EMPLOYEE SATISFACTION IN KERALA FEEDS LTD

By

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MAJOR PROJECT REPORT

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2017

DECLARATION

DECLARATION

I, hereby declare that this project entitled **"EMPLOYEE SATISFACTION IN KERALA FEEDS LTD"** is a bonafide record of research work done by me during the course of major project work and that it has not previously formed the basis for the award to me for any degree / diploma / associateship / fellowship or other similar title of any other University or Society.

Vellanikkara,

DIVYA S.NAIR (2015-31-034)

21-10-2017

CERTIFICATE

4

CERTIFICATE

Certified that this project report entitled **"EMPLOYEE SATISFACTION IN KERALA FEEDS LTD"** is a record of project work done by Mrs.Divya S.Nair under my guidance and supervision and that it has not previously formed the basis for the award of any degree / diploma / fellowship / associateship or other similar title of any other University or Society.

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5

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6

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21.10.2017   ***DIVYA S.NAIR (2015-31-034)***

TABLE OF CONTENTS

TABLE OF CONTENTS

9

LIST OF TABLES

LIST OF TABLES

13

LIST OF FIGURES

14

LIST OF FIGURES

15

DESIGN OF THE STUDY

CHAPTER-I

DESIGN OF THE STUDY

1.1 Introduction

Success of an organization depends on the ability to utilize its resources effectively. And efficiently human resources are considered as the most significant resource in any organization as it acts as the catalyst in utilization of all other resources. The effectiveness in the utilization and maintenance of human resources however depends on the level of motivation and job satisfaction derived by the employees. Work forms an essential part of human life and occupies much of a man's life and the satisfaction and dissatisfaction with the job assigned can affect the individual in every walks of life.

Employee satisfaction is a pleasurable or positive emotional reaction to a person's job experiences. An employee is said to be satisfied, on the basis of his judgment on how well his job on the whole satisfies his various needs. Employee satisfaction depends up on the performance of work emotional aspects of individual's experiences towards the job. If an individual is not satisfied with the working conditions ,office atmosphere, having no cordial relation with fellow employees as well as with the management, lack of promotional avenues etc. there can never be satisfaction of employees in that organization.

Employee satisfaction essentially means economy of efforts, getting rid of avoidable tension, utilizing the energies of employees for better performance, instead of allowing them to be dissipated needlessly .Satisfaction of employees with their work is directly related with the extent to which their job provide them with rewarding outcomes such as pay, fringe benefits, appreciation from superiors, a high probability of promotion, close interaction with co-workers, an opportunity to influence decisions, which have future effects on them.

The satisfaction and dissatisfaction from the job leads to the psychological problem of morale. Morale is a mental condition regarding the attitude of individuals

and group that determine their willingness to cooperate with others in the accomplishment of organizational objectives. Good morale is defined by the management, as evidenced by employee enthusiasm, voluntary conformance with regulations and orders and willingness to cooperate with others in the accomplishment of organizational objectives. Poor morale is evidenced by surliness, insubordination, discouragement, and dislike of job. Morale exercise a potent influence on the human relations on the human relations in the organization.

1.2 Statement of the problem

The term job implies that it is a piece of work as an activity, which is performed by the individual in order to get payment. It is agreement between the employer and employees to share the responsibilities to achieve the organizations goals. Employee satisfaction is the feeling of the employee while morale is the feelings of many employees. Human resources are considered as the most important resource in any organizations can function only through people.

Job satisfaction is a feeling, an emotional response to the work we do and the environment in which we do that work. If the employees are satisfied with their jobs and the condition are favorable, the workers morale will naturally be high and they feel a sense of satisfaction. The feelings experienced can be positive which job satisfaction is or that can be negative which a case of dissatisfaction. This is true, be it a private sector or public sector organization.

Kerala Feeds Ltd, which was established in the year 1995,is a prominent public sector undertaking, having cattle feed plant with 500 TPD capacity and located at Kallettumkara in Thrissur district. Survival and growth of this organization is very important for this state which is having only a few industrial units in public sector with successful track records. As the employee satisfaction is one of the key factor, in determining success or otherwise of the organization, measuring the employee satisfaction in key areas can gain information needed to improve satisfaction, retention, satisfaction and productivity. Satisfied members are generally are more committed to the work than those who are not. Discontent and dissatisfaction among the employees of organization can lead to reduced commitment towards the job and organization as a whole.

As it is a profit making and reputed company in public sector, the study of employee satisfaction in such company is very relevant which can be helpful to know the perception and attitude of the government employees .Through this study we can know the various factors which induces the employee satisfaction in employees and also to understand the factors that reduces the employee satisfaction. The study will help to analyse the human resource policies and performance of employees in Kerala Feeds and also to bring out new policies and measures to improve employee satisfaction.

1.3 Objectives

The following objectives have been taken for the study

1. To analyze the performance of employees in terms of the policies and measures of the organization

2. To show the major factors which have significant impact in the employee's satisfaction of the organisation

3. To assess the level of satisfaction of employees

1.4 Methodology

1. Sampling Design

There are mainly 2 cadres in the organization that is officer cadre and workmen category which constitute of the whole population of 212 employees for the study and selected 25 respondents from office cadre and 35 from workers cadre through random sampling.

2. Tools and techniques for data collection analysis

The study was conducted mainly on the basis of primary data collected by surveying different categories of employees in Kerala Feeds Ltd. Two types of schedule one related to ideal situation and the other actual were used to collect primary data from employees. These two schedules were used to collect each individual employee's expectation with respect to his place of work and the actual conditions. Information from selected respondents was collected on a Five-Point

Likert scale. Responses obtained were analyzed using an analytical framework developed by Frederick Herzberg, which is known as Two Factor Theory.

According to Two Factor Theory, satisfaction and dissatisfaction are not opposite poles of one dimension, but they are two separate dimensions. Satisfaction is affected by motivators and dissatisfaction is affected by motivators and dissatisfaction is affected by hygiene factors. Motivational factors are related with job directly like achievement, recognition, advancement, the work itself and the possibility of personal growth and responsibility. The presence of these factors creates a highly motivating situation, but its absence does not cause dissatisfaction. Hygiene factors are factors external to the job and related to the job environment like company policy and administration, interpersonal relations, salary, job security, working conditions etc…the presence of these factors did not significantly motivate them but absence of such factors causes serious dissatisfaction.

Based on these, the following twelve parameters concerned with employee satisfaction were identified

1) Good Working Environment

Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On contrary, poor working condition brings out a fear of bad health in employees. The more comfortable the working environment is more productive will be the employees.

Following these points come under this category:
1. Feeling safe and comfort in working environment.
2. Tools and equipment

2) Good Wages And Retirement Benefits

Wages and benefits are the primary reason people go to their jobs every day. In addition to an hourly wage or annual salary, many employees also have access to employer-sponsored health care coverage, paid vacation, and other benefits. However, disputes over wages and benefits are not uncommon and often lead to lawsuits.

Following these points come under this category:

1. Pension
2. Increment in wages/salary

3) Clear Job Description

The main purpose of any job description is to outline the main duties and responsibilities that are involved in a particular job. A job description is a basic HR management tool that can help to increase individual and organizational effectiveness. For each employee, a good job description helps the incumbent to understand: Their duties and responsibilities and the relative importance of their duties.

Following these points come under this category:

1.Relaible and adequate information
2.Roles and responsibilities

4) Job Security

Job security is an employee's assurance or confidence that they will keep their current job. Employees with a high level of job security have a low probability of losing their job in the near future. Certain professions or employment opportunities inherently have better job security than others; job security is also affected by a worker's performance, success of the business and the current economic environment.

Following these points come under this category:

1. Steady job
2. Termination

5) Supportive Colleagues

Employees influence the productivity of their co-workers, with peer pressure playing a significant role in how well employees perform. When surrounded by hard-working, high-achieving colleagues, employees are more likely to perform better because they feel pressure to measure up to their co-workers and because they see the level of achievement possible through hard work.

Following these points come under this category:

1. Open and good relationship
2. Helpful and supportive

22

6) Employer's Concern For Employees

Employee Relations offers consultation, facilitation and resolution strategies for workplace issues. Employee Relations assists in communications between employees and supervisors, corrective action and planning, disciplinary actions, and explanation and clarification of policies and procedures.

Following these points come under this category:
1. Informal get togethers and leisure time
2. Work load

7)Recognition And Reward

Employee reward systems refer to programs set up by a company to reward performance and motivate employees on individual and/or group levels. They are normally considered separate from salary but may be monetary in nature or otherwise have a cost to the company. While previously considered the domain of large companies, small businesses have also begun employing them as a tool to lure top employees in a competitive job market as well as to increase employee performance.

Following these points come under this category:
1. Incentives
2. Promotions

8)Meaningful And Challenging Work

Many employees continue with jobs that are not interesting because they like the company they work for or the employees they work with. The manager can make the job and the work environment more interesting and challenging. Interesting and challenging work is a top motivator in the workplace. The work itself is a stronger motivator than the compensation for the work.

Following these points come under this category
1.Multi-tasking
2. Challenges in work

23

9)Autonomy And Responsibility

Autonomy is the degree to which a job provides an employee with the discretion and independence to schedule their work and determine how it is to be done. Higher levels of autonomy on the job have been shown to increase job satisfaction, and in some cases, motivation to perform the job. In traditional organizations, only those employees at higher levels had autonomy.

Following these points come under this category:
1. Minimum supervision
2. Accountability

10)Identification with Company Objectives

Setting goals and objectives for a small business is vitally important to determining its strategy for growth and in implementing its organizational policies and procedures. Organizational development is an on-going, systematic process to implement effective change in an organization. This development is possible through the identification of objectives by its employees.

Following these points come under this category:
1. Identify organizational goals
2. Recognition of company

11)Job fit

Job fit is a concept that refers to how well an employee is suited for his or her position. Hiring employees who are the best fit for their positions is a great way for an organization to decrease turnover (both voluntary and involuntary) and to improve employee retention rates. In general, employees who are well-suited for their positions will be happier and more productive, which can have a positive impact on company morale and ultimately benefit a company's bottom line. There are endless factors that can influence job fit, or job suitability. Personality, for instance, can have a major effect on how happy or content an individual will be in a particular position. Job candidates who are non-assertive may be unhappy in a managerial position, while extroverted individuals may be dissatisfied working in a role that involves minimal human interaction.

24

Following these points come under this category:

1. Assigning jobs

3. Job evaluation

12)Personal goal satisfaction

Goals affect performance by directing attention, mobilizing effort, increasing persistence, and motivating strategy development. Goal setting is most likely to improve task performance when the goals are specific and sufficiently challenging, have sufficient ability (and ability differences are controlled), feedback is provided to show progress in relation to the goal, rewards such as money are given for goal attainment, the experimenter or manager is supportive, and assigned goals are accepted by the individual.

Following these points come under this category:

1. Fulfilling personal goals

2. Realizing the ambitions and aspirations

Satisfaction with a job factor will depend on the importance of the factor and on the difference between what is desired of it and what is received as per Locke's Value discrepancy Theory.

Two schedules were thus framed, based on the above parameters. Schedule I (ideal) to get the respondents attitudes, values, beliefs, aspirations etc…about his work place. This gives an indication of the importance of the job factors for the individual.

Schedule II (actual) pertaining to the actual conditions existing in the organization. Both schedule had two questions each related to each parameter of job satisfaction.

The possible responses are in Five –Point Likert scale such as Strongly Agree, Agree, No opinion, Disagree and Strongly Disagree.

The parameter scores are derived by adding the responses of the two questions pertaining to the respective parameters.

The deviation between the scores in the two schedules indicated the discrepancy between the respondent's expectations about the work place and the actual situation. These deviations thus correspond to the areas of discontentment.

Deviation in a Parameter =Score in ideal schedule –Score in actual schedule =(Q1-Q2)Scores in ideal schedule-(Q1-Q2)Scores in actual schedule

As there is two schedules,the maximum deviation can be obtained by subtracting the scores of second schedule from the score of first schedule of each parameter and the scores that can be given by the respondents were 5(Strongly Agree),4(Agree), 3(No opinion), 2(Disagree) and 1(Strongly Disagree).The maximum and minimum score that can be given by the respondents are 5 and 1.

