervisor.

Table 4.1.19: Table Showing The Team Bonding

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
BEING SOCIAL WITH THE TEAM MATES	24	18.3%
CONDUCTING REGULAR MEETING	22	16.8%
UPDATING ALL THE BUSINESS INFORMATION	85	64.9%
TOTAL	131	100

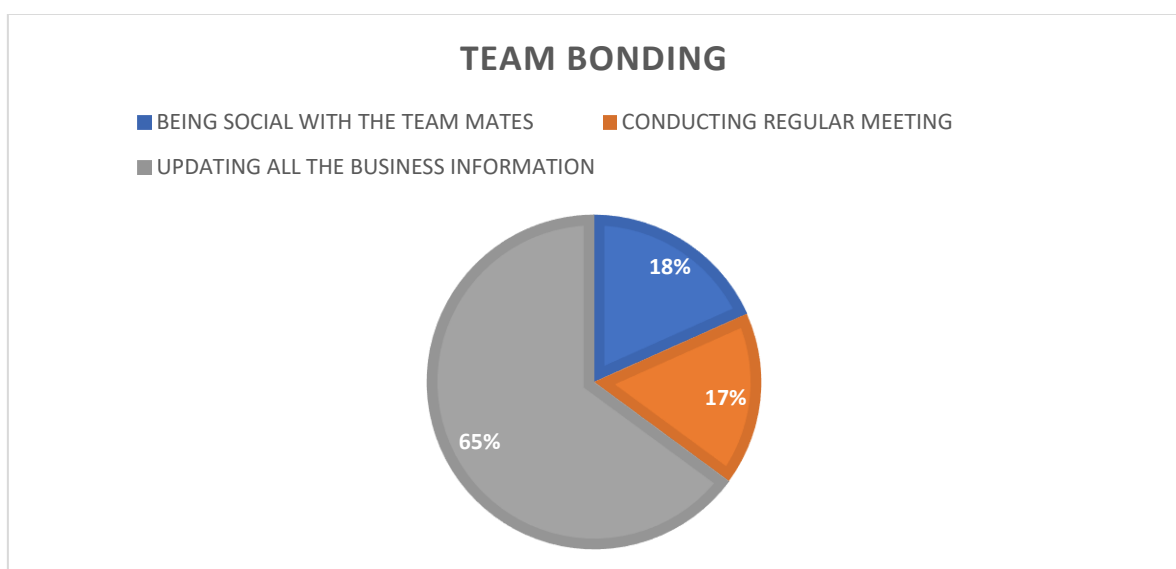


Chart 4.1.19: Chart Showing The Team Bonding

INTERPRETATION

From the above table its interpreted that 18.3% of the respondents are being social with the team mates, 16.8% of the respondents are conducting regular meeting, 64.9% of the respondents are updating all the business information.

INFERENCE

Majority (64.9%) of the respondents are updating all the business information.

Table 4.1.20: Table Showing The Areas Of Improvement

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	101	77.1%
NEUTRAL	8	6.1%
STRONGLY AGREE	22	16.8%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	131	100

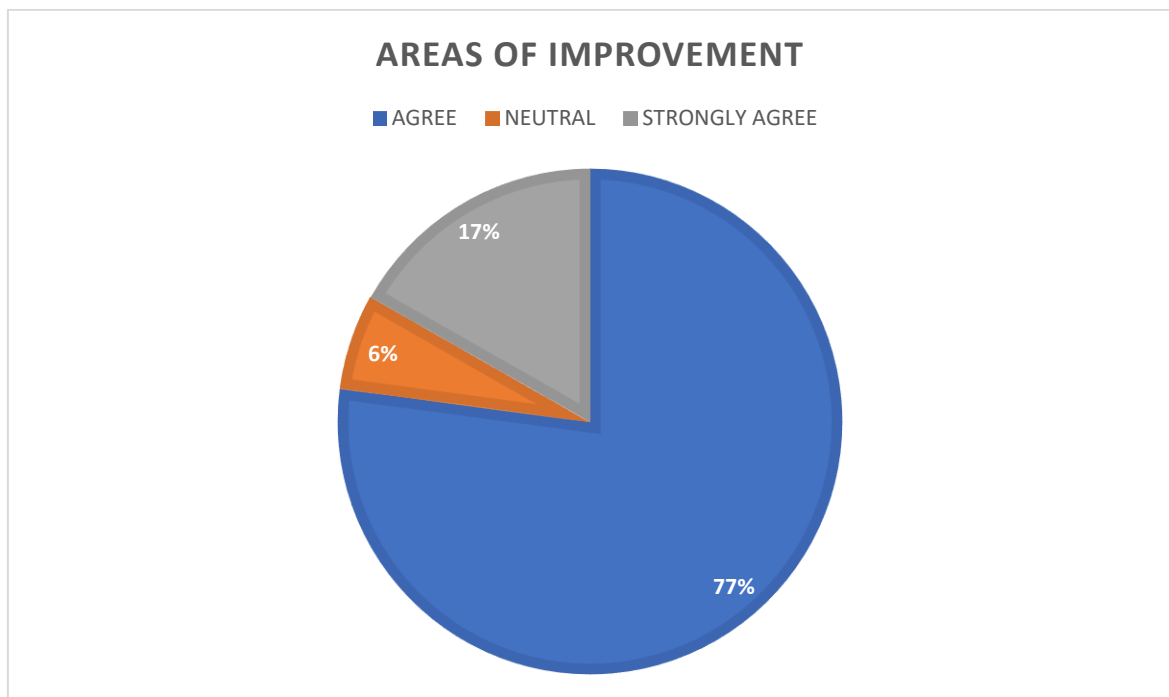


Chart 4.1.20: Chart Showing The Areas Of Improvement

INTERPRETATION

From the above table its interpreted that 77.1% of the respondents are agreed, 6.1% of the respondents are neutral, 16.8% of the respondents are strongly agreed that the supervisor provides adequate and communicate your areas of improvement to be done. There is no response for disagree and strongly disagree.

INFERENCE

Majority (77.1%) of the respondents are agreed that the supervisor provides adequate and communicate your areas of improvement to be done.

Table 4.1.21: Table Showing The Queries

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	100	76.3%
DISAGREE	1	0.8%
NEUTRAL	11	8.4%
STRONGLY AGREE	19	14.5%
STRONGLY DISAGREE	0	0
TOTAL	131	100

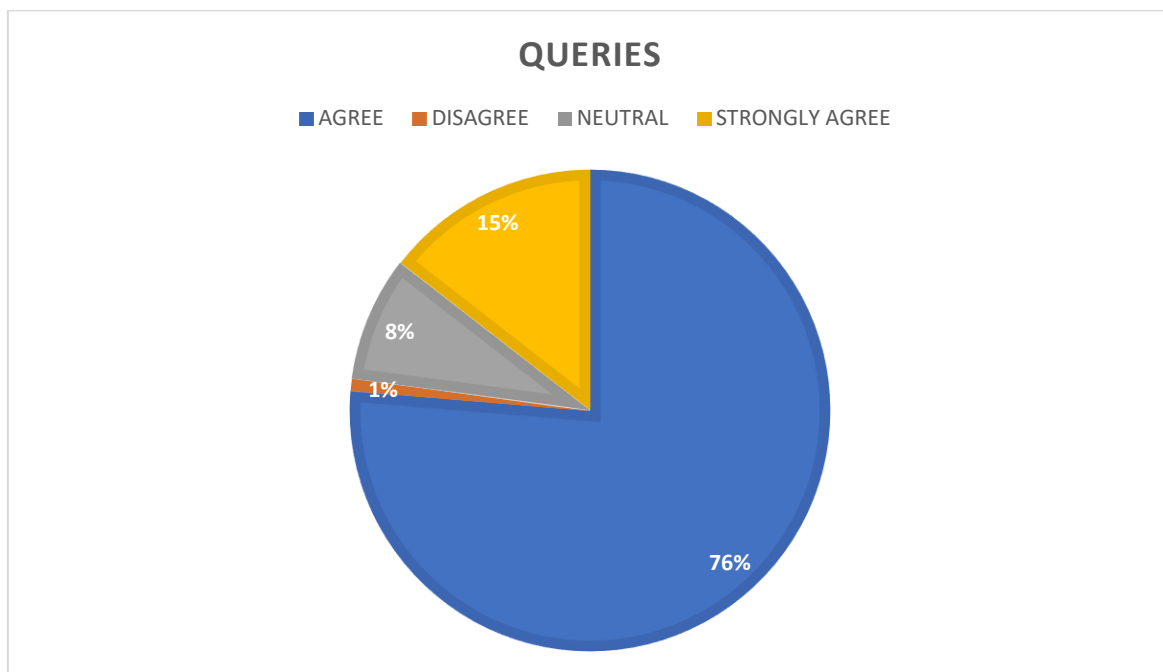


Chart 4.1.21: Chart Showing The Queries

INTERPRETATION

From the above table its interpreted that 76.3% of the respondents are agreed, 0.8% of the respondents are disagree, 8.4% of the respondents are neutral, 14.5% of the respondents are strongly agreed that the queries being answered by your supervisor or the management.