As there are two questions for each parameter, maximum deviation possible obtained is 8 and minimum deviation obtained is 0 as shown in the below equation

Maximum Deviation Possible = (5*2)-(1*2) =8

Therefore (10)-(2)=8

Minimum Deviation Possible= (1*2)-(1*2) =0

Therefore (2)-(2)=0

For the purpose of the study certain working definitions are formulated;

- Zero deviation is assumed as the situation where the total score of the actual situation and that of the ideal situation are equal and hence are assumed as a state of satisfaction
- Positive deviation is defined is defined as the condition where the total score of the actual situation is less than that of the ideal situation and hence assumed as a state of dissatisfaction. This is also assumed as a unrealistic result may occur which may lead to negative deviation where the total of the actual score exceeds the ideal score .This may happen when the respondents are not able to make up their opinion properly and have assumed as a neutral state.

Areas of discontentment are estimated using Positive Average Method, Which is derived as the averages obtained from positive deviations, which is as follows;

1.5 Scope of the study

The study will become an effective tool for the management to improve the work environment, work content and other determinants which enhance the satisfaction of employees and also help for framing suitable human resource policies of the organization.

1.6 Scheme of the study

The study is presented in five chapters. Chapter I contains Design of the study which covers introduction, statement of the problem, objectives, methodology, scope, scheme and limitations of the study. An overview about the organization is given in Chapter III. The second chapter examines the review of literature and the highlight the research gap of the study. The analysis of the study is depicted in IVth chapter. The last chapter concludes with the summary of findings, conclusions and suggestions.

REVIEW OF LITERATURE

CHAPTER-II

REVIEW OF LITERATURE

The essential job of management of an organization is effective utilization of available human, technological, financial and physical resources for the achievement of organizational objectives. Human resources play a vital role in realization of organizational objectives. Every aspect of firm's activities is determined by the competence, motive and general effectiveness of its human resource. Out of all tasks of management, managing the human component is the central and most important task because all depends upon how well it is done.

By keeping existing talent and still remaining competitive in business, calls for attention to employee satisfaction for which in-depth study of employee satisfaction and attribution, becomes utmost important as employees are now a day treated at par with customers sometimes. The related literature review will help in identify the research gap and formulate the objectives of the present study.

Ellickson et.al., (2001) in their study focused on job satisfaction among municipal government employees through the environmental and demographic factors. This study reported that availability of equipment, resources, and training; workload; promotional opportunities; satisfaction with pay, benefits, and performance appraisals are positively related to overall job satisfaction. Moreover, demographic variables are relatively poor predictors of job satisfaction.

Rose(2001)has viewed job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. An intrinsic source of satisfaction depends on the individual characteristics of person such as ability to use initiative, relations with supervisors or the work that the person actually performs. Extrinsic sources of satisfaction are situational such as financial and other material rewards of a job. Intrinsic factors are qualitative factors of a job.

Crossman et. al., (2003) has found that job satisfaction is not independent in all job facets and that satisfaction with one facet might lead to satisfaction with another. Female employees were found to be less satisfied with all facets compare with male

employees except pay. Employees in lower cadre were least satisfied compared with those employees have higher cadre.

Reza Alavi et.al., (2003) in their study on concluded that there is no significant difference in job satisfaction of various dimensions like satisfaction from the kind of the job, satisfaction from manager or supervisor, satisfaction from co-workers, satisfaction from promotion, satisfaction from salary and wages among the various age groups, sex, marital status, record of service, number of family members and amount of salary of the personnel in Government organizations of Kerman province of Iran.

Sudalaimuthu.S and Angamuthue (2004) in their study found that factors of job satisfaction among the employees of FBSC include pay, promotion, recognition of work, relationship of co-workers, environment of work place, welfare schemes and opportunities for work in advanced technologies. Among them, welfare schemes like Travel, Canteen, Crèche, insurance facilities etc as well as salary, amount of increment, bonuses, promotion & recognition of work is highly correlated to employee's job satisfaction. Finally, above mentioned five difference dimensions are highly influenced (82%) factors on employees overall job satisfaction in the FBSC, Coimbatore.

Lee,et.al.,(2006) found that first, the greater the job satisfaction, the greater is the role prescribed customer service of employees. Second the greater the job satisfaction, the greater is the organizational commitment. Third, empowerment is a significant effect on organizational commitment and extra role customer service. Fourth, service training has a significant effect on job satisfaction, but it has n negative effect on organizational commitment. Fifth, service reward has significant influence on job satisfaction and organizational commitment.

Bjeerje et.al.,(2007)while analyzing the impact of aesthetics on employee satisfaction and motivation found that there are potential connections between artifacts(as an expression of organizational culture) and employee satisfaction, identity mood, creativity and motivation. Aesthetics seems to be particularly important to employees working with the business segment because of the face to face interaction between employees and customers. It appears that the visual Telenor influences employee's identification with the organization.

Harris (2007) in his study on job satisfaction of staff and the team environment in Australian general practice, he pointed out that their staffs are satisfied with their work. Facilitating teamwork may be a key strategy for both recruitment and retention of the general practice staff.

Randhawa (2007) in his research examine the relationship between job satisfaction and turnover intentions among scientists in Kamal, Haryana and reported a negative relationship between job satisfaction and turnover intentions. In addition, comparison was made between scientists from National Dairy Research Institute, Kamal and Agriculture Extension Centers in Haryana towards the job satisfaction and turnover intentions the discussion concluded that there was no significant difference on the measures of job satisfaction and turnover intentions between two.

Mosadeghrad et.al., (2008) in their study focus on the relationships between job satisfaction and organizational commitment of employees, and their impact on turnover intention at Isfahan Hospitals, Isfahan, Iran using stratified random sampling method. Authors indicate that employees are moderately satisfied with their jobs and committed to their organization. Employees' job satisfaction and organizational commitment were closely inter-related and correlated with turnover intention.

Sophie (2008) in her study stated that the people who are unhappy at work can be placed in two categories. The first are those who are unhappy because of a genuine mismatch between them as a person and the career that they have chosen. The second are those who have chosen their career path well but still are unhappy. Happy at work helps to make the most of what you have, no matter what your job situation.

Wagenhiem.M and Aderson .S (2008) stated that employees who are more satisfied with the relationship they enjoy with co-workers have higher customer orientation. Thus there is a relationship between employee satisfaction and customer orientation. They also stated that employees in recreation related organizations have more satisfaction than non-recreation related work environment.

Xolani Sielane (2008) in his study reported on the employee relations in Swazi textile industry. It focuses on the work place dynamics, employment relations and the role of the state in shaping and reinforcing these relationships. They found that the institution

of monarchy has since abandoned the outdated 'tindvuna' system and also pointed out that the life quality is very important for employees.

Musa Shallal (2010) investigate the factors that contribute to job satisfaction for employed Emirati females in the United Arab Emirates and reported that age, education, and income are the prominent factors that enhance job satisfaction. There is a positive significant relationship between job satisfaction and age. Moreover, employees with education beyond the secondary level are more satisfied with their jobs than those with less than the secondary level. Finally, the employees with high income groups i.e., Rs.10,000 and Above are more satisfied with their j obs than those who earn rupees less than ten thousand.

Orisatoki et.al., (2010) found that no significant differences between gender, age groups of the supermarket employees and their job satisfaction. Further, there was no significant correlation of job satisfaction with knowledge about workplace, work stress, relationship with colleagues, but negative correlation of job satisfaction with salary.

Salman et.al., (2010) in their study examines the job satisfaction level of bank employees of public and private sector banks in Punjab Province. This study reports that private sector employees were more satisfied with pay, recognition, and working hours as compared to public sector employees. Whereas, the public sector employees were satisfied with job security as compared to private sector employees.

Cand(2011) observed that employees perceive flexible working which makes them happy and that there are attitudinal or behavioral links between this happiness, discretionary behavior and a number of performance outcomes. This paper contributed the employee perspective on the effect of Human Resources practices, specifically that of flexible working and the neglected attitude of happiness.

Jyothi B.S and Ravindran P.T (2012) addresses on the knowledge gap by exploring the relationship between HR practices in IT companies and satisfaction of employees from the perspective of employees of IT units located at Bangalore. The study also confirms the relationship between job satisfaction and organizational commitment of the employees. The findings of this study lead to a conclusion that it is imperative for Software and ites companies to address the needs of their employees to strengthen

14

31

their motivation, satisfaction, and commitment leading to minimizing employee turnover.

Mohammed J Almaki et.al,. (2012) had reported that quality of work life has been found to be influenced the commitment of health professionals. The aim of the study was to examine the relationship between QWL and turnover intention of nurses in Saudhi Arabia. Creating and maintaining a healthy work life is very important to improve the work satisfaction, reduce turnover, enhance productivity and improve nursing care outcomes.

Devi and Chandraiah (2013) opined that the dissatisfaction was greater in the age group of40-50 years than in the age group of 30-40 years, women employees in commercial banks were more satisfied with their jobs as compared to men, positive relationship was found between status of employees and job satisfaction due to the fact that positions at high level provide more rewards than those at lower level, importance of salary may vary from job to job and from situation to situation.

Mahdieh Darezereshki (2013) Examine the role of performance appraisal quality on one important human resource management function that is job satisfaction. In this study performance appraisal quality is used as independent variable whereas job satisfaction is dependent variable. By using data of 133 employees of multinational companies of Malaysia employee experience of performance appraisal were identified. To find out the relation between performance appraisal quality and job satisfaction the tool which is used is regression analysis. The result indicate that the employee with high quality performance appraisal experiences were more likely to be satisfied with their job.

Oriarewo et.al., (2013) investigated the relationship between job rewards and job satisfaction of employees in the Nigerian banking sector. It was found that job satisfaction was more related to extrinsic rewards than intrinsic rewards also age and gender differences moderates the relationship between job satisfaction and job rewards as in their analysis older employees were more satisfied than younger employees, while the satisfaction levels with respect to the variable, job rewards received by the male and female employees varied.

15

Panghal and Bhambu (2013) concluded that job satisfaction was closely related to the nature of work, the quality of management, supervisor behaviour, co-workers behaviour, pay, promotion, organizational aspects and working environment have significant inclination towards optimistic supervisory behavior and pleasant organizational setup. It influences good employee performance and maintains good employee health and longevity.

Saleem et al. (2013) in his study identified the impact of determinants of job satisfaction among employees of banking industry at Bahawalpur Linear regression and correlation were applied for analyzing the data and results indicated that the factors: recruitment and selection procedures, organizational policy and strategy, nature of work, job stress, personality and communication were significantly related to job satisfaction and further indicate that job stress, communication and personality have a significant but weak impact on job.

Yukthamarani Permarupan.P et.al.,(2013) study was designed to examine the relationship between the quality of work life (QWL), employees' job involvement and affective commitment among the employees of the public and private sector organizations in Malaysia. A total of 334 middle management level employees were selected to participate in this study. The main findings of this study contributed to the knowledge and understanding of the effect of the selected organizations in Malaysia towards attainment of superior level of efficiency to thrive in an ever competitive business world.

Antonette Asumptha J. And Collin Joseph Xavier(2014) in their study on innovative factors in employee satisfaction shows that the factors like Employee creativity, employee perceptions of management, company's brand name, checking whether the personality of the employee matches the type of job being allotted to him, overall organizations culture, and autonomy are very important. Employees might get bored of their routine in such cases innovative factors like job variety will be of great help. These innovative factors can help the organizations to improve and fulfill the needs of the employees to the maximum level thus making them more productive. This can be of great help as in banks the stress is high and employee satisfaction surveys in such type of organizations can be an eye opener to increase satisfaction and hence the performance.

33

Khan and Parveen (2014) assessed the level of job satisfaction and contributing variables experienced by bank employees in India. The study compared the satisfaction level of employees working in Canara Bank and ICICI Bank through factors like salary; promotion and training. The results revealed that job satisfaction of public sector bank employees was significantly higher than the private sector bank employees and the major causes of dissatisfaction as perceived by the respondents were poor salary, lack of promotional prospects, poor job status and absence of recognition for good work. Also private sector bank employees were dissatisfied with job security as compared to public sector bank employees.

Shilpa and Monica (2014) showed in their study on quality of work life towards employees satisfaction at apollo hospital, that the overall rating of the organisation in terms of Quality of Work Life practices that is followed in the organisation is good. The management should conduct some programmes regarding the importance of Work Life so by creating such awareness among the employees.It not only benefits the employees and even the organization to reduce the work stress and attrition rate of the employees. The management should take a serious action and motivate.The employees by providing proper benefits and even incentives. The management should see to it that the employees are not having any kind of problem and grievance which helps to retain the name and fame of the organisation.

Suhalia Parveen and Azeem Ahmad Khan (2014) revealed in their study of employee satisfaction towards employer: a case study of ICICI bank that the employees are not satisfied. Major causes of dissatisfaction as perceived by the respondents were poor salary, lack of promotional prospects, poor job status and absence of recognition for good work. When an employee feels dissatisfied then he/she should figure out the problem and reason for the same. They suggested that sometimes awful bosses is the reason for dissatisfaction, employees should give their best and should try hard for the job and also rewards are good to enhance the satisfaction level. Private sector bank employees were dissatisfied with job security as compared to public sector bank employees. On the other hand, public sector bank employees were suffering from poor working conditions and absence of incentive bonus.

Supriya Mahajan1and Saloni Raheja (2014) in their study on the topic Employees Satisfaction on Performance Appraisal System with Fairness of the System observed

that performance Appraisal System is one of the important component of job satisfaction. So the satisfaction of employee with Performance Appraisal System is very important. Employees are only satisfied with their System if the System is fair free from errors and they are getting proper output according to their performance. If the System is fair employees are satisfied with their appraisal System and they are also satisfied with their job that means they feel good with their present job and which results decrease in Employee Attrition.

Sulakshana Diwedi (2014) portrayed the impact of organizational culture on commitment of employees by a research study carried out in 15 BPO units in and around Chandigarh. The results reveal that employees of smaller BPOs perceive their culture a shade better than medium or larger bpos.

Kishore Kumar Das (2015) in their study on employee engagement in modern organizations:A case study of an it company revealed that employees at AGTSL are satisfied with the organization's policies, workplace, resources information sharing system, work environment and culture, teamwork but there are certain dissatisfaction factors. The factors lack of career advancement prospects,not recognized for their efforts, bored with their job, poor relationship between superiors and subordinates, lack of equality among co-workers and fewer developmental opportunities for oppurtunities.

Patcha Bhujanga Rao (2015) showed in his study that employee satisfaction towards hr policies : a case study with reference to tirumala products private limited concluded that there is a high degree of association between employee satisfaction and HR Policies. Although the study was confined to identify the impact of HR policies on employee satisfaction, it may be appropriate to state briefly the policy implications for the study. In this context, the following policy actions may be considered worthwhile. Organization should go carefully thorough HR planning, carefully conduct recruitment and selection process, offer extensive training and development programs for the employees, should introduce effective performance appraisal systems, and provide adequate and good working conditions to its employees to perform their works such as appropriate equipment, work breaks, and work sharing. Organization should design good grievance procedure, disciplinary procedure and separation procedure.

35

Ana Maria Berc (2017) on his study on Impact of employees' training programmes on job satisfaction revealed that the value of an organization depends on its employees. So a company must employ competent and motivated people. To be competitive and profitable, a company must include education, training and employee development as an essential part of its strategy. Its fulfillment of strategic objectives leads towards the abolition of dysfunctions and optimizes the operationality and functionality of the companies. To achieve organizational objectives, companies focus on opportunities for education, training, learning and development, at building and improving individual group and organizational performance.

Debendra par (2017) in his study on development and implementation of an employee empowerment plan for sustainable competitive advantage showed that success of any implementation plan depends upon the man-management skill of the managers. Managers should ensure that employees must "buy in" to the concept of empowerment for it to be effective. They also must be better trained to facilitate through sharing of information, cooperation, and utilization of appropriate resources. A careful observation mechanism should be put in place to ensure employees are not engaged in focusing on their own success rather than that of the group or the organization. In absence of this employees can abuse the increased power given to them. Adequate care also needs to be taken to ensure that employees are not loaded with too much responsibility in the name of empowerment.

The review of literature indicates that job related factors, individual characteristics and group relationships are capable of influencing employee satisfaction of employees. Hence pay and monetary benefits, autonomy and responsibility promotion, work environment, supervision and relationship with colleagues have been considered for the study along personal factors.

About 10 years before a study on employee satisfaction were conducted in kerala feeds and a high level of job dissatisfaction was found in that study. All the factors regarding the employee satisfaction has changed like working condition, improvement in technology, changes in company policies, fringe benefits, retirement benefits etc. The perception and attitude of employees will change according to the change in parameters that influence the employee satisfaction. So the present project will help to identify the changes in the level of satisfaction of employees in Kerala feeds.

ORGANIZATION PROFILE

CHAPTER –III

COMPANY PROFILE

3.1 Introduction

Cattle feed industry; a major ingredient of animal feed industry is currently evolving from a fragmented industry into an organized sector. The feed manufactures are increasingly adopting modern and sophisticated methods in effort to incorporate best global practices. This industry has got high growth potential in India, given India's top position among the world nations in respect of livestock population. The cattle population is expected to grow at compounded annual growth rate of 4 per cent. The way the rural farmers makes their purchases of feed and have their buying priorities is quite different from those of their urban counterparts. Thus, the factors influencing the buying behaviour of farmers and their relative significance need to be ascertained for the meaningful formulation of marketing strategies for cattle feed products.The packaged feed as a product possesses special features like hygiene,

quality, convenience to handle, etc. to its advantage. The age old feeding pattern practiced in India is a mixed variety consisting of green grass, dry grass, cotton seed cake, coconut cake, rice bran etc. But, as time elapsed, due to changes both environmental and social, there has been gradual shift from the age-old pattern to Compounded Cattle Feed (CCF).The Indian milk scenario witnessed a total metamorphosis by the advent of Operation Flood; thus greatly increasing the percapita consumption of milk and sparking of high demand for cattle feed. On analyzing the factors related to the cattle feed demand, it is seen that there can be a positive change in the market demand for feeds. The major factors contributing to this are: (i) Shrinkage of open land for cattle grazing, urbanization and resultant shortage of conventionally used cattle feeds,(ii) Introduction of high yield cattle requires specialized feeds, (iii) urbanization has brought about a marked shift in people's eating habits with an increased intake of milk and other cattle-based products, thus resulting in added demand for livestock products.

3.2 Organisational Profile

Kerala Feeds Ltd was setup in1995 and incorporated under the Companies act — 1956 with a production capacity of 500 TPD(Tonnes Per Day).The production was enhances to 650 TPD in June 2006. Kerala Feeds Limited is a Public Sector Undertaking under the control of Government of Kerala. The vision of the company is to produce and sell good quality compounded cattle feed and feed supplements to dairy farmers at affordable rates. The manufacturing technology and the Plant & Machinery of the Company are one of the best in the country and consequently we are able to supply consistent good quality feed in the form of pellets to dairy farmers. Imported equipments, advanced technology and commitment to produce good quality of pelletized cattle feed provides a cutting edge to the Company in the market as compared to its competitors. Owing to its excellent quality, Company's products have got very good demand in the market and always the demand exceeds the production capacity. being a Public Sector Undertaking, the Company has a definite role in fulfilling the social obligation as well and consequently the Company's intervention and presence in the market has saved the farmers from the exorbitant price increase of cattle feed. This point is particularly worthy of mentioning especially for the period 2006 to 2009 when the cattle feed industry in India faced a turbulent period owing to unprecedented increase in the price of raw materials. Companies in the private sector are mainly operating on profit motive and consequently they increased the selling price of cattle feed many times in tune with the increase in raw material cost during this period. However Kerala Feeds Limited, being a Public Sector Undertaking has the dual responsibility of profit motive as well as social obligation to support the dairy farmers in their crisis period. Hence unlike a company in private sector, Kerala Feeds Limited has not made matching increase in the price of its cattle feed in line with the increase in raw material cost and to a large extent Company's presence in the market saved the dairy farmers from exorbitant price increase of cattle feed. Government of Kerala is committed to ensure this social responsibility and consequent to Government policy and direction of controlling the price of cattle feed, board of Directors of the company also give due priority to this aspect.

3.3 Location

The company is located at Kallettumkara village in Mukundapuram taluk of Thrisssur dstrict about 7 kilometers from Chalakudy and 9 kilometers from Irinjalakuda.

3.4 Infrastructure Of Company

The company is situated in 27 acres of land with sufficient scope for expansion .The site comprises of main plant building, silos and storage tanks, raw material and finished product godowns, administrative office, quality control laboratory, workers rests rooms, canteen ,broiler house, weigh bridges, parking bay for trucks, guest house, quarters and KSEB 33/11 KV station.

3.5 Products

Kerala feeds Ltd produces mainly two types of products. They are

1.Cattle feed

2.Mineral mixture

In the cattle feed category the company produces three types of products

1. Ordinary feed: It is mainly intended for ordinary cows but it is widely used for all kinds of cattle. This feed contains the following:

Moisture	(Max)	11%
Protein	(Min)	20%
Fiber	(Max)	12%
Fat	(Min)	2.5%
Salt	(Max)	2%
Phosphorus	(Max)	0.5%
Sand and Silica	(Max)	4%

(Percentage by mass)

2. Special feed: This feed is intended for high milk yielding cows.

This contains the following

Moisture	(Max)	11%
Protein	(Min)	22%
Fiber	(Max)	7%
Fat	(Min)	3%
Salt	(Max)	2%
Phosphorus	(Max)	0.5%
Sand and Silica	(Max)	3%

(Percentage by mass)

3. SLBP feed: This feed is produced for the calves and given through Government schemes like Special Livestock Breeding Programme and Vidharbha Schemes.

The cattle feed produced by the company are marketed in the brand name "Kerala feeds".The other product that is mineral mixture is marketed by the company in the brand name "Keramin".This contains the following

Calcium	(Min)	20%
Phosphorus	(Min)	12%
Magnesium	(Min)	5%
Iron	(Min)	0.4%
Copper	(Min)	0.1%
Iodine	(Min)	0.026%
Manganese	(Min)	0.12%
Cobalt	(Min)	0.012%
Flourine	(Min)	0.07%
Zink	(Min)	0.8%
Sulphur	(Min)	1.8-0.3%
AIA	(Min)	2.5%
Moisture	(Min)	5%

(Percentage by mass)

Kerabit is a their product in which is a balanced compound feed for the rabbits ad the company has lauched a new product named "K.F.Nirav" and K.F.Middukki"

3.6 Production Process

The design of the plant is based on European Standards. Only dumping of raw materials and stacking of Finished Feed is manual while the other processes are fully automated and controlled from the plant Control Room. The plant has a dedicated PLC software controlling all the activities of the plant from dumping upto bagging. One interesting feature of the plant is that the design incorporates a post milling technology, where the entire batch is passed through Hammer Mills and particles necessary for grinding are ground to a fine powder. This technology has been marketed by us in the form of MMCP. The Pellet Mills, the Batch Mixer, the Hammer Mills and the Molasses Mixer are imported from Netherlands.

3.7 Stages Of Value Addition Of Products

Raw Material Storage

⬇

Intermediate Raw Material storing

⬇

Proportionating (Batching)

⬇

Sieving

⬇

Grinding

$\Downarrow$
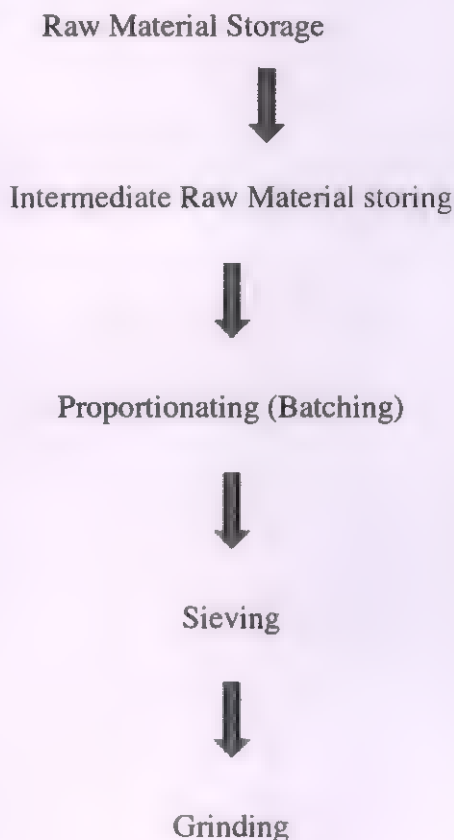
Storage at the Buffer bin BB4

$\Downarrow$

Batch Mixing

$\Downarrow$

Molasses Mixing

$\Downarrow$

Storage at the Mash bins

$\Downarrow$

Pelleting

$\Downarrow$

Cooling

$\Downarrow$

Pellet Sieving and Storing

$\Downarrow$

Bagging and Stitching

$\Downarrow$

Conveying the Finished Feed

43

The value addition of the product takes place at the Pellet Mill where the steam is being injected at high temperature and this induces carmelisation of the sugar (Oxidation of sugar) in the molasses. We are providing facemasks and safety shoes to our employees of the plant to safeguard them from the dust and other adversities.