INFERENCE

Majority (76.3%) of the respondents are agreed that the queries being answered by your supervisor or the management.

Table 4.1.22: Table Showing The Salary Package

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
COMPLETELY SATISFIED	3	2.3%
MODERATELY SATISFIED	23	17.6%
NOT AT ALL SATISFIED	3	2.3%
SLIGHTLY SATISFIED	55	42%
VERY SATISFIED	47	35.9%
TOTAL	131	100

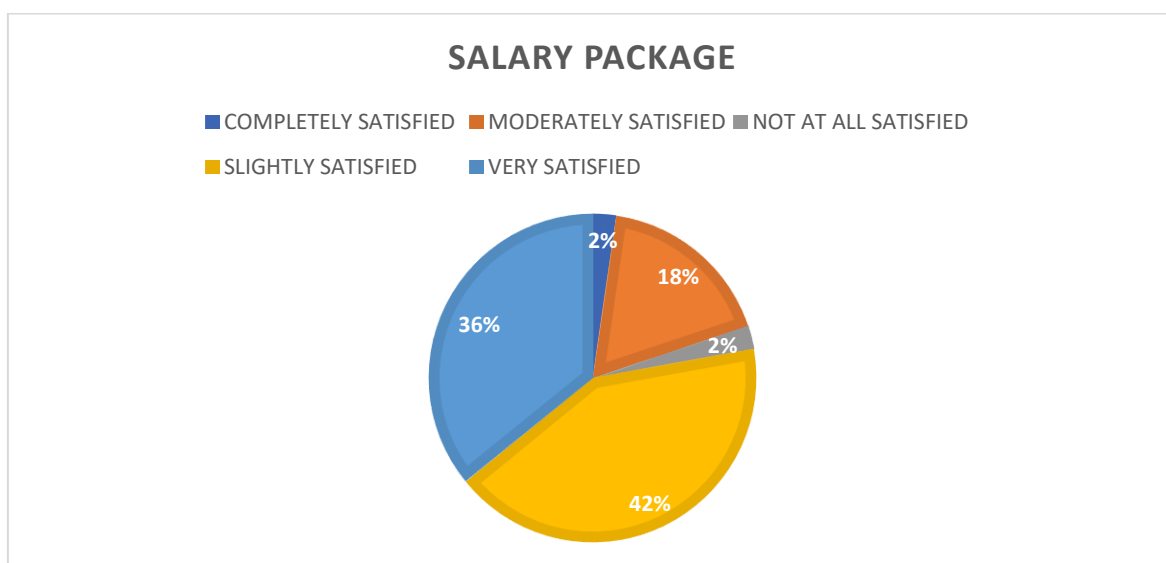


Chart 4.1.22: Chart Showing The Salary Package

INTERPRETATION

From the above table its interpreted that 2.3% of the respondents are completely satisfied, 17.6% of the respondents are moderately satisfied, 2.3% of the respondents are not at all satisfied, 42% of the respondents are slightly satisfied, 35.9% of the respondents are very satisfied with the salary package.

INFERENCE

Majority (42%) of the respondents are slightly satisfied with the salary package.

Table 4.1.23: Table Showing The Career Opportunities

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
2	3	2.3%
3	11	8.4%
4	83	63.4%
5	34	26%
1	0	0
TOTAL	131	100

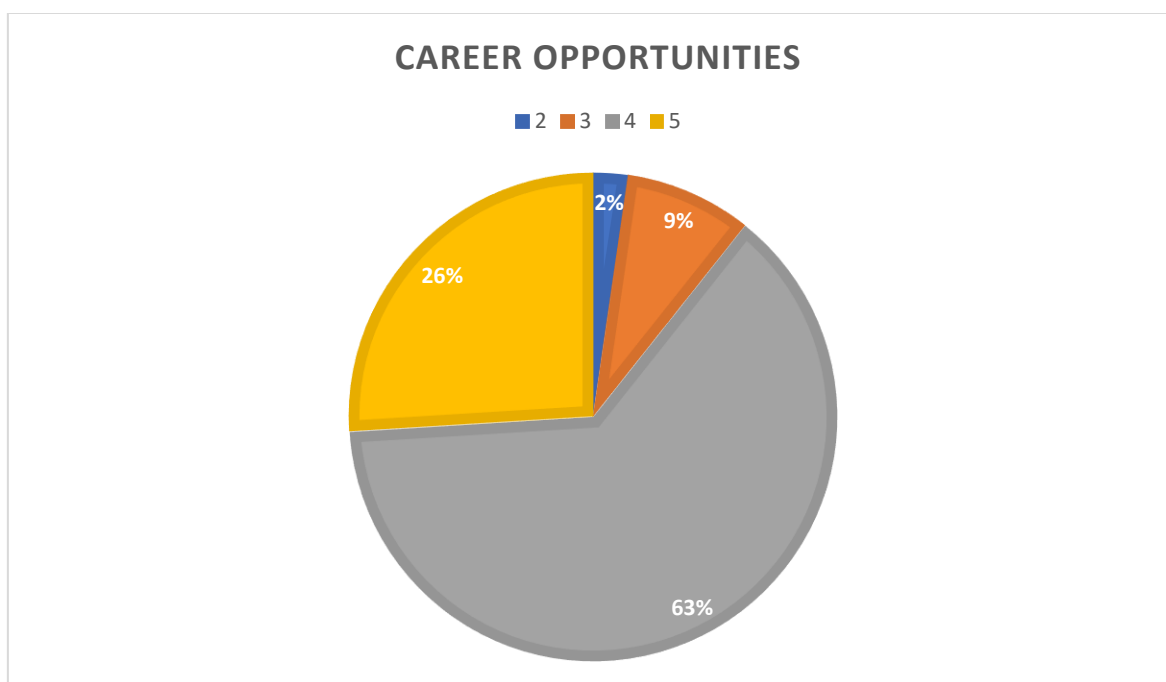


Chart 4.1.23: Chart Showing The Career Opportunities

INTERPRETATION

From the above table its interpreted that 2.3% of the respondents are rated 2, 8.4% of the respondents rated 3, 63.4% of the respondents are rated 4, 26% of the respondents rated 5 for the career opportunities or growth opportunities offered. There is no response for rating 1.

INFERENCE

Majority (63.4%) of the respondents are rated 4 for the career opportunities or growth opportunities offered in company.

Table 4.1.24: Table Showing The Benefits Offered

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
COMPLETELY SATISFIED	10	7.6%
MODERATELY SATISFIED	25	19.1%
NOT AT ALL SATISFIED	2	1.5%
SLIGHTLY SATISFIED	35	26.7%
VERY SATISFIED	59	45%
TOTAL	131	100

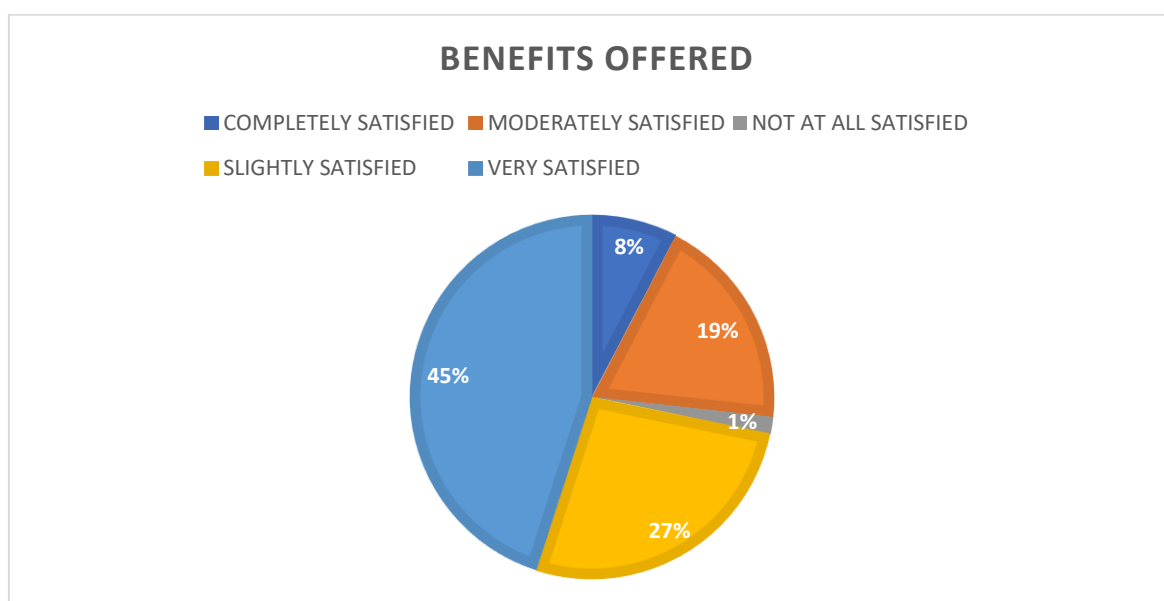


Chart 4.1.24: Chart Showing The Benefits Offered

INTERPRETATION

From the above table its interpreted 7.6% of the respondents are completely satisfied, 19.1% of the respondents are moderately satisfied, 1.5% of the respondents are not at all satisfied, 26.7% of the respondents are slightly satisfied, 45% of the respondents are very satisfied with the benefits offered by the company.