3.8 Purchase Of Raw Materials

The raw materials are purchased from different parts of India. The major states from where the raw materials are procured are as follows:

1. Kerala: Deoiled coconut cake, Tamarind seed powder

2. Tamil Nadu: Rice polish, Maize, Jower, Molassses, Wheat bran

3. Karnataka:Deoiled rice bran, Rice polish, Jower, Sun flower Extractions,Molasses

4. Andhrapradesh: Deoiled groundnut extraction,Deoiled cotton seed extraction

5.Maharashtra:Deoiled groundnut extraction, Jower,Mango kernel extraction,Soyabean meal

6.Gujarat:Deoiled groundnut extraction,Deoiled rape seed extraction

7.Madhyapradesh:Rice bran,Soya bean meal,Deoiled rape seed extraction

8.Rajasthan:Deoiled rape seed extraction

9.Uttarpradesh: Deoiled rape seed extraction, Deoiled rice bran

10.Punjab: Deoiled rice bran,Rice polish,Wheat,Wheat bran

11.West Bengal:Deoiled rice bran

3.9 Quality Control Policies

To produce and distribute good quality compounded cattle feed in pellet form, mineral mixture and other fodder materials through a quality system. Kerala feeds Ltd registers continual improvement by setting and reviewing functional quality objectives aimed to create enhanced customer satisfaction. The quality policy will be

44

communicated to all and reviewed periodically. The company has a quality control laboratory in the campus. They are checking the quality of raw materials, processing product quality and finished product quality. The lab has modern and latest equipments for analysing moisture, crude protein, crude fiber, sand and silica, aflatoxin for the cooled samples of raw materials, in process product and finished product.

Customer complaints are received by Customer Care Cell (CCC) of the company. The complaints are properly monitored for prompt redressal in the best ways to ensure customer satisfaction and thus keep up the quality level.

3.10 Distribution Channels

1.Private dealers located panchayath wise

2.Co-opertive societies(milk co-opertaive societies,co-operative banks etc...)

3.Government farms

4.Government departments

5.Government institutions

3.11 Organisational Structure

The company has 10 departments. They are

1) Purchase Department
   Headed by : Smt. Usha Padmanabhan- AGM(Purchase)
   Functions of this department are:

Planning and procurement of Raw Materials and Packing Materials required for Manufacture of Cattle Feed & Mineral Mixture Plant, Spares and Capital items required for Engineering Stores, Lab Equipments , Glass wares and Chemicals, Furniture and Fixtures, other miscellaneous items.All purchases of materials other than that of local purchases pertaining to the units are centralized at the Corporate Office at Kallettumkara.

2) Marketing Department

   Headed by : Sri. Jayachandran B - Manager (Materials & Kozhikode unit head)

   Functions of this department are:

   1. Advertisement, Marketing & Sales Promotion activities coming under the purview of Marketing Department shall be centralised.

   2. Preparation of proposals/agenda items for the Board Meeting relating to the area of work allotted to him and implementation of Board's Decision.

   3. Preparation of correspondences with the Govt. relating to the area of work allotted to him and submission of the same for Managing Director's approval.

   4. Selling and distribution activities of finished goods from various locations coming under the purview of Marketing Department shall be centralized.

   5. Preparation of correspondences with the Govt. relating to the area of work allotted to him and submission of the same for Managing Director's approval.

3) Production Department

   Headed by : Sri. Sudheer N G - Manager (Production & Maintenance.)

   Functions of this department are:

   The functions of Production & Maintenance Department includes Planning & Execution of Production Schedule, Maintenance of Equipments and Machineries. Department also initiate development works related to R&D for supporting plant activities and undertake new projects.

4) Personnel and Administration Department

   Headed by : Smt. Sreekala S - Manager (Personnel&Administration)

   Functions of this department are:

   The following corporate functions entrusted shall be centralized.

   1. Recruitment, Induction and placement.

   2. Framing Personnel Policies and Rules

   3.Creation and Abolition of Posts

   4.Promotions, Transfers and Postings

   5. Disciplinary Actions

   6. Resignations, Retirements and Superannuation

   7. Annual Performance appraisals

   8. Maintenance of Service Records and Personnel Files.

46

9. Issue of Salary/ Service/Experience certificate to employees

10. Framing and maintenance Gratuity of employees

11. Framing of welfare schemes such as provident fund, ESI, Gratuity Medical Benefits, Group Personnel Accident Insurance, Deposits linked insurance, Incentive schemes, Bonus, Pension etc.

12.Trade Union Matters.

13. Industrial relations

14.Wages/salary/Overtime/Stipend to Apprentices and Trainees, preparations of wages/ salary of Contract/ Casual Employees of Corporate Office and various units.

15.Preparation of Wages of Head Load Workers of Kallettumkara Unit.

16.Implementation of welfare schemes such as Provident Fund, ESI, Gratuity, Medical Benefits, Group Personal Accident Insurance, Deposit Linked Insurance, Incentive Schemes, Bonus, Pension etc. at Kallettumkara Unit based on the policies framed by the Corporate Office for the Unit.

17.Submission of reports and returns under various Labour Laws and other applicable statutes for Corporate Office and various units.

18.Timely forwarding of Statutory dues such as PF, ESI, Professional Tax, TDS etc. to Finance & Accounts Department for payments in respect of deductions effected from Salary/ Wages of Corporate Office and various units.

19.Timely forwarding of deductions effected from Salary/Wages of Corporate Office and various units towards various loans, LIC Premium, SLI, GIP etc. to Finance & Accounts Department for payments.

20.Submission of reports and returns under various Labour Laws and other applicable statutes for Corporate Office and various units.

21.Timely forwarding of various rates and taxes such as factory license renewal fee, professional tax and such other rates and taxes for corporate office and various units to Finance & Accounts Department.

22.Identification of training needs and imparting training to employees at Kallettumkara Unit.

23. Representation and grievance of employees pertaining to the subject/work allotted to them in Kallettumkara Unit.

24.Trade Union matters and meeting/negotiations with the Trade Unions of workers and Head Load Workers in Kallettumkara Unit

25. Long term and other settlements/agreements with the Trade Unions of workers and Head Load workers in Kallettumkara Unit.

26. Supervision of Security Personnel engaged in Corporate Office and Kallettumkara Unit and imparting necessary instructions to them.

27. House keeping activities of corporate office and Kallettumkara Unit

28. Custodion of vehicles maintained at Kallettumkara except that of MD's vehicle. Shall look after allotment, repairs, maintenance, insurance and also keeping of log book for such vehicles.

29. All other Personnel and Administrative functions relating to Kallettumkara unit

5) Materials Management Department

Headed by : Smt. Vimala Menon - Deputy General Manager

Functions af this department are:

1. Receipt of Raw material

2. Issue of Raw material

3. Receipt of spares

4. Issue of spares

5. Receipt of finished feed

6. Despatch of finished feed

7. Inventory control

6) Quality Control Department

Headed by : Dr. Ajith M K - Asst. Manager (QC&FAL)

Functions of this department are:

1. Incoming Raw material Quality Control

2. Inprocess Quality Control

3. Finished Feed Quality Control

4. Extension Activities related to feeds & Feeding

5. Analysis of external feed and raw material samples

6. Research & Development Activities

7) Finance and Accounts Department

Headed by: Sri. Rajasekharan K.N. - Manager (F&A)

Functions of this department are categorised in two sections:

Finance Functions:

48

1. Optimum utilization of funds without endangering the financial solvency of the Company through decisions such as Capital Budgeting, Profit Planning, Tax Management and Working Capital Management.

2. To ensure control over expenses by constantly monitoring actual with that of budgeted figures.

3. To find out room for Cost control and Cost reduction by constantly monitoring various operational activities.

Accounting Functions:

1. Receipts and payments of money are accurately recorded so that all payables and receivables are correctly reflected.

2. All Assets and Liabilities are recorded and classified properly in accordance with Statutory requirements to reflect the financial position of the company as at a particular date.

3. All Income and Expenses of a particular period are accurately reflected in accordance with relevant statutes to gauge the working results of that period.

4. To ensure truth and fairness of financial statements namely Balance Sheet and Profit & Loss Account.

8) Secretarial Department

Headed by: Smt. Vidya Unnikrishnan - Company Secretary

Functions of this department are:

1. To conduct Board Meetings, Audit Committee Meetings and shareholders Meetings as per the provisions of Companies Act, 1956.

2. To file periodical returns to the authorities concerned as per Companies Act, 1956.

3. To prepare the agenda notes for the above meetings and Minutes of meetings and co-ordinate with Departments for implementation of Board's decisions.

9) IT Department

Headed by: Sri. Manoj E P – Asst. Manager

Functions of this department:

1. Electronic Data Processing (EDP) of the company in vital areas such as Purchase Management, Marketing Management, Management Information Systems etc.

31

2. Development and maintenance of ERP (Enterprise Resource Planning) Solutions in the Company.

3. Maintenance of software as well as hardware.

4. Timely up-gradation of software and hardware.

5. Establishing high-end Communication as well as computer technologies to the Company.

6. Arrange adequate exposure of new cutting edge technologies to the employees.

10) Project Department

Headed by : Sri. Sudheer N G - Manager Projects

Functions of this department are:

1. Project Identification

2. Project Preparation (Feasibility Study)

3. Project Appraisal (Scrutiny & Selection)

4. Project Programming (Detailing)

5. Project Implementation

6. Project Completion & Commissioning

The company is headed by Chairman appointed by the government of Kerala. The Chief Executive Officer is the Managing Director appointed by government of Kerala. There are about 212 employees working in the organisation.

3.12 Growth of employees and workers

Table 3.1 Year wise growth of employees in the organisation

Year	Number of employees	Growth(%)
2012-2013	154	-
2013-2014	170	10.38
2014-2015	200	17.64
2015-2016	210	5
2016-2017	212	0.95

Table 3.1 shows that growth of employees is decreasing from 2012 to 2017.The highest growth was seen on the year 2014.But the hike in the growth was reduced in 2015,2016 and 2017.

3.13 Clients Of The Company

The various clients include:

1. Various farms from KAU
2. Various farms from Kerala Diary Development Board
3. Jersey farms, Chettachal and Service unit, Vithura, Thiruvanathapuram
4. District livestock farm,Kudapanakunnu,Thiruvanathapuram
5. Various milk collection units under PDDP
6. Farms under Guruvayoor Devasom
7. Kurishumala ashramam fam,Vagamon,Kottayam
8. Animal welfare department,Kerala
9. Animal welfare department,Lakshadweep

EMPLOYEE SATISFACTION: AN ANALYSIS

CHAPTER-IV

EMPLOYEE SATISFACTION: AN ANALYSIS

Data analysis was done on the basis of primary data collected by surveying different categories of employees in Kerala Feeds Ltd. There are mainly 2 cadres in the organization that is officer cadre and workmen category which constitute of the whole population of 212 employees and selected 25 respondents from office cadre and 35 from workers cadre.

Two types of schedule one related to ideal situation and the other actual were used to collect primary data from employees. These two schedules were used to collect each individual employee's expectation with respect to his place of work and the actual conditions. Information from selected respondents were collected on a Five-Point Likert scale. Responses obtained were analyzed using an analytical framework developed by Frederick Herzberg, which is known as Two Factor Theory.

According to Two Factor Theory, satisfaction and dissatisfaction are not opposite poles of one dimension, but they are two separate dimensions. Satisfaction is affected by motivators and dissatisfaction is affected by motivators and dissatisfaction is affected by hygiene factors. Motivational factors are related with job directly like achievement, recognition, advancement, the work itself and the possibility of personal growth and responsibility. The presence of these factors creates a highly motivating situation, but its absence does not cause dissatisfaction. Hygiene factors are factors external to the job and related to the job environment like company policy and administration, interpersonal relations, salary, job security, working conditions etc…the presence of these factors did not significantly motivate them but absence of such factors causes serious dissatisfaction.

Based on these, two schedules were framed based on the following twelve parameters concerned with employee satisfaction were identified

1. Good Working Environment

Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On contrary, poor working condition brings

53

out a fear of bad health in employees. The more comfortable the working environment is more productive will be the employees.