INFERENCE

Majority (45%) of the respondents are very satisfied with the benefits offered by the company.

Table 4.1.25: Table Showing The Annual Payrise

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
2	3	2.3%
3	12	9.2%
4	82	62.6%
5	34	26%
1	0	0
TOTAL	131	100

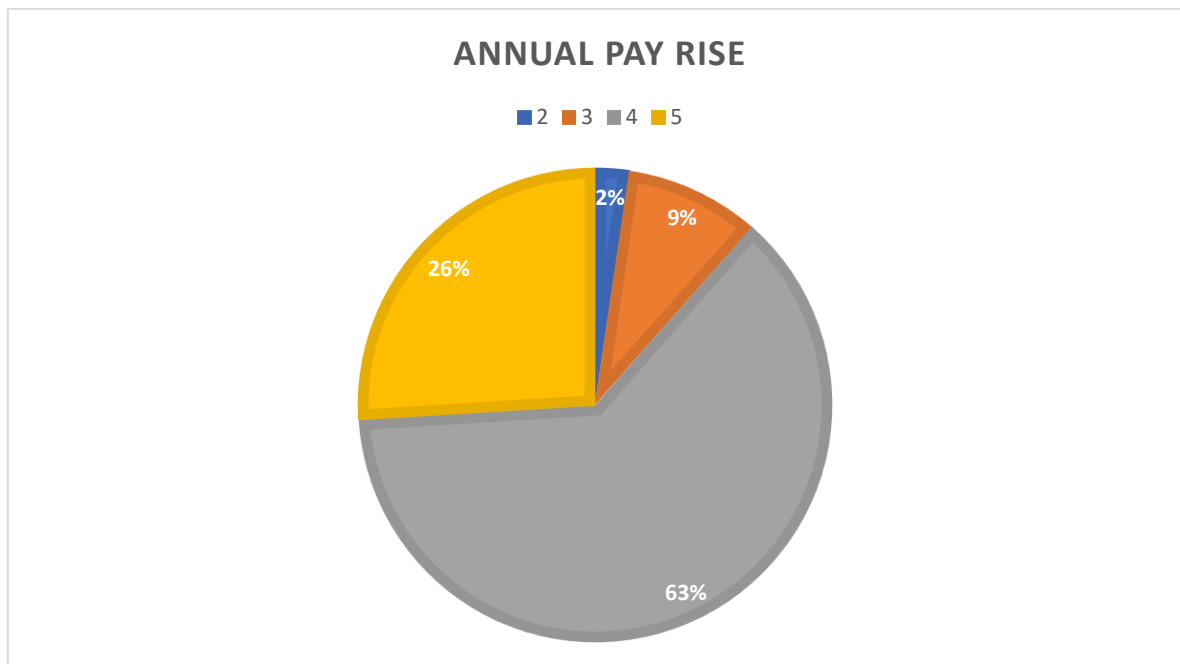


Chart 4.1.25: Chart Showing The Annual Payrise

INTERPRETATION

From the above table its interpreted that 2.3% of the respondents are rated 2, 9.2% of the respondents are 3, 62.6% of the respondents are rated 4, 26% of the respondents rated 5 for the metrics carried out to gage your annual pay rise. There is no response for rating 1.

INFERENCE

Majority (62.6%) of the respondents are rated 4 for the metrics carried out to gage your annual pay rise.

Table 4.1.26:Table Showing The First Instance To Get Your Job

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
INFORMATION NOT PROVIDED	53	40.5%
PROVIDED WITH COMPLETE INFORMATION	30	22.9%
PROVIDED WITH PARTIAL INFORMATION	48	36.6%
TOTAL	131	100

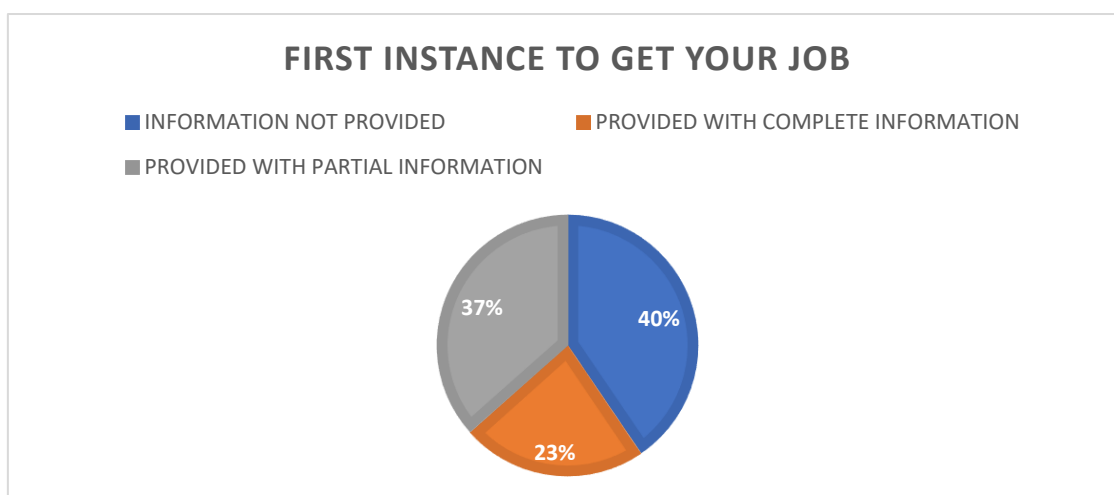


Chart 4.1.26: Chart Showing The First Instance To Get Your Job

INTERPRETATION

From the above table its interpreted that 40.5% of the respondents are information not provided, 22.9% of the respondents are provided with complete information, 36.6% of the respondents are provided with partial information with necessary information's in the first instance to get your job done.

INFERENCE

Majority (40.5%) of the respondents are information not provided in the first instance to get job done.

Table 4.1.27: Table Showing The Workplace

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	87	66.4%
NEUTRAL	30	22.9%
STRONGLY AGREE	13	9.9%
STRONGLY DISAGREE	1	0.8%
DISAGREE	0	0
TOTAL	131	100

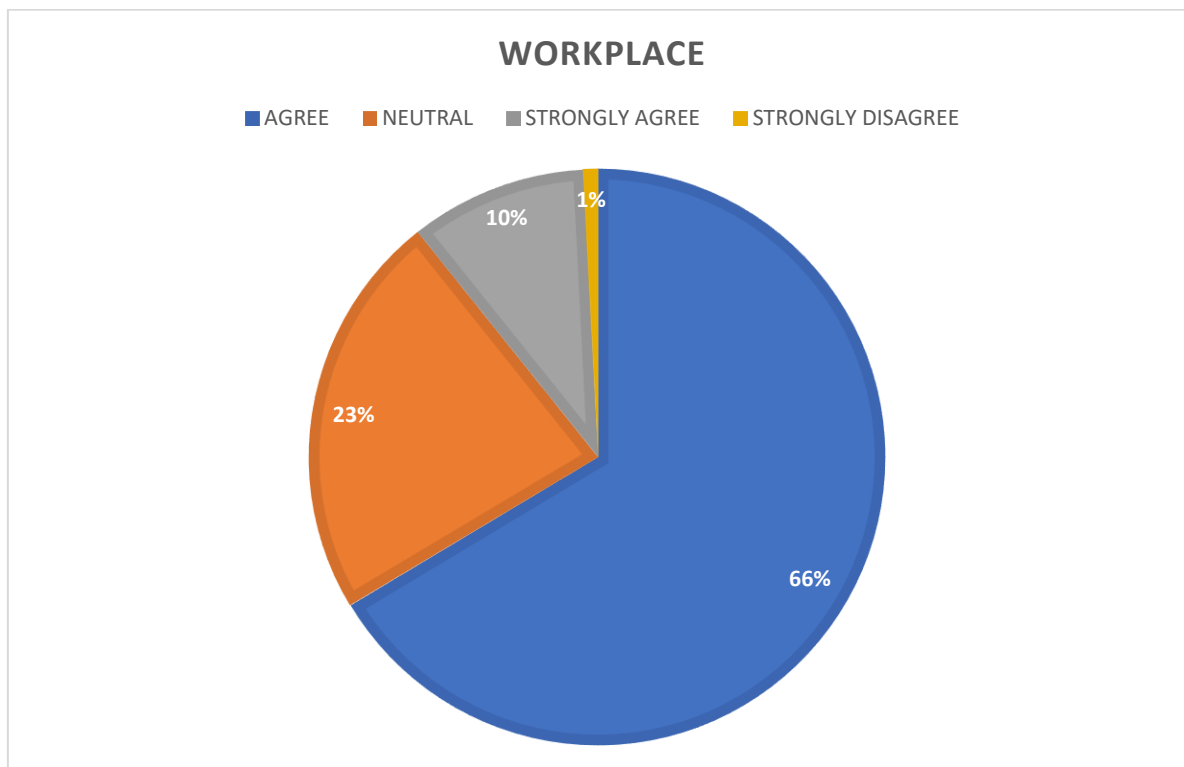


Chart 4.1.27: Chart Showing The Workplace

INTERPERTATION

From the above table its interpreted that 66.4% of the respondents are agreed, 22.9% of the respondents are neutral, 9.9% of the respondents are strongly agreed, 0.8% of the respondents are strongly disagreed that the workplace is well maintained. There is no response for disagree.

INFERENCE

Majority (66.4%) of the respondents are agreed that the workplace is well maintained.

Table 4.1.28: Table Showing The Raising Concers At Work

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	104	79.4%
DISAGREE	1	0.8%
NEUTRAL	7	5.3%
STRONGLY AGREE	18	13.7%
STRONGLY DISAGREE	1	0.8%
TOTAL	131	100

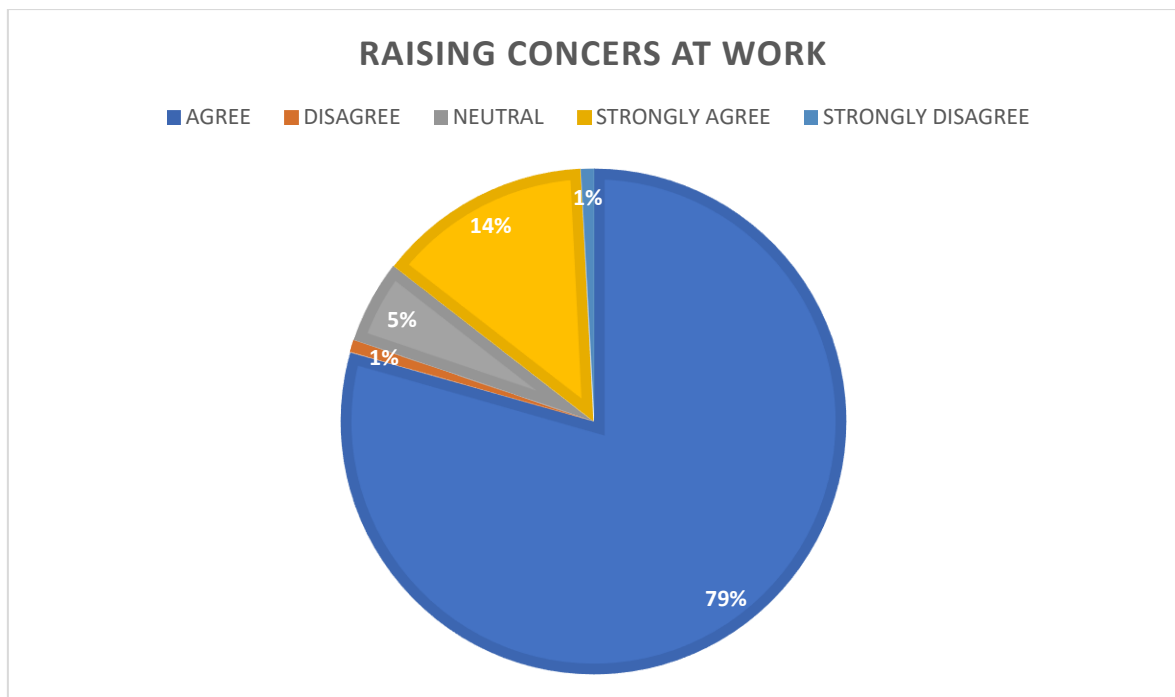


Chart 4.1.28: Chart Showing The Raising Concers At Work

INTERPRETATION

From the above its interpreted that 79.4% of the respondents are agreed, 0.8% of the respondents are disagreed, 5.3% of the respondents are neutral, 13.7% of the respondents are strongly agreed, 0.8% of the respondents are strongly disagreed to express your views and raising concerned at work.

INFERENCE

Majority (79.4%) of the respondents are agreed to express your views and raising concerned at work.

Table 4.1.29: Table Showing The Environment Support

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	94	71.8%
NEUTRAL	16	12.2%
STRONGLY AGREE	21	16%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	131	100

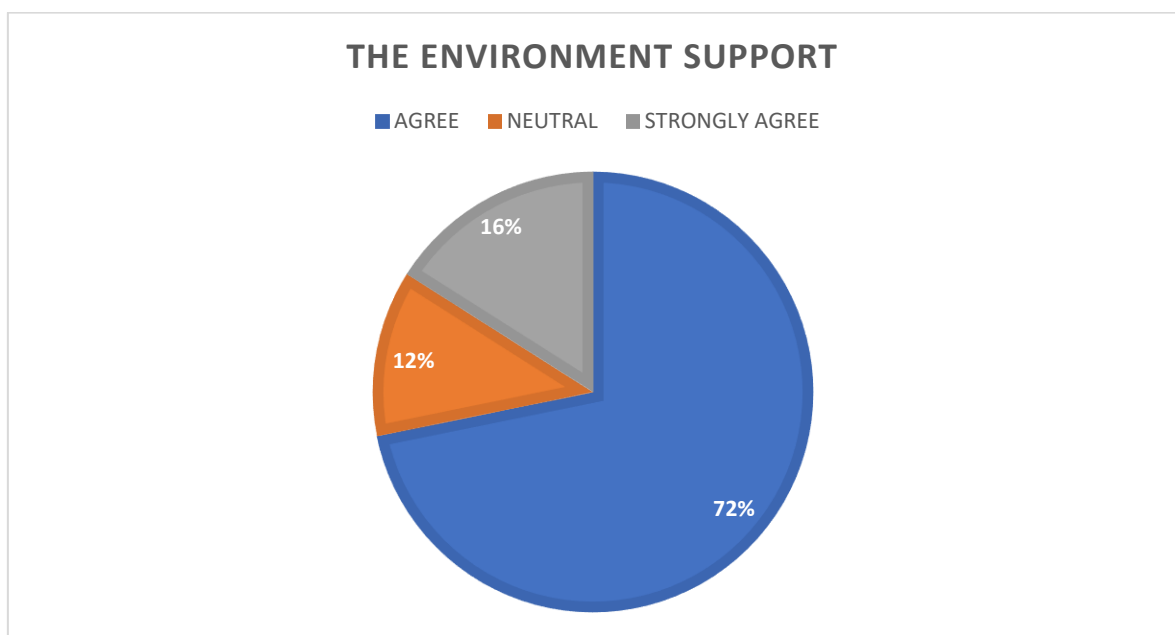


Chart 4.1.29: Chart Showing The Environment Support

INTERPRETATION

From the above table its interpreted that 71.8% of the respondents are agreed, 12.2% of the respondents are neutral, 16% of the respondents are strongly agreed that the environment supports a between work and personal life. There is no response for disagree and strongly disagree.

INFERENCE

Majority (71.8%) of the respondents are agreed that the environment supports a between work and personal life.

Table 4.1.30: Table Showing The Paid Fairly

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	102	77.9%
NEUTRAL	11	8.4%
STRONGLY AGREE	18	13.7%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	131	100