Following these points come under this category:

1. Feeling safe and comfort in working environment.

2. Tools and equipment

2. Good Wages And Retirement Benefits

Wages and benefits are the primary reason people go to their jobs every day. In addition to an hourly wage or annual salary, many employees also have access to employer-sponsored health care coverage, paid vacation, and other benefits. However, disputes over wages and benefits are not uncommon and often lead to lawsuits. Following these points come under this category:

Following these points come under this category

1. Pension

2. Increment in wages/salary

3. Clear Job Description

The main purpose of any job description is to outline the main duties and responsibilities that are involved in a particular job. A job description is a basic HR management tool that can help to increase individual and organizational effectiveness. For each employee, a good job description helps the incumbent to understand: Their duties and responsibilities and the relative importance of their duties.

Following these points come under this category:
1.Relaible and adequate information
2.Roles and responsibilities

4. Job Security

Job security is an employee's assurance or confidence that they will keep their current job. Employees with a high level of job security have a low probability of losing their job in the near future. Certain professions or employment opportunities

inherently have better job security than others; job security is also affected by a worker's performance, success of the business and the current economic environment.

Following these points come under this category:

3. Steady job
4. Arbitrary termination

5. Supportive Colleagues

Employees influence the productivity of their co-workers, with peer pressure playing a significant role in how well employees perform. When surrounded by hard-working, high-achieving colleagues, employees are more likely to perform better because they feel pressure to measure up to their co-workers and because they see the level of achievement possible through hard work.

Following these points come under this category:

1. Open and good relationship
2. Helpful and supportive

6. Employer's Concern for Employees

Employee Relations offers consultation, facilitation and resolution strategies for workplace issues. Employee Relations assists in communications between employees and supervisors, corrective action and planning, disciplinary actions, and explanation and clarification of policies and procedures.

Following these points come under this category:

1. Informal get togethers and leisure time

2. Work load

7. Recognition and Reward

Employee reward systems refer to programs set up by a company to reward performance and motivate employees on individual and/or group levels. They are normally considered separate from salary but may be monetary in nature or otherwise have a cost to the company. While previously considered the domain of large

companies, small businesses have also begun employing them as a tool to lure top employees in a competitive job market as well as to increase employee performance.

Following these points come under this category:

1.Incentives

2.Promotions

8. Meaningful And Challenging Work

Many employees continue with jobs that are not interesting because they like the company they work for or the employees they work with. The manager can make the job and the work environment more interesting and challenging. Interesting and challenging work is a top motivator in the workplace. The work itself is a stronger motivator than the compensation for the work.

Following these points come under this category
1.Multi tasking
2.Challenges in work

9. Autonomy And Responsibility

Autonomy is the degree to which a job provides an employee with the discretion and independence to schedule their work and determine how it is to be done. Higher levels of autonomy on the job have been shown to increase job satisfaction, and in some cases, motivation to perform the job. In traditional organizations, only those employees at higher levels had autonomy.

Following these points come under this category:

1.Minimum supervision

2.Accountability

10.Identification With Company Objectives

Setting goals and objectives for a small business is vitally important to determining its strategy for growth and in implementing its organizational policies and procedures. Organizational development is an ongoing, systematic process to

implement effective change in an organization. This development is possible through the identification of objectives by its employees.

Following these points come under this category:

1. Identify organisational goals

2. Recognition of company

11. Job Fit

Job fit is a concept that refers to how well an employee is suited for his or her position. Hiring employees who are the best fit for their positions is a great way for an organization to decrease turnover (both voluntary and involuntary) and to improve employee retention rates. In general, employees who are well-suited for their positions will be happier and more productive, which can have a positive impact on company morale and ultimately benefit a company's bottom line.There are endless factors that can influence job fit, or job suitability. Personality, for instance, can have a major effect on how happy or content an individual will be in a particular position. Job candidates who are non-assertive may be unhappy in a managerial position, while extroverted individuals may be dissatisfied working in a role that involves minimal human interaction.

Following these points come under this category:

1. Assigning jobs

2. Job evaluation

12.Personal Goal Satisfaction

Goals affect performance by directing attention, mobilizing effort, increasing persistence, and motivating strategy development. Goal setting is most likely to improve task performance when the goals are specific and sufficiently challenging, have sufficient ability (and ability differences are controlled), feedback is provided to show progress in relation to the goal, rewards such as money are given for goal attainment, the experimenter or manager is supportive, and assigned goals are accepted by the individual.

Following these points come under this category:

1. Fulfilling personal goals
2. Realizing the ambitions and aspirations

Satisfaction with a job factor will depend on the importance of the factor and on the difference between what is desired of it and what is received as per Locke's Value discrepancy Theory.

Two schedules were thus framed, based on the above parameters. Schedule I (ideal) to get the respondents attitudes, values, beliefs, aspirations etc…about his work place. This gives an indication of the importance of the job factors for the individual.

Schedule II (actual) pertaining to the actual conditions existing in the organization. Both schedule had two questions each related to each parameter of job satisfaction.

The possible responses are in Five –Point Likert scale such as Strongly Agree, Agree, No opinion, Disagree and Strongly Disagree.

The parameter scores are derived by adding the responses of the two questions pertaining to the respective parameters.

The deviation between the scores in the two schedules indicated the discrepancy between the respondent's expectations about the work place and the actual situation. These deviations thus correspond to the areas of discontentment.

Deviation in a Parameter =Score in ideal schedule –Score in actual schedule

=(Q1-Q2)Scores in ideal schedule-(Q1-Q2)Scores in actual schedule

As there is two schedules,the maximum deviation can be obtained by subtracting the scores of second schedule from the score of first schedule of each parameter and the scores that can be given by the respondents were 5(Strongly Agree),4(Agree), 3(No opinion), 2(Disagree) and 1(Strongly Disagree).The maximum and minimum score that can be given by the respondents are 5 and 1.

As there are two questions for each parameter, maximum deviation possible obtained is 8 and minimum deviation obtained is 0 as shown in the below equation

Maximum Deviation Possible = (5*2)-(1*2) =8

Therefore (10)-(2)=8

Minimum Deviation Possible= (1*2)-(1*2) =0

Therefore (2)-(2)=0

For the purpose of the study certain working definitions are formulated;

- Zero deviation is assumed as the situation where the total score of the actual situation and that of the ideal situation are equal and hence are assumed as a state of satisfaction
- Positive deviation is defined is defined as the condition where the total score of the actual situation is less than that of the ideal situation and hence assumed as a state of dissatisfaction. This is also assumed as a unrealistic result may occur which may lead to negative deviation where the total of the actual score exceeds the ideal score .This may happen when the respondents are not able to make up their opinion properly and have assumed as a neutral state.

Areas of discontentment are estimated using Positive Average Method, Which is derived as the averages obtained from positive deviations, which is as follows;

Pav = (Sum of Positive Deviations/Sample size)

Evaluation of employees satisfaction among workmen category and office cadre

The employee satisfaction was analysed with respect to each parameter selected during the study. The employees response are taken on a 5 point likert scale that is strongly disagree, disagree, no opinion, agree and strongly agree and the scores are given 1,2,3,4&5.For each parameter there are two questions. By adding the score for each answer we get the scores for each parameter. The deviation between the scores in two schedules that is ideal situation and actual situation indicate the discrepancy between what is expected and what the actual situation is.

59

<u>Employee profile</u>

The employee profile of the sample respondents in three parameters are presented in Table 4.1 to understand their demographic background i.e., age, gender, department. Table 4.1 describes the employee profile and their categories, i.e officer cadre and workers cadre.

Table 4.1 Employee profile by category of employees

Parameters		Officer cadre	workers cadre
Age	30-40 years	3	5
	40-50 years	17	23
	Above 50 years	5	7
Gender	Male	20	29
	Female	5	6
Departments	1) Purchase department	2	
	2) Marketing department	2	
	3) Production Department	3	35
	4) P &A Department	4	
	5) Materials Management Department	2	
	6) Quality Control Department	3	
	7) Finance and Accounts Department	2	
	8) Secretarial Department	2	
	9) EDP Department	2	
	10) Project Department	3	
Total		25	35

Table 4.1 shows that majority of the employees both in the officersand workers cadre are between the age forty and fifty.Most of the employees in the workers and officers cadre are male.

4.1 Good Working Environment

The working conditions have greater influence on the employees. The employers have to provide good working condition which includes good premises, sufficient light, rest rooms, good relation between co-workers and management. If these are present the employees will be satisfied.

Table 4.2 Officers perception regarding Good Working Environment

Good Working Environment	SATISFIED(%)	DISSATISFIED(%)	TOTAL(%)
Feeling safe and comfort in working environment.	52	48	100
Tools and equipment	44	56	100

Source: Compiled from primary survey

Table 4.2 shows that 52% of officers are satisfied and 48% of them are dissatisfied in the facilities provided by the company.42% of the officers are satisfied with the equipments and the 56% of the officers feel dissatisfaction with the equipments provided by the company.

Figure 4.1 Level of satisfaction of officers regarding Good Working Environment
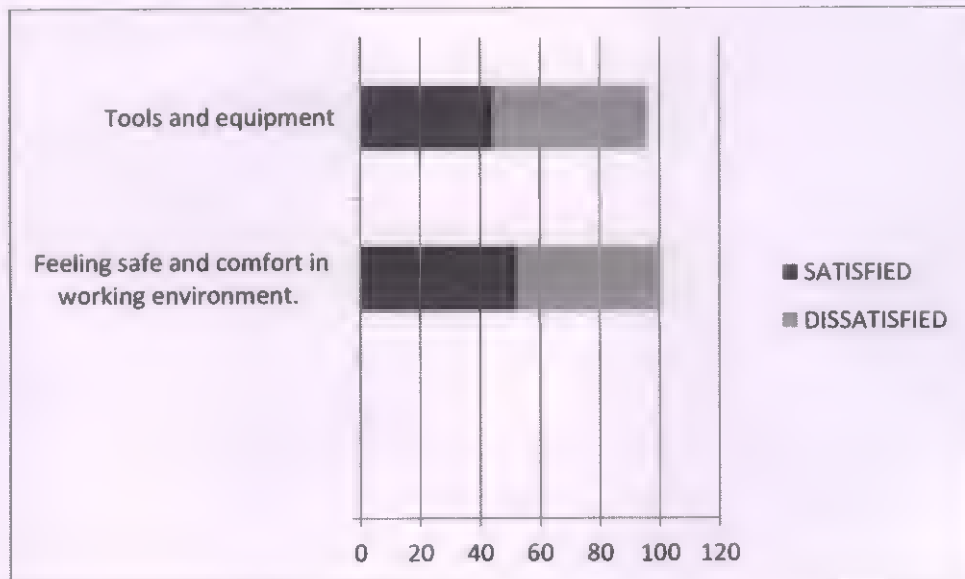
Table 4.3 Workers perception regarding Good Working Environment

Good Working Environment	SATISFIED(%)	DISSATISFIED(%)	TOTAL(%)
Feeling safe and comfort in working environment.	26	74	100
Tools and equipment	20	80	100

Source: Compiled from primary survey

Table 4.3 depicts that only a 26% and 20% of the workers are satisfied with the clean water,rest room facilities, good relation with co-workers and safe and clean equipments.

Figure 4.2 Level of satisfaction of workers regarding Good Working Environment
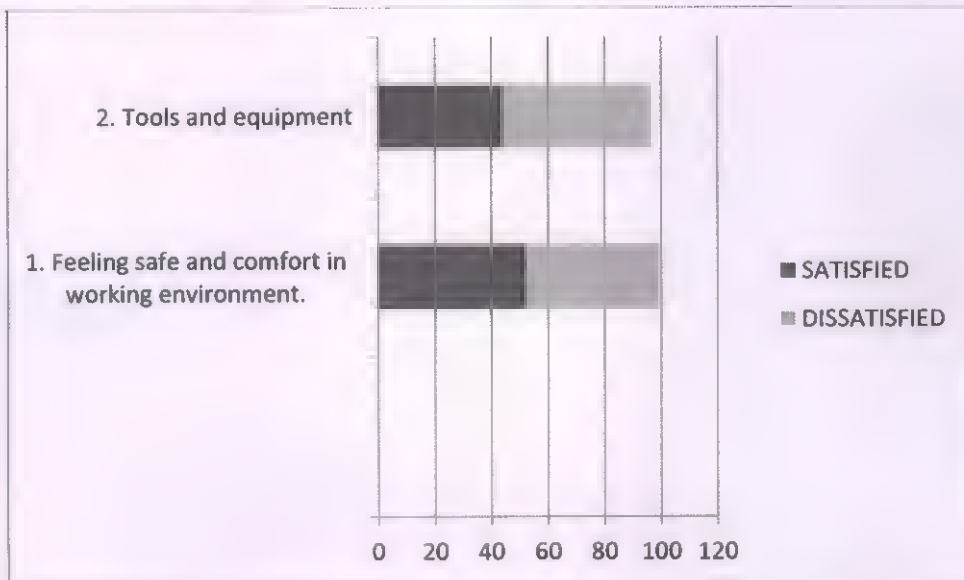

Table 4.4 Employee perception regarding Good Working Environment

DEVIATION	OFFICERS(%)	WORKERS(%)
SATISFIED	36	23
DISSATISFIED	64	77
TOTAL	100	100

Source: Compiled from primary survey

Table 4.4 reveals that only 23% of the workmen category and 36% of the officer cadre are satisfied with the working environment while 64% of the workers and 77% of the officer cadre category are dissatisfied.