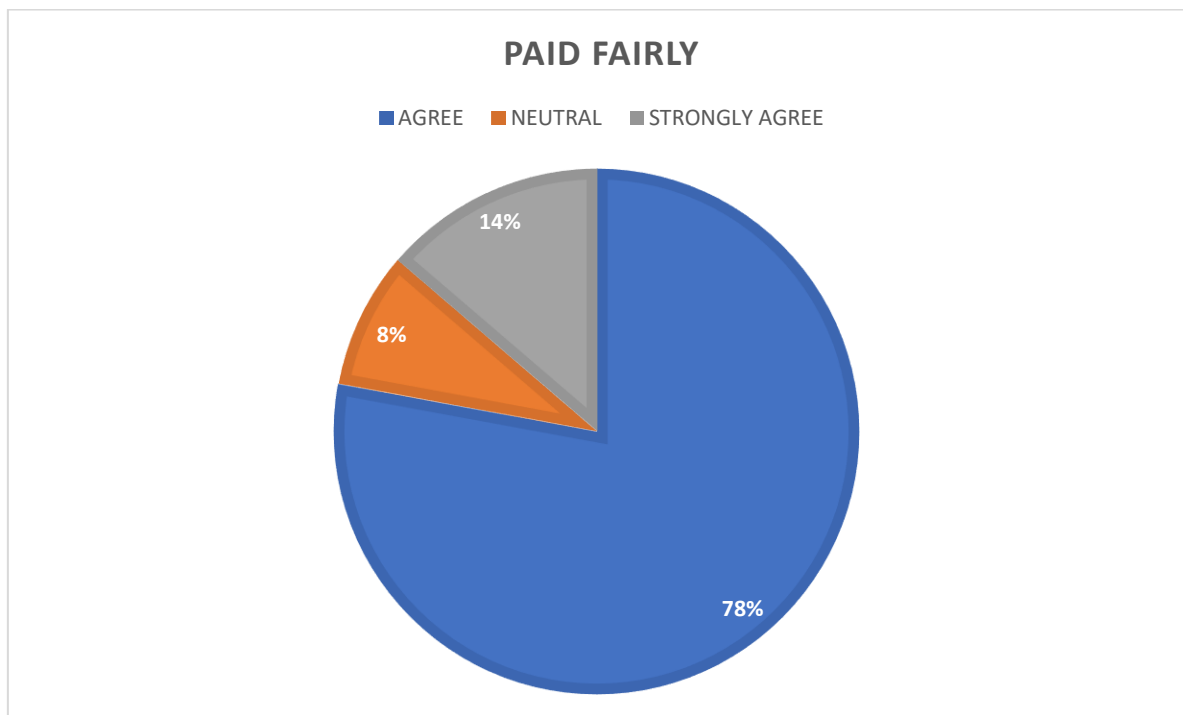


Chart 4.1.30: Chart Showing The Paid Fairly

INTERPRETATION

From the above table its interpreted that 77.9% of the respondents are agreed, 8.4% of the respondents are neutral, 13.7% of the respondents are strongly agreed that you are fairly or reasonably for the work you do. There is no response for disagree and strongly disagree.

INFERENCE

Majority (77.9%) of the respondents are agreed that you are paid fairly or reasonably for the work you do.

Table 4.1.31: Table Showing The CTC Plan

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	103	78.6%
DISAGREE	1	0.8%
NEUTRAL	12	9.2%
STRONGLY AGREE	15	11.5%
STRONGLY DISAGREE	0	0
TOTAL	131	100

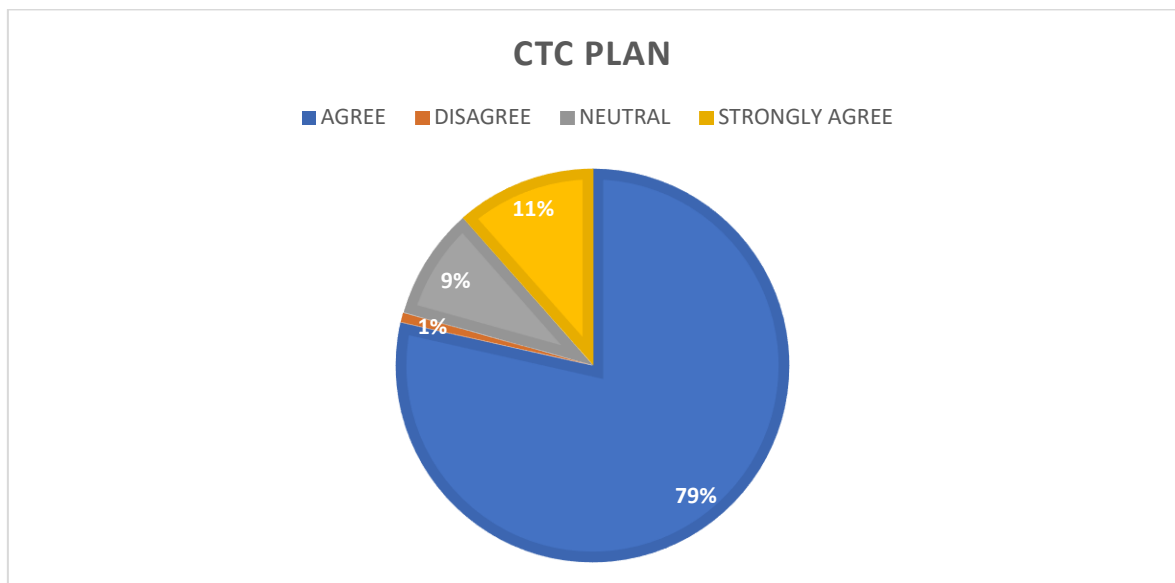


Chart 4.1.31: Chart Showing The CTC Plan

INTERPRETATION

From the above table its interpreted that 78.6% of the respondents are agreed, 0.8% of the respondents are disagreed, 9.2% of the respondents are neutral, 11.5% of the respondents are strongly agreed your CTC plan. There is no response for strongly disagree.

INFERENCE

Majority (78.9%) of the respondents are agreed your CTC plan.

Table 4.1.32: Table Showing The Fortran Respects Its Employees

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
YES	131	100%
NO	0	0
TOTAL	131	100

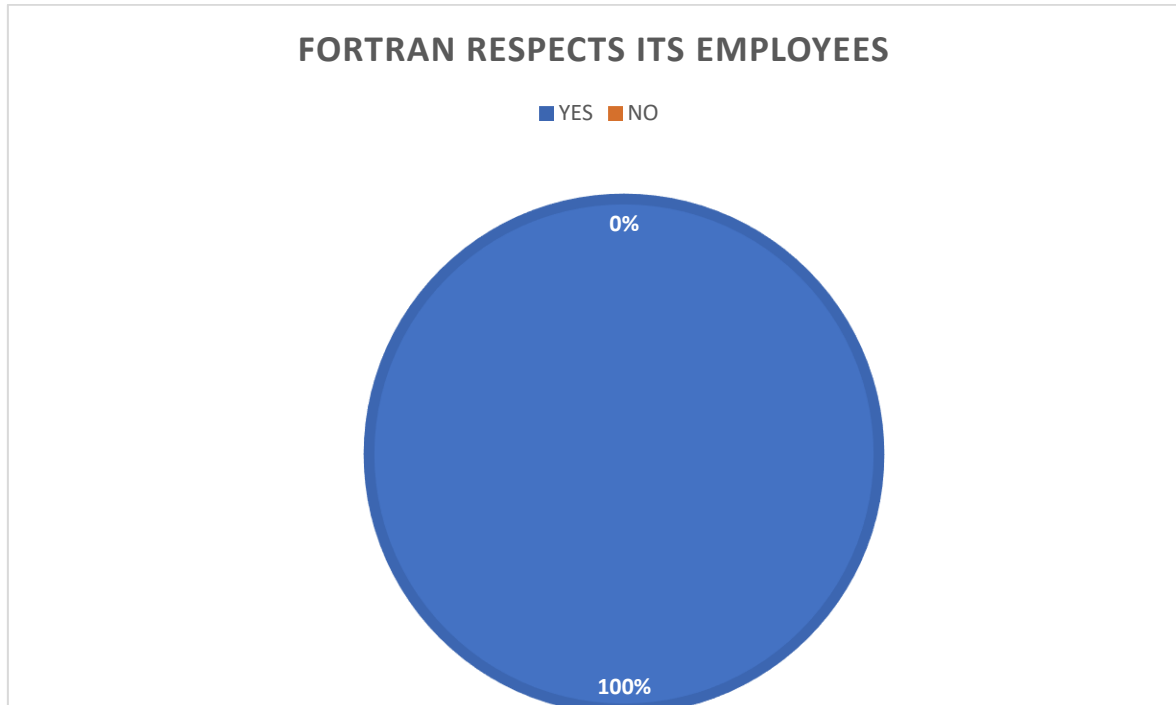


Chart 4.1.32: Chart Showing The Fortran Respects Its Employees

INTERPRETATION

From the above table its interpreted 100% of the respondents are feel that fortran respects its employees. There is no response for no.

INFERENCE

Majority (100%) of the respondents are feel that fortran respects its employees.

4.2 CHI SQUARE TEST

AGE OF THE RESPONDENTS VS SIGNIFICANCE LEVEL OF GOOD COMMUNICATION BETWEEN MANAGERS AND EMPLOYEES

H₀ (Null hypothesis) = There is no significant relationship between age of the respondents and significance level of good communication between managers and employees.

H₁ (Alternate hypothesis) = There is a significant relationship between age of the respondents and significance level of good communication between managers and employees.

AGE *I FEEL THAT THERE IS A GOOD COMMUNICATION BETWEEN MANAGERS AND EMPLOYEES CROSSTABLE				
AGE	AGREE	NEUTRAL	STRONGLY AGREE	TOTAL
20 TO 30 YEARS	74.1	6.8	8.2	89.0
31 TO 40 YEARS	32.5	3.0	3.6	39.0
41 TO 50 YEARS	.8	.1	.1	1.0
BELOW 18 YEARS	1.7	.2	.2	2.0
TOTAL	109.0	10.0	12.0	131.0

CHI-SQUARE TESTS

	Value	df	Asymptotic. Significance(2- sided)
Pearson Chi-Square	22.898 ^a	6	.001
Likelihood Ratio	12.662	6	.049
N of Valid Cases	131		
a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is .08.			

At 5% level of significance and df (6) the table value is 22.898

Calculated value = 0.08.

Significance value ($p=0.005$) < calculated value

H_0 is accepted.

INFERENCE

The results of the "Pearson Chi-Square" say that $\chi^2(6) = 22.898$, $p = 0.08$. This tells us that there is a statistically significant association between age of the respondents and there is a good communication between employee and employer.

AGE OF THE RESPONDENTS

VS

SIGNIFICANCE LEVEL OF THE COMPANY CLEARLY CONVEY ITS MISSION TO ALL THE EMPLOYEES

H_0 (Null hypothesis) = There is no significant relationship between age of the respondents and significance level of the company clearly convey its mission to all the employees.

H_1 (Alternate hypothesis) = There is a significant relationship between age of the respondents and significance level of the company clearly convey its mission to all the employees.

AGE * THE COMPANY CLEARLY CONVEY ITS MISSION TO ALL THE EMPLOYEES CROSSTABLE				
AGE	AGREE	NEUTRAL	STRONGLY AGREE	TOTAL
20 TO 30 YEARS	66.6	14.9	7.5	89.0
31 TO 40 YEARS	29.2	6.5	3.3	39.0
41 TO 50 YEARS	.7	.2	.1	1.0
BELOW 18 YEARS	1.5	.3	.2	2.0
TOTAL	98.0	22.0	11.0	131.0

CHI-SQUARE TESTS

	Value	df	Asymptotic. Significance(2-sided)
Pearson Chi-Square	32.747 ^a	6	.000
Likelihood Ratio	19.235	6	.004
N of Valid Cases	131		
a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .08.			

At 5% level of significance and df (6) the table value is 32.747

Calculated value = 0.08.

Significance value ($p=0.005$) < calculated value

H₀ is accepted.

INFERENCE

The results of the "**Pearson Chi-Square**" say that $\chi^2(6) = 32.747, p = 0.08$. This tells us that there is a statistically significant association between age of the respondents and the company clearly convey its mission to all the employees.

4.3 ONE WAY ANOVA TEST

Hypothesis set between age of the respondents and their satisfaction level of salary package.

NULL HYPOTHESIS

H₀ = There is no statistically significant relationship between age of the respondents and their satisfaction level of salary package.

ALTERNATE HYPOTHESIS

H₁ = There is a statistically significant relationship between age of the respondents and their satisfaction level of salary package.

DESCRIPTIVES								
Age								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
COMPLETELY SATISFIED	3	1.33	.577	.333	-.10	2.77	1	2
MODERATELY SATISFIED	23	1.57	.728	.152	1.25	1.88	1	4
NOT AT ALL SATISFIED	3	1.33	.577	.333	-.10	2.77	1	2
SLIGHTLY SATISFIED	55	1.35	.517	.070	1.21	1.49	1	3
VERY SATISFIED	47	1.28	.579	.084	1.11	1.45	1	4
TOTAL	131	1.36	.583	.051	1.26	1.46	1	4

ANOVA					
Age					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.311	4	.328	.964	.429
Within Groups	42.826	126	.340		
Total	44.137	130			

INTERPRETATION

This is the table that shows the output of the ANOVA analysis and we have a statistically significant difference between our group means. We can see that the significance level is 0.429, which is more than 0.005, therefore, there is a statistically significant relationship between age of the respondents and their satisfaction level of salary package.

CHAPTER 5

FINDINGS, SUGGESTIONS, SUMMARY AND CONCLUSION

5.1 FINDINGS

- Majority (58%) of the respondents are from male staffs.
- Majority (67.9) of the respondents are 20 to 30 years
- Majority (52.7%) of the respondents are from married staffs.
- Majority (79.4%) of the respondents are from UG.
- Majority (84%) of the respondents are from 1 to 3 years.
- Majority (64.1%) of the respondents get 21k to 30k income per month.
- Majority (26.7%) of respondents given that the training is helpful for keep good relationship between employee and employer.
- Majority (98.5%) of respondents are given as YES.
- Majority (100%) of the respondents given yes.
- Majority (74.8%) of the respondents are agreed to the statement
- Majority (83.2%) of the respondents agreed with the statement.
- Majority (88.5%) of the respondents are agreed that the superior provide all the facilities to make my work successfully.
- Majority (80.2%) of the respondents are agreed that, they provide adequate training for the job role.
- Majority (81.7%) of the respondents are agreed with that statement.
- Majority (80.9%) of the respondents are agreed that the output expected from you is reasonable to be achieved.
- Majority (60.3%) of the respondents rated 4 for the relationship with your colleagues in your workplace.
- Majority (77.9%) of the respondents are agreed that the company delivers a high morale.
- Majority (81.7%) of the respondents are agreed that the work delivered by your supervisor.
- Majority (64.9%) of the respondents are updating all the business information.
- Majority (77.1%) of the respondents are agreed that the supervisor provides adequate and communicate your areas of improvement to be done.

- Majority (76.3%) of the respondents are agreed that the queries being answered by your supervisor or the management.
- Majority (42%) of the respondents are slightly satisfied with the salary package.
- Majority (63.4%) of the respondents are rated 4 for the career opportunities or growth opportunities offered in company.
- Majority (45%) of the respondents are very satisfied with the benefits offered by the company.
- Majority (62.6%) of the respondents are rated 4 for the metrics carried out to gauge your annual pay rise.
- Majority (40.5%) of the respondents are information not provided in the first instance to get job done.
- Majority (66.4%) of the respondents are agreed that the workplace is well maintained.
- Majority (79.4%) of the respondents are agreed to express your views and raising concerned at work.
- Majority (71.8%) of the respondents are agreed that the environment supports a between work and personal life.
- Majority (77.9%) of the respondents are agreed that you are paid fairly or reasonably for the work you do.
- Majority (78.9%) of the respondents are agreed your CTC plan.
- Majority (100%) of the respondents are feel that fortran respects its employees.

5.2 SUGGESTIONS

- Make sure employees know they are approachable regarding these issues (your door is always open) and come to an amicable agreement regarding this or any other problems that may arise.
- Employees like to know that working hard is noticed so every often give them a pat on the back for their efforts and show you really appreciate all they do. If our company is highly successful show it by giving out a bonus or raise.
- Keep your finger on the pulse of the people working for you so you can see trouble (perhaps co-workers not getting along or a troublemaker in the office) before it's reported to you.
- The mutual cooperation between employees at work place is very important to carry out the work at right time, so the organization should take of providing scope for communication with other departments.
- The company should organize job relief programmes like picnics, tours, cultural activities to make the employees feel positive towards the organization.
- Majority of the employees are satisfied with the pay package provided by the management, but some of the employees were not satisfied so the company has to increase the salary to satisfy the employees in respect of salary.
- Better working environment should be provided to the employees with basic amenities.
- To motivate the employees management can take into consideration some proper suggestions given by the employees. It will help to increase the motivation and ultimately the job satisfaction of the employees.

5.3 SUMMARY

- Employee/ Employer relations looks at the relationship between workers and the business.
- Employee relations the activities and processes that maintain a productive workplace while satisfying the needs of employees.
- Job satisfaction is an attitude which results from balancing & summation of many specific likes and dislikes experienced in connection with the job- their evaluation may rest largely upon one's success or failure in the achievement of personal objective and upon perceived contribution of the job and combination towards these ends.
- Employee management relations are based on mutual obligations, reflected in the employee's psychological contract with the organisation.
- Positive attitude towards job are equivalent to job satisfaction when as negative attitude towards job has been defined variously from time to time. In short job satisfaction is a person's attitude towards job.
- Job satisfaction in regards to one's feeling or state of mind regarding nature of their work. Job can be influenced by variety of factors like quality of one's relationship with their supervisor, quality of physical environment in which they work, degree of fulfilment in their work.

5.4 CONCLUSION

Employee - Employer relationship refers to degree of readiness of an organism to pursue some designated goal and implies the determination of the nature and locus of the forces, including the degree of readiness Employee - Employer relationship is a general inspirational process, which gets the members of the team to pull their weight effectively, to give their loyalty to the group, to carry out properly the tasks that they have accepted. The long established employer – employee relationship moving towards a change and modifications will continue till they take concrete shape. It is the realization and desire of both employer and employees to maintain the spirit of the system. The personnel management practices and employment policy should be provided sound base harmonious industrial relation. It is understood that maintaining a proper and sound employer – employee relationship will enable organizations to derive a number of benefits and such a sound relationship finally enables the organization to prosper in many ways. Thus, the society too will benefits as a result of such positive moves by organizations as they are a part of the society as well.

From the study it is found that majority of the employees are not satisfied with their job. The employer employee relationship is better. Employees are also satisfied with the salaries that they receive. The satisfaction of the employees can be increased by giving them more wages, by increasing the basic amenities, by implementing all these the company can increase the satisfaction level of the present employees and can attract more workers to the company.