Fig 4.3 Level of satisfaction of Good Working Environment
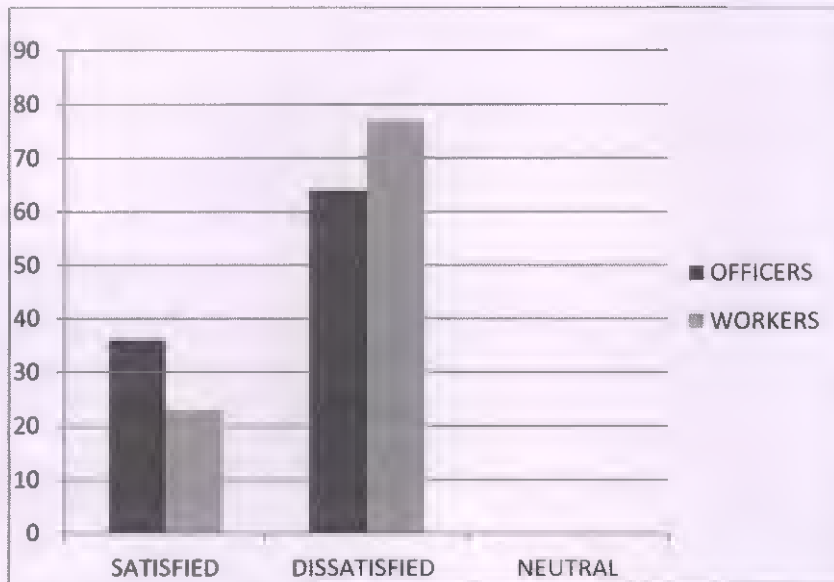
Hence it can be concluded that majority of employees were dissatisfied with the working conditions and facilities provided by the organisation. Thus it can be inferred that the company does not provide good facilities to the employees to work better.

4.2 Good Wages And Retirement Benefits

Money is a important factor which has influence on the satisfaction of employees .It matters a lot to the employees and the organisation can extract full abilities of the employees if they are paid well. The employees in equal jobs should be paid equally. The employees should be provided with a guaranteed minimum wage which prevails in the industry.

Table 4.5 Officers perception towards Good Wages and Retirement Benefits

Good Wages and Retirement Benefits	SATISFIED (%)	DISSATISFIED (%)	NEUTRAL (%)	TOTAL (%)
Pension	24	68	8	100
Increment in wages/salary	32	68	-	100

Source: Compiled from primary survey

44

Table 4.5 reveals that 24% of the officers are satisfied with the pension,gratuity,Pf
,leave encashment and here 68% of the officers are dissatisfied.32% and 68% of the
officers are satisfied and dissatisfied with the incentives, salary increment.

Figure 4.4 Level of satisfaction of officers regarding Good Wages and Retirement
Benefits
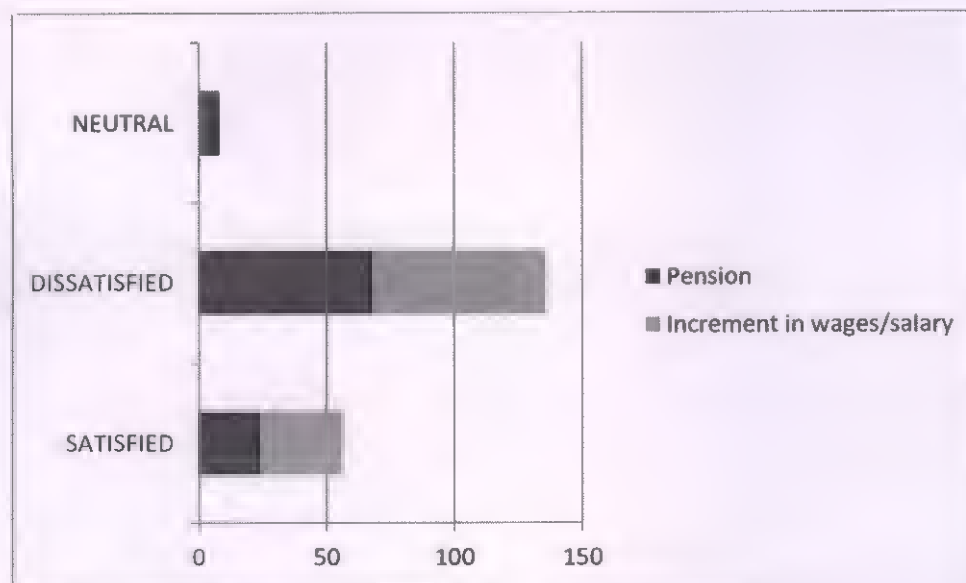
Table 4.6 Workers perception regarding Good Wages and Retirement Benefits

Good Wages and Retirement Benefits	SATISFIED (%)	DISSATISFIED (%)	NEUTRAL (%)	TOTAL (%)
Pension	11	86	3	100
Increment in wages/salary	3	97	-	100

Source: Compiled from primary survey

Table 4.6 shows 86% of the officers are having dissatisfaction with the
pension,gratuity,pf,leave encashment and the 97% of them are dissatisfied with the th
ewages.11% and 3% of the workers are satisfied with the pension,gratuity,pf,leave
encashment and wages.

Figure 4.5 Level of satisfaction of workers regarding Good Wages and Retirement Benefits
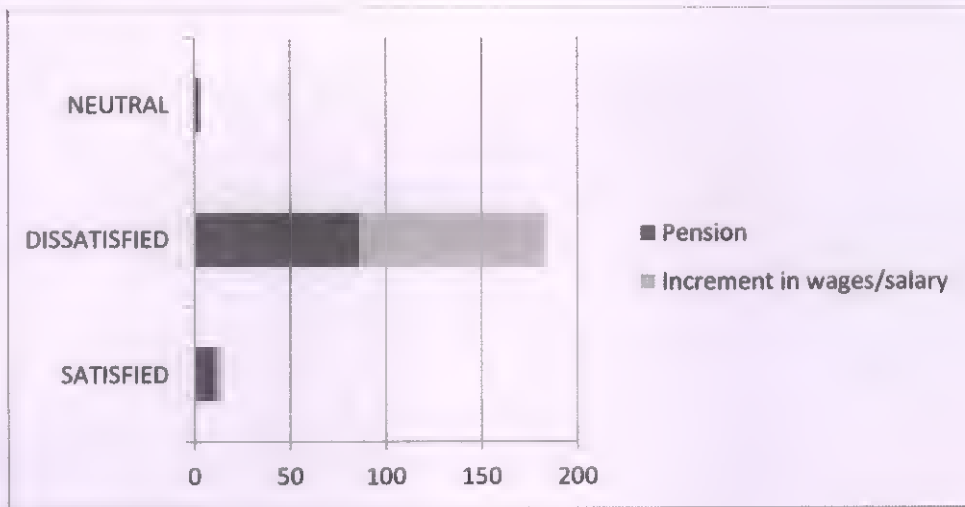
Table 4.7 Employee perception regarding Good Wages and Retirement Benefits

DEVIATION	OFFICERS(%)	WORKERS(%)
SATISFIED	24	3
DISSATISFIED	72	97
NEUTRAL	4	-
TOTAL	100	100

Source:Compiled from pimary data

Table 4.7 shows that majority of employees that is 97%and 72% respectively of workers and officers are dissatisfied with present wages and retirement policies. Only of the2.8% workers and 24%officers were satisfied and rest of 4% officers had answered indifferently.

Figure:4.6 Level of satisfaction of Good Wages and Retirement Benefits
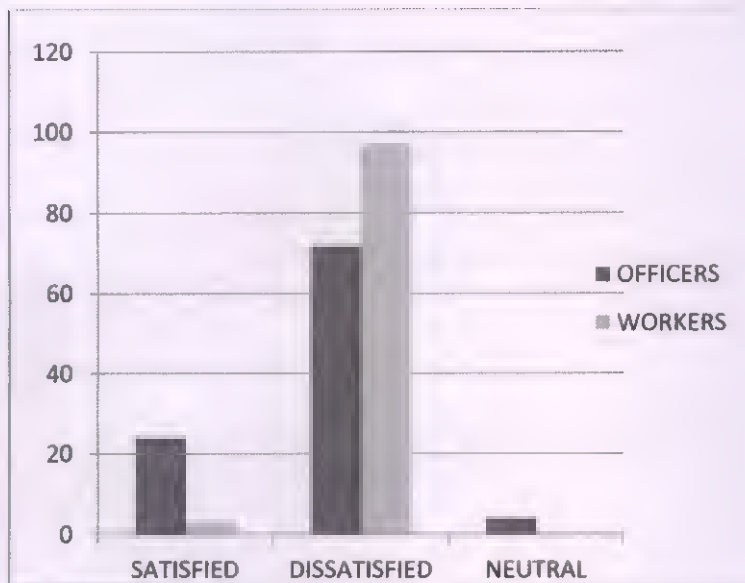
Thus it can be concluded that majority of the employees were not happy with the wages and retirement policies of the organisation. Thus the organisation should revise the wages and the retirement policies which help them to improve the satisfaction level of employees.

4.3 Clear Job Description

The employees should be given adequate and clear information about the work to be done by them. Thus they can clearly know the expectations of their superiors.

Table 4.8 Officers perception regarding Clear Job Description

Clear Job Description	SATISFIED(%)	DISSATISFIED(%)	TOTAL(%)
Relaible and adequate information	44	56	100
Roles and responsibilities	60	40	100

Source: Compiled from primary survey

Table 4.8 shows that 56% of the officers are with the roles and responsibilities assigned to them and 44% of them are satisfied.60% of the officers are satisfied with the evaluation of work distribution and40% of them are dissatisfied.

Figure 4.7 Level of satisfaction of officers regarding Clear Job Description
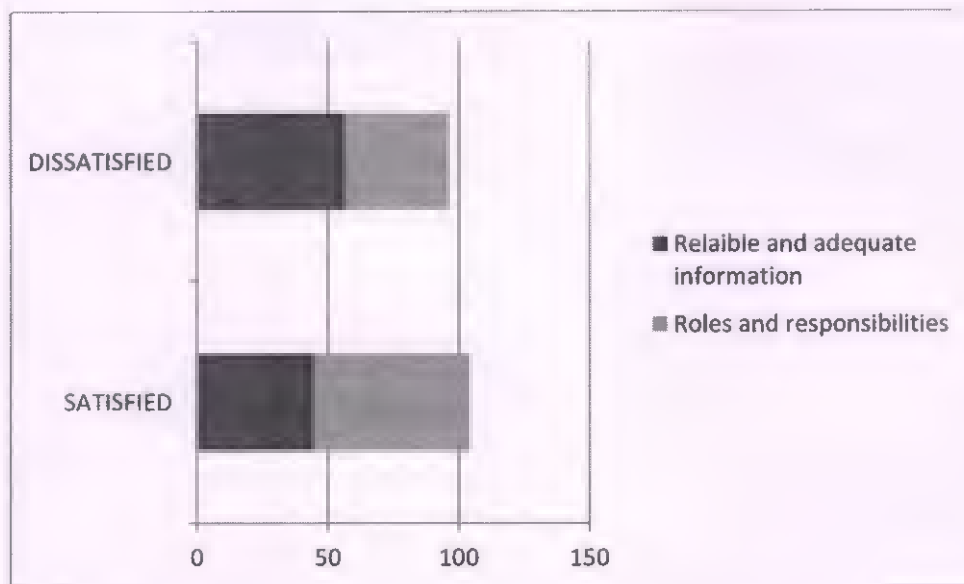
Table 4.9 Workers perception regarding Clear Job Description

Clear Job Description	SATISFIED(%)	DISSATISFIED(%)	TOTAL(%)
Reliable and adequate information	26	74	100
Roles and responsibilities	40	60	100

Source: Compiled from primary survey

Table 4.9 reveals that 26% of the workers are satisfied and 74% of them are dissatisfied with roles and responsibilities assigned to them.40% of the workers are satisfied with the evaluation of work distribution and60% of them are dissatisfied

Figure 4.8 Level of satisfaction of workers regarding Clear Job Description
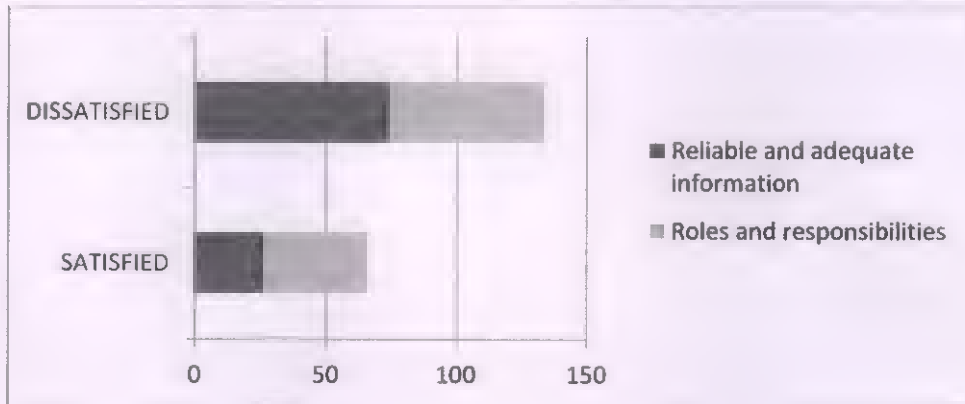
Table 4.10 Employees perception towards Clear Job Description

DEVIATION	OFFICERS(%)	WORKERS(%)
SATISFIED	40	20
DISSATISFIED	60	80
TOTAL	100	100

Source:Compiled from primary data

Figure:4.9 Level of satisfaction of Clear Job Description
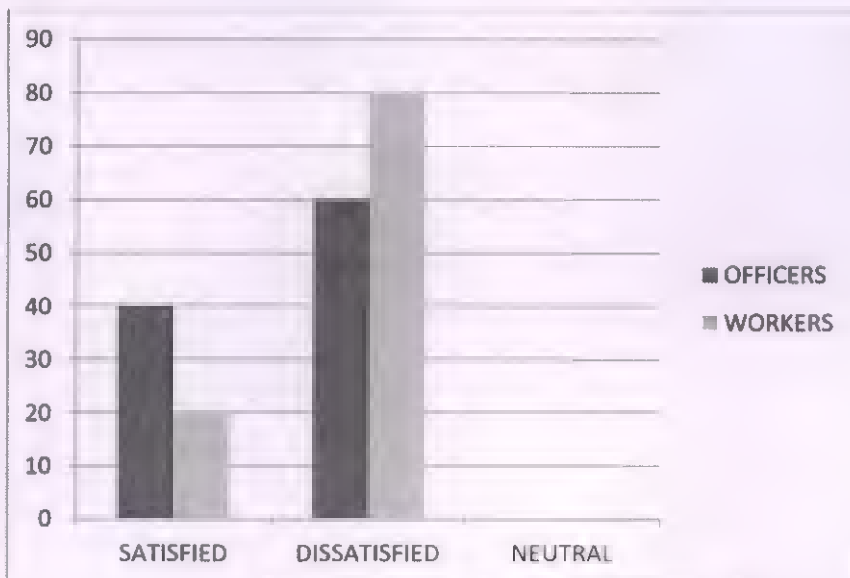
Table 4.10 shows that 80% of the workmen category and 60% of the officer cadre is dissatisfied with the clear job description and 20% respectively of the workmen category and 40% of the officer cadre are satisfied.

Thus it is very clear from the table that majority of the employees are dissatisfied with the information they are getting about the job to be done by their boss expects from them.

4.4 Job Security

Security of the job is very important to every employee. Feeling of job security helps the employees perform their work better. The job done by an individual determines the status of a person in the society. Thus job security is very important.

Table 4.11 reveals that 52% of the officers are satisfied with clear job description factors and 42% and 48% of them are dissatisfied with the factors like contract of agreement and arbitrary termination,lockouts,economic and political conditions in which they work and rest of 4% of them are remaining indifferently.

Table 4.11 Officer's perception regarding Job Security

Job Security	SATISFIED(%)	DISSATISFIED(%)	NEUTRAL(%)	TOTAL(%)
Steady job	52	42	4	100
Arbitrary termination	52	48	-	100

Source: Compiled from primary survey

Figure 4.10 Level of satisfaction of officers regarding Job Security
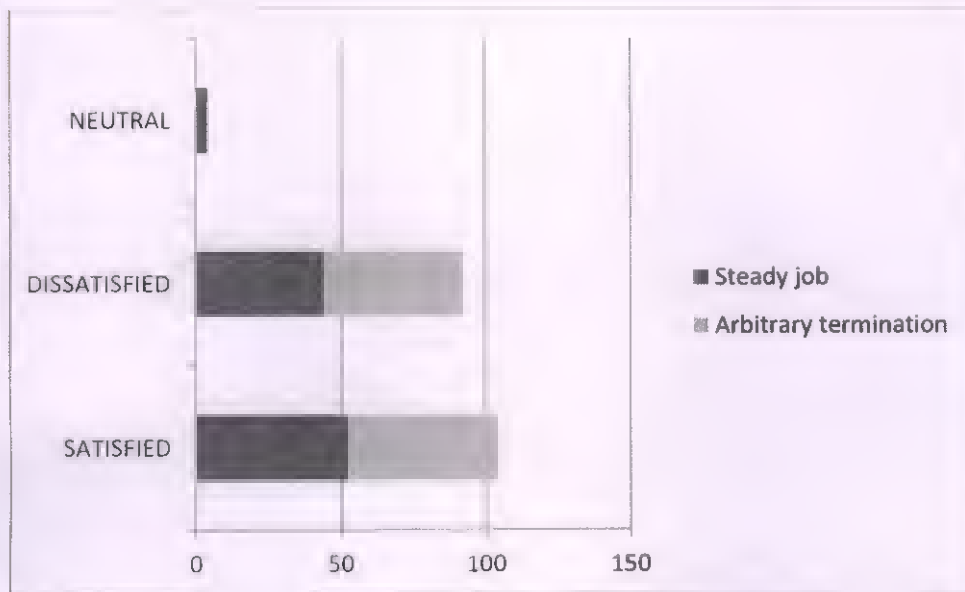
Table 4.12 Workers perception regarding Job Security

Job Security	SATISFIED(%)	DISSATISFIED(%)	TOTAL(%)
Steady job	23	77	100
Arbitrary termination	9	91	100

Source: Compiled from primary survey

Table 4.12 shows that 77% and 91% of the workers are dissatisfied with the clearjob description.23% and 9% of them are satisfied

Figure 4.11 Level of satisfaction of workers regarding Job Security
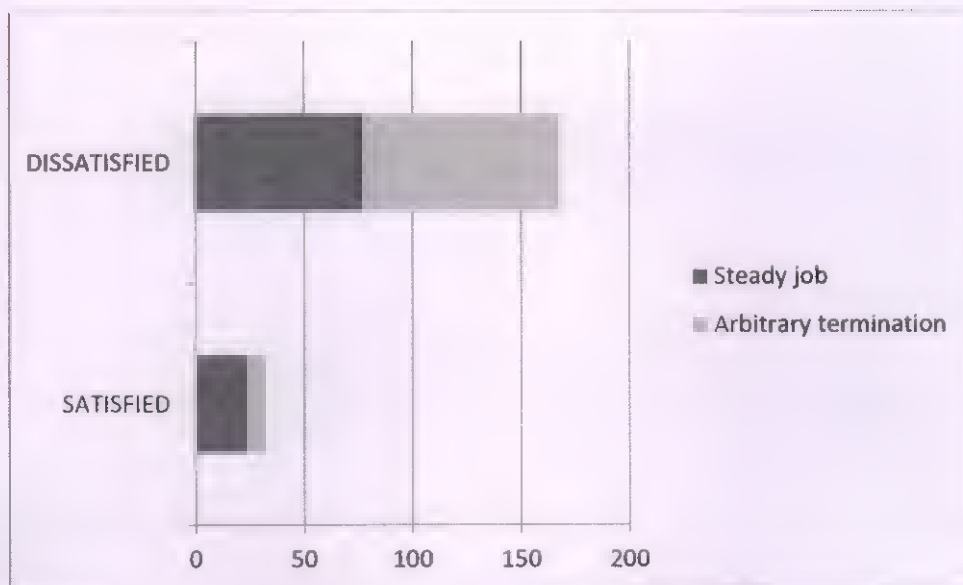
Table 4.13 Employee perception towards Job Security

DEVIATION	OFFICERS(%)	WORKERS(%)
SATISFIED	36	11
DISSATISFIED	60	89
NEUTRAL	4	-
TOTAL	100	100

Source:Compiled from primary data

Majority of the workmen category (88.5%) and officer cadre(60%) are dissatisfied with their job security.Only11.4 % of the workers and 36% of officers are satisfied and rest 4% of officers are unable to make their mind.

Figure:4.12 Level of satisfaction of Job Security
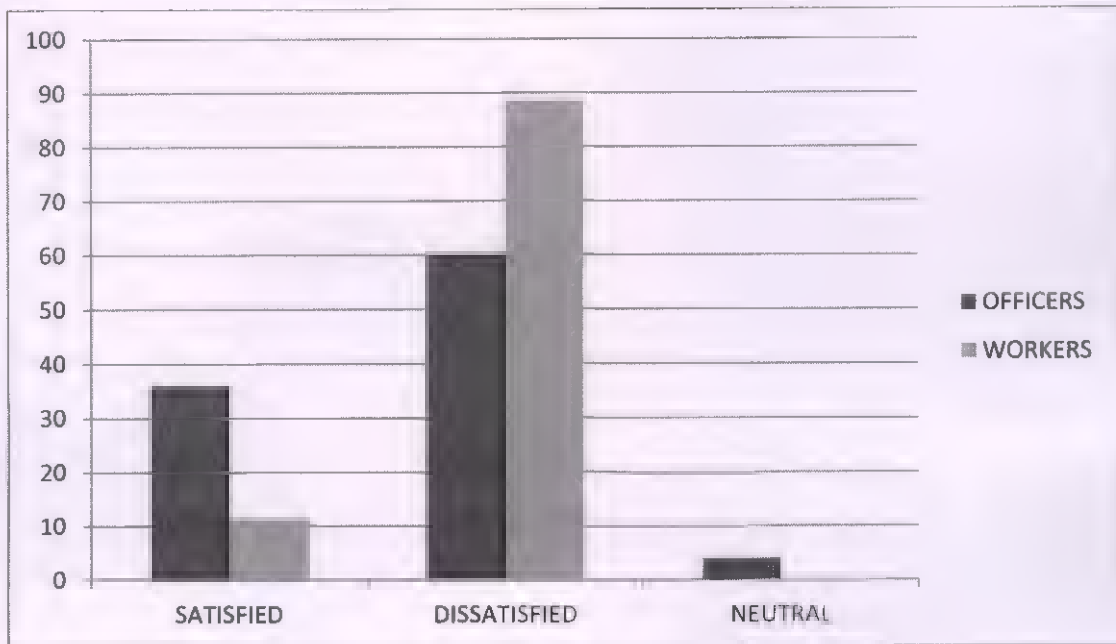
This is very clear that majority of the employees are threatened with respect to their security of their job. By having job security the employees can work better and improve job performance.

4.5 Supportive Colleagues

The relationships between the employees and also with the management are very important and have significant effect on the future of the organisation. So healthy and cordial relation between employees is very essential.

Table 4.14 Officers perception regarding Supportive Colleagues

Supportive Colleagues	SATISFIED (%)	DISSATISFIED (%)	NEUTRAL (%)	TOTAL (%)
Open and good relationship	44	56	-	100
Helpful and supportive	36	60	4	100

Source: Compiled from primary survey

Table 4.14 shows that majority of the officers are dissatisfied with the open relationship with co-workers and 44% are satisfied. Here 60% of the officers are dissatisfied with the support and confidence building by their colleagues and 36% of them were satisfied.