APPENDIX (QUESTIONNAIRE)

As a part of my MBA curriculum at Sathyabama institute of science and technology, I am doing a project on FORTRAN CIRKIT ELECTRONIC PVT LTD. Kindly spend your valuable time in filling the questionnaires and I assure you that the information will be used only for academic research analysis and will be kept highly confidential.

1. Name of the respondent

2. Gender of the respondent
 - a) Male
 - b) Female

3. Age of the respondent
 - a) Below 18 years
 - b) 20 to 30 years
 - c) 31 to 40 years
 - d) 41 to 50 years
 - e) Above 51 years

4. Marital status of the respondent
 - a) Married
 - b) Unmarried

5. Education qualification
 - a) SSLC
 - b) HCS
 - c) DIPLAMO
 - d) UG
 - e) PG

6. Work Experience
 - a) Less than a year
 - b) 1 - 3 years
 - c) 4 - 6 years
 - d) More than 6 years

7. Income per month

- a) 10k to 20k
- b) 21k to 30k
- c) 31k to 40k
- d) Above 40K

8. How is training helpful

- a) Keep good relationship between employee and employer
- b) Increases the productivity
- c) Attention the organizational goal

9. Are you actively involved in learning during training process

- a) Yes
- b) No

10. Are you accept and use new changes in the training and development practices

- a) Yes
- b) No

11. The company clearly convey its mission to all the employees

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

12. I feel that there is a good communication between managers and employees

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

13. My superior provide all the facilities to make my work successfull

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

14. Provided adequate training for the job role, do you agree?

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

15. Do you feel that you are underutilized in your job

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

16. Do you agree that the output expected from you is reasonable to be achieved?

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

17. How do you rate the relationship with your colleagues in your workplace

- a) Low(1)
- b) High(5)

18. I accept that the company delivers a high morale

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

19. Do you accept the work delivered by your supervisor

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

20. How your Team Leader or your supervisor maintains the team bonding in the team

- a) Conducting regular meeting
- b) Updating all the business information
- c) Being social with the team mates

21. Does your supervisor provides adequate support and communicate your areas of improvement to be done

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

22. Does your queries being answered by your supervisor or the management

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

e) Strongly Disagree

23. Are you satisfied with the salary package

- a) Not at all satisfied
- b) Slightly satisfied
- c) Moderately satisfied
- d) Very satisfied
- e) Completely satisfied

24. How do you rate the career opportunities or growth opportunities offered
Low (1) high (5)

25. Satisfaction level with the benefits offered by The Company

- a) Not at all satisfied
- b) Slightly satisfied
- c) Moderately satisfied
- d) Very satisfied
- e) Completely satisfied

26. How do you rate the metrics carried out to gauge your annual pay rise
Low (1) high(5)

27. Are you provided with necessary information's in the first instance to get
your job done

- a) Provided with complete information
- b) Information not provided
- c) Provided with partial information

28. Do you agree that the workplace is well maintained?

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

29. How often you are allowed to express your views and raising concerns at work?

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

30. The environment supports a balance between work and personal life.

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

31. Do you agree that you are paid fairly or reasonably for the work you do

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

32. Do you understand your CTC plan?

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

33. Do you feel that FORTTRAN respects its employees

- a) Yes
- b) No

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A STUDY ON OUTCOMES OF EMPLOYER - EMPLOYEE RELATIONSHIP ON JOB SATISFACTION

¹Mr. Mohamad Ashraf. A and ²Mr. John Paul. M

¹Student, School of Business Administration,

²Assistant Professor, School of Business Administration,

Sathyabama Institute of Science and Technology, Chennai 600119, Tamil Nadu, India.

ABSTRACT

This examination endeavors to the condition of manager representative relationship on work fulfillment in FORTTRAN CIRKIT ELECTRONICS PRIVATE LIMITED PERUNGUDI. It gives the upgrades the information level up-and-comer where in which they can apply for their future additionally through this investigation. To get sees and propose available resources to improve the business – representative relationship.

Poll were circulated to representatives to gather the required information. Ideas were advanced to improve the business – representative relationship. The examination was finished and ideas have been given to the administration. It is an unprecedented chance to encounter down to earth modern climate, work devotee, cooperation, time the board, quality controlling and to get a reasonable comprehension of the hypothetical information which was accumulated at the college.

Keyword: *Employer Employee relationship, Job satisfaction, Organization.*

INTRODUCTION

Business representative relations infers the connections among boss and workers in a mechanical association. Manager representative connection in the wide sense considers the relations between the different associations, between the state and the associations just as

those between the businesses and the public authority. Boss – Employee relationship establishes perhaps the most sensitive and agrees issues of the advanced modern culture which is portrayed by fast changes. Modern relationship is utilized to communicate the idea of connection between the business and worker in a mechanical association. At the point when a business enlists another representative, he isn't simply bringing another individual from the labor force on board, he is likewise beginning another relationship. Since bosses and representatives frequently work close by other people, they essentially create connections. Dealing with these connections is fundamental to business achievement, as solid connections can prompt more noteworthy representative satisfaction and surprisingly expanded profitability.

REVIEW OF LITERATURE

- **Aziri B(2011)** Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations.
- **Bob (2011)** This constitutes measuring job values, designing and maintaining pay structures, paying for performance, competence and skill, and providing employee benefits. However, compensation management is not just about money. It is also concerned with that non-financial compensation which provides intrinsic or extrinsic motivation.
- **Pearce (2010)** Compensation implies having a compensation structure in which the employees who perform better are paid more than the average performing employees.
- **Burns (2012)** Employees who are inspired to work as a result of employer-employee relationship produce better and more output. Such employees strive to become better in an organization because employees who have good relationship with their employer are usually driven by the identified competency of such

employee. The ultimate result of a positive employer-employee relationship leads to employee's job satisfaction.

- **Gurusamy& Mahendran (2013)** in their study found that Salary occupy the First Rank for determining job satisfaction compared with other major determinants. The study was conducted on 300 respondents and was limited to the automobile.
- **Tonwe (2009b), Mayo** According to them they started the first intensive human relations study known as the Hawthorne Experiments conducted at the Hawthorne Plant of the Western Electric Company between 1924 and 1932. This experiment was also re-graded as the clinical approach to employee behaviour in the organization. It attempts to focus attention on the behaviour of the employees and their production capacity keeping in view their psychological, physical, economic and physiological aspect.
- **Donohoe (2015)** defines employee relations as the study of the relationship that exist between employees and the employers. Basically, effective employee relations places high premium on the human element in the organization, which results in higher employee engagement, motivation and improved productivity. Considering the strategic role of employee relations in organizations

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVES

The primary objective of my study at Fortran cirkit Electronic is to study the outcome of employer-employee relationship on job satisfaction.

SECONDARY OBJECTIVES

The secondary objective of my study is to understand the various aspects related to Employees satisfaction in the organization, To know Employees understanding of company's mission and vision statement, To check Employees satisfaction levels with their team leaders, with the Management and within the team members, To measure Employees satisfaction on Compensation and Benefits, To find out the expectations of Employees from Management.

RESEARCH METHODOLOGY

Sample Size

The sample size of the research study is 130.

Source of Data

The research study used both primary data and secondary data.

Sampling Techniques

The research study adopted a convenience sampling method and data collection was done through questionnaire methods.

Structure of the Questionnaire

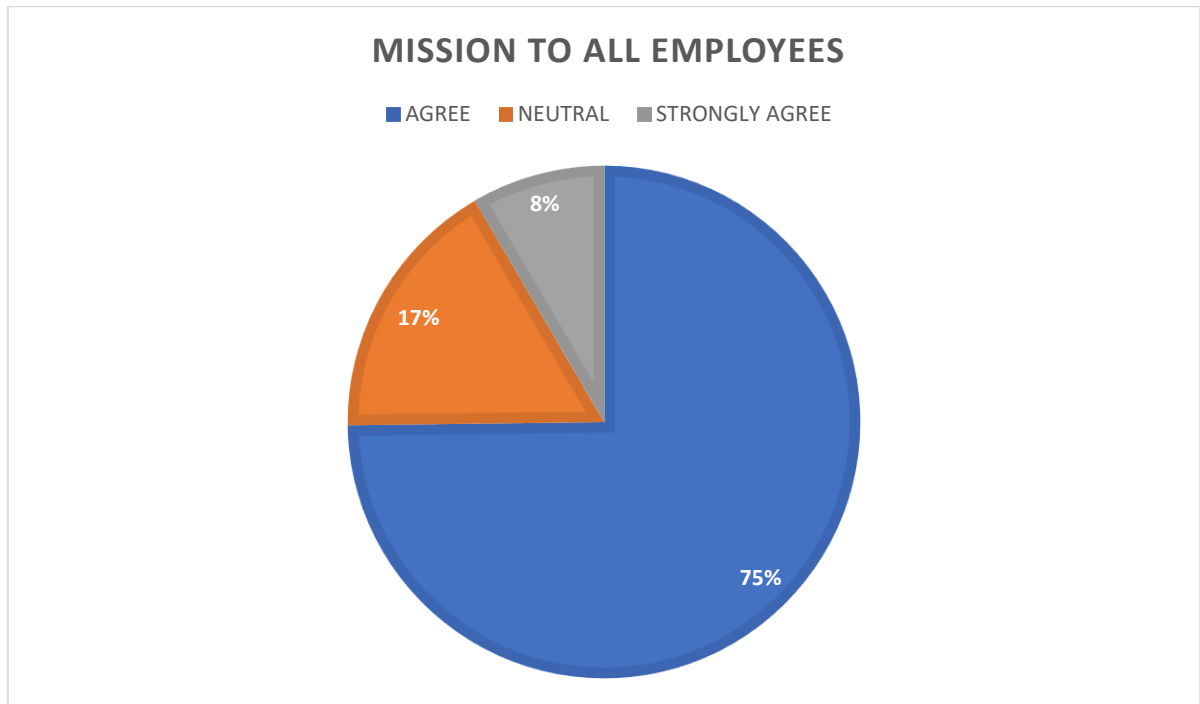
The Dichotomous questions, Multiple choice questions are asked to the respondents.

DATA ANALYSIS AND INTERPRETATION

DESCRIPTIVE ANALYSIS

1.The company clearly convey its mission to all the employees

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	98	74.8%
NEUTRAL	22	16.8%
STRONGLY AGREE	11	8.4%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	131	100



INFERENCE

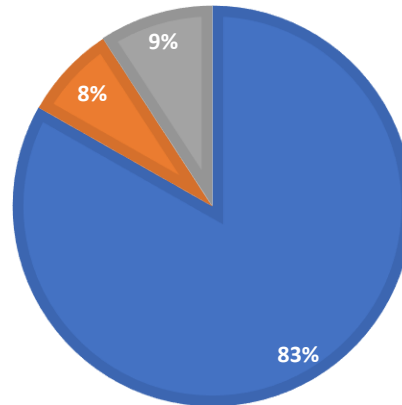
Majority (74.8%) of the respondents are agreed to the statement.

2.I fell that there is a good communication between managers and employees.

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	109	83.2%
NEUTRAL	10	7.6%
STRONGLY AGREE	12	9.2%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	131	100

COMMUNICATION BETWEEN MANAGERS AND EMPLOYEES

■ AGREE ■ NEUTRAL ■ STRONGLY AGREE

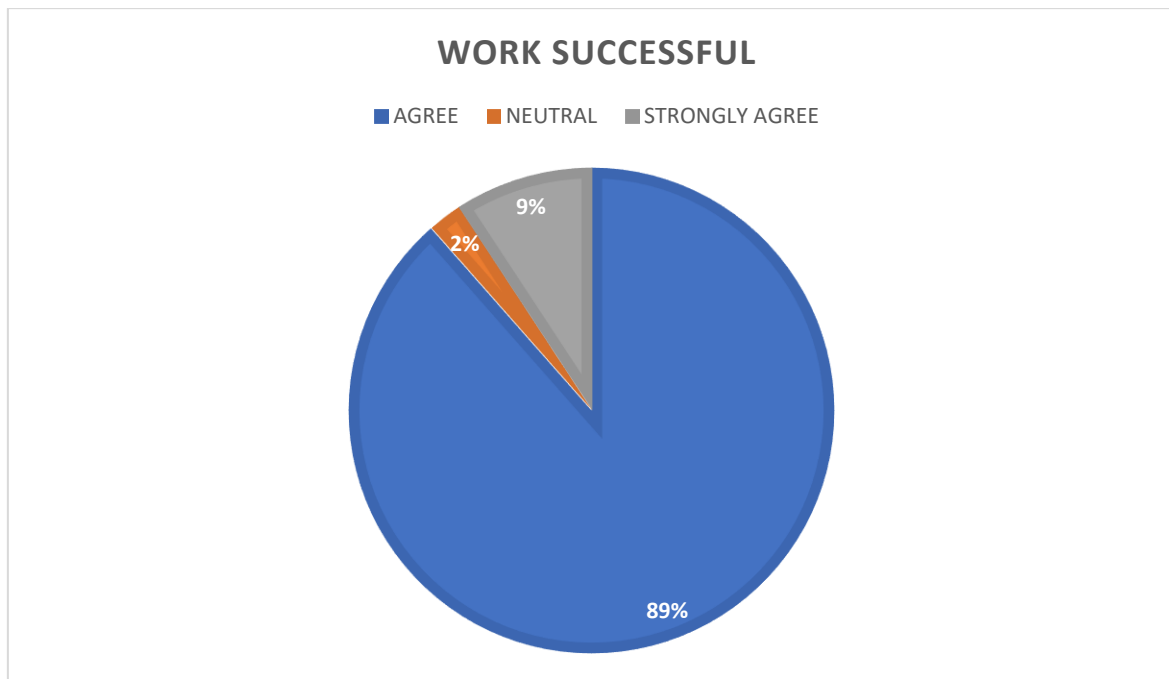


INFERENCE

Majority (83.2%) of the respondents agreed with the statement.

3. My superior provides all the facilities to make my work successful

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
AGREE	116	88.5%
NEUTRAL	3	2.3%
STRONGLY AGREE	12	9.2%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	131	100



INFERENCE

Majority (88.5%) of the respondents are agreed that the superior provide all the facilities to make my work successfully.

CHI SQUARE ANALYSIS

H₀ (Null hypothesis) = There is no significant relationship between age of the respondents and significance level of good communication between managers and employees.

H₁ (Alternate hypothesis) = There is a significant relationship between age of the respondents and significance level of good communication between managers and employees.

AGE *I FEEL THAT THERE IS A GOOD COMMUNICATION BETWEEN MANAGERS AND EMPLOYEES CROSSTABLE				
AGE	AGREE	NEUTRAL	STRONGLY AGREE	TOTAL
20 TO 30 YEARS	74.1	6.8	8.2	89.0
31 TO 40 YEARS	32.5	3.0	3.6	39.0
41 TO 50 YEARS	.8	.1	.1	1.0
BELOW 18 YEARS	1.7	.2	.2	2.0
TOTAL	109.0	10.0	12.0	131.0

CHI-SQUARE TESTS

	Value	df	Asymptotic. Significance(2-sided)
Pearson Chi-Square	22.898 ^a	6	.001
Likelihood Ratio	12.662	6	.049
N of Valid Cases	131		

a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is .08.

At 5% level of significance and df (6) the table value is 22.898

Calculated value = 0.08.

Significance value ($p=0.005$) < calculated value

H_0 is accepted.

INFERENCE

The results of the "**Pearson Chi-Square**" say that $\chi(6) = 22.898$, $p = 0.08$. This tells us that there is a statistically significant association between age of the respondents and there is a good communication between employee and employer.

ONE WAY ANOVA TEST

Hypothesis set between age of the respondents and their satisfaction level of salary package.

NULL HYPOTHESIS

H_0 = There is no statistically significant relationship between age of the respondents and their satisfaction level of salary package.

ALTERNATE HYPOTHESIS

DESCRIPTIVES								
Age								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
COMPLETELY SATISFIED	3	1.33	.577	.333	-.10	2.77	1	2
MODERATELY SATISFIED	23	1.57	.728	.152	1.25	1.88	1	4
NOT AT ALL SATISFIED	3	1.33	.577	.333	-.10	2.77	1	2
SLIGHTLY SATISFIED	55	1.35	.517	.070	1.21	1.49	1	3
VERY SATISFIED	47	1.28	.579	.084	1.11	1.45	1	4
TOTAL	131	1.36	.583	.051	1.26	1.46	1	4

H₁ = There is a statistically significant relationship between age of the respondents and their satisfaction level of salary package.

ANOVA					
Age					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.311	4	.328	.964	.429
Within Groups	42.826	126	.340		
Total	44.137	130			

INTERPRETATION

This is the table that shows the output of the ANOVA analysis and we have a statistically significant difference between our group means. We can see that the significance level is 0.429, which is more than 0.005, therefore, there is a statistically significant relationship between age of the respondents and their satisfaction level of salary package.

CONCLUSION

Representative - Employer relationship alludes to level of status of an organic entity to seek after some assigned objective and infers the assurance of the nature and locus of the powers, including the level of availability Employee - Employer relationship is an overall helpful interaction, which gets the individuals from the group to do their fair share successfully, to give their reliability to the gathering, to do appropriately the undertakings that they have acknowledged. From the investigation it is discovered that greater part of the workers are not happy with their work. The business worker relationship is better. Workers are additionally happy with the compensations that they get. The fulfillment of the representatives can be expanded by giving them more wages, by expanding the essential conveniences, by executing every one of these the organization can build the fulfillment level of the current representatives and can pull in more laborers to the organization.

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