Figure 4.13 Level of satisfaction of officers regarding Supportive Colleagues
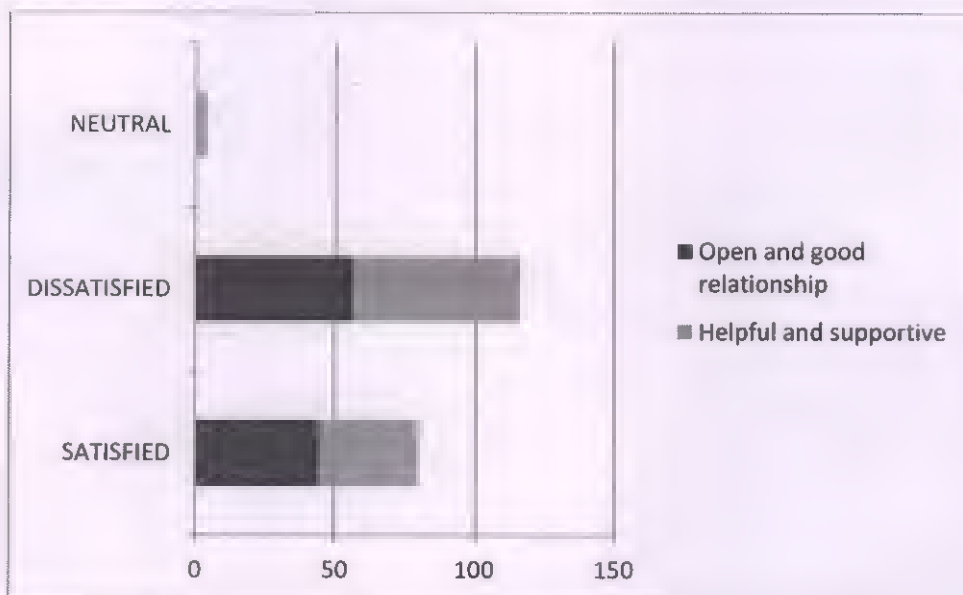
Table 4.15 Workers perception regarding Supportive Colleagues

Supportive Colleagues	SATISFIED(%)	DISSATISFIED(%)	NEUTRAL(%)	TOTAL(%)
Open and good relationship	19	80	1	100
Helpful and supportive	9	86	5	100

Source: Compiled from primary survey

Table 4.15 shows that majority of the workers are dissatisfied with the open relationship with co-workers and 19% are satisfied. Here 86% of the workers are dissatisfied with the support and confidence building by their colleagues and only 9% of them were satisfied.

Figure 4.14 Level of satisfaction regarding Supportive Colleagues
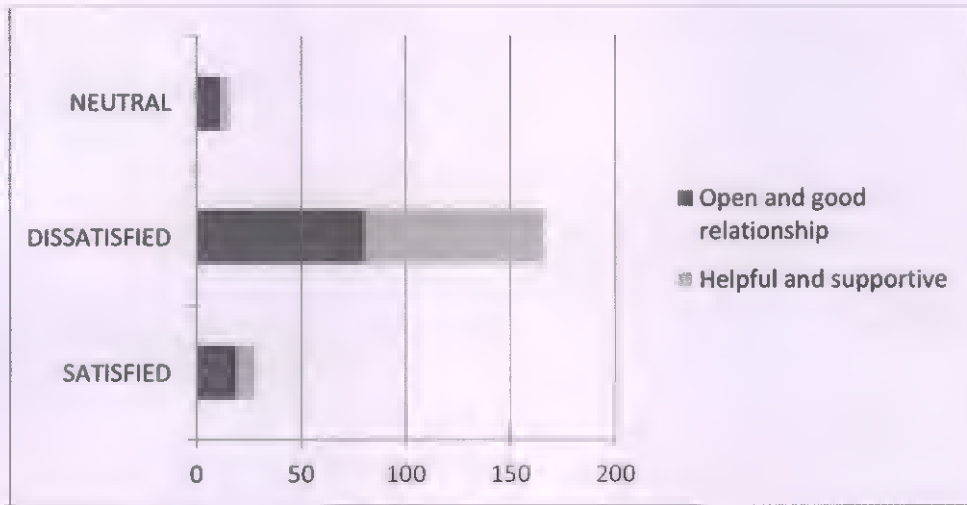
Table 4.16 Employee perception towards Supportive Colleagues

DEVIATION	OFFICERS(%)	WORKERS(%)
SATISFIED	28	3
DISSATISFIED	72	86
NEUTRAL	-	11
TOTAL	100	100

Source: Compiled from primary survey

Table4.16 shows that 85 % of the workers and 72% of the officers are dissatisfied while 28% and2.8 % of the officers and workers are satisfied and rest of 11.4% of the workers were indifferent in terms of supportive colleagues.

Figure: 4.15 Level of satisfaction of Supportive Colleagues
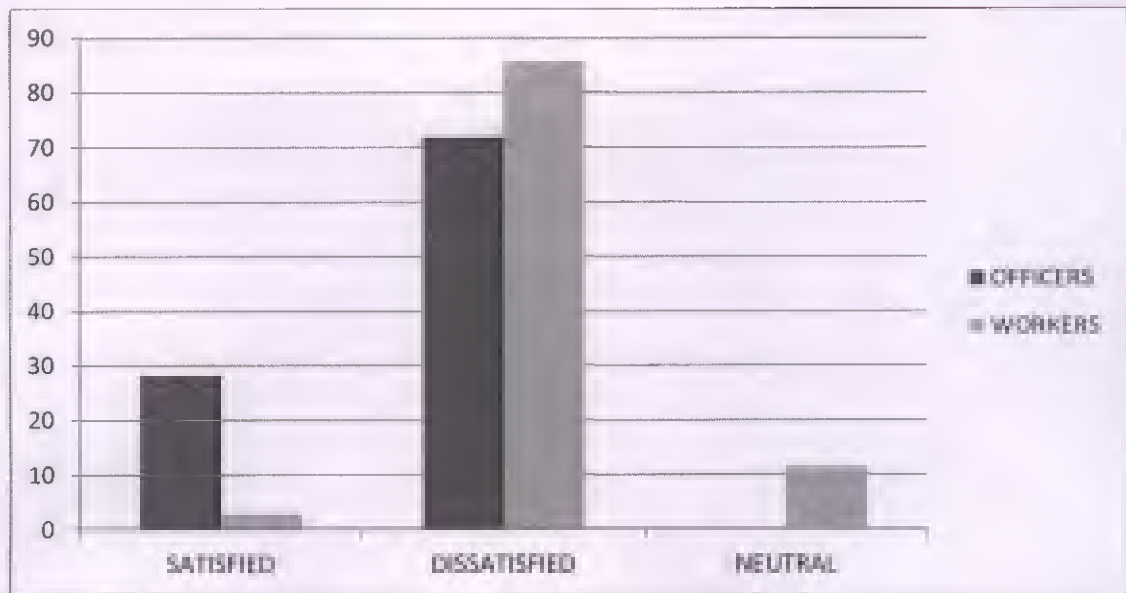
4.6 Employer's Concern For Employees

There should be proper understanding and cooperation between employees and management .The employer should have greater concern about the employees that can change the attitude of them. The employees should also be able to participate in the decision making process which leads to smooth functioning of the organisation as management can have better knowledge of the employees.

Table 4.17 reveals that 40% of the officers are satisfied with employers concern like appreciation and 56% of them are dissatisfied.60% of the officers are dissatisfied with the leisure time, workload and 32 % of the officers are satisfied.

Table 4.17 Officer's perception regarding Employer's Concern For Employees

Employer's Concern For Employees	SATISFIED(%)	DISSATISFIED(%)	NEUTRAL(%)	TOTAL(%)
Informal get togethers and leisure time	40	56	4	100
Work load	32	60	8	100

Source: Compiled from primary survey

Figure 4.16 Level of satisfaction of officers regarding Employer's Concern For Employees
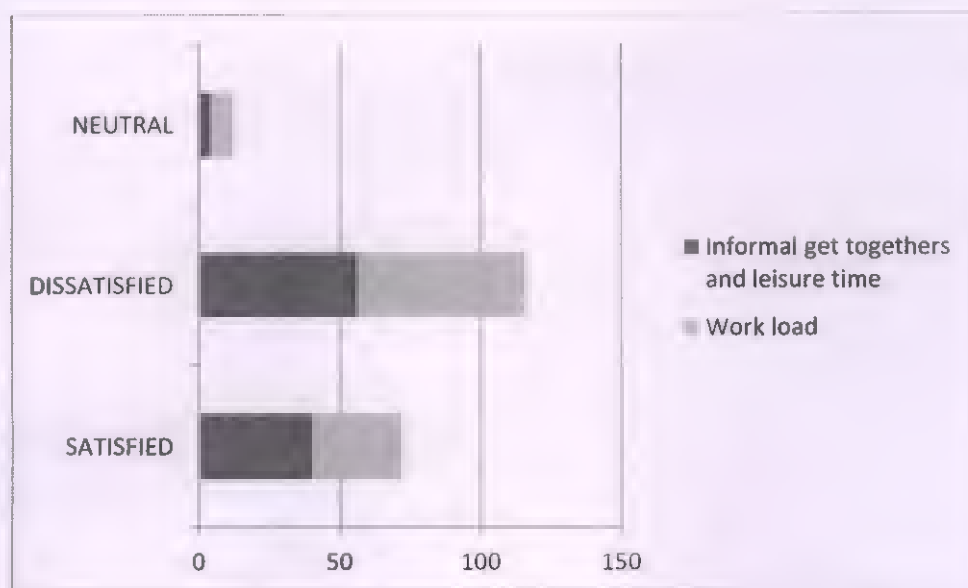
Table 4.18 Workers perception regarding Employer's Concern For Employees

Employer's Concern For Employees	SATISFIED(%)	DISSATISFIED(%)	TOTAL(%)
Informal get togethers and leisure time	14	86	100
Work load	17	83	100

Table 4.18 reveals that 14% of the workers are satisfied with employers concern like appreciation and 86% of them are dissatisfied.83% of the workers are dissatisfied with the leisure time, workload and 17 % of the workers are satisfied.

Figure 4.17Level of satisfaction of workers regarding Employer's Concern For Employees
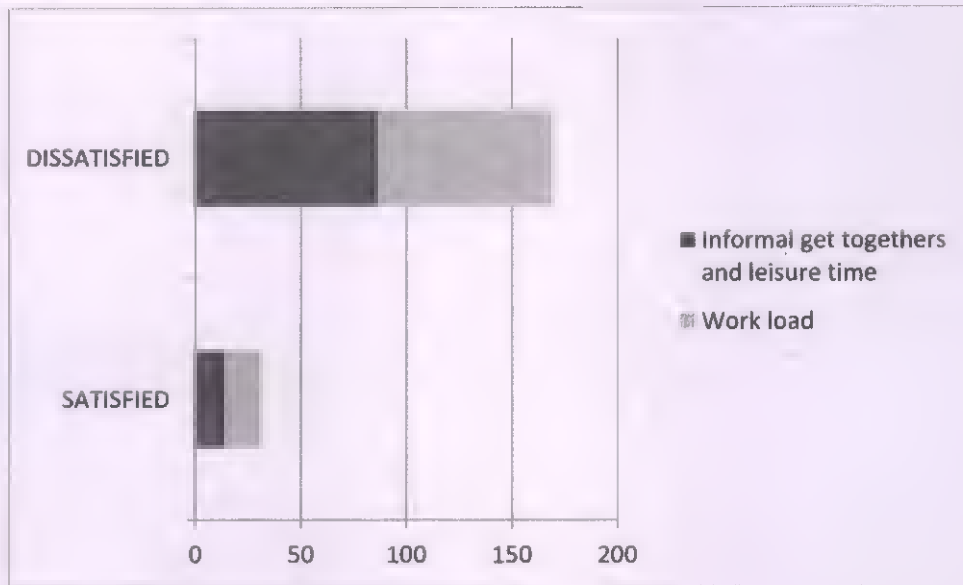
Table 4.19 Employee perception with respect to Employer's Concern For Employees

DEVIATION	OFFICERS(%)	WORKERS(%)
SATISFIED	16	6
DISSATISFIED	72	94
NEUTRAL	12	-
TOTAL	100	100

Source: Compiled from primary survey

Table 4.19 reveals that 5.7% of workmen category and 16% of the officers cadre are satisfied with the employer's concern for employees. 94 % of workmen category were dissatisfied and 72% of officers are dissatisfied.12% of officers are in neutral state.

Fig:4.18 Level of satisfaction of Employers Concern For Employees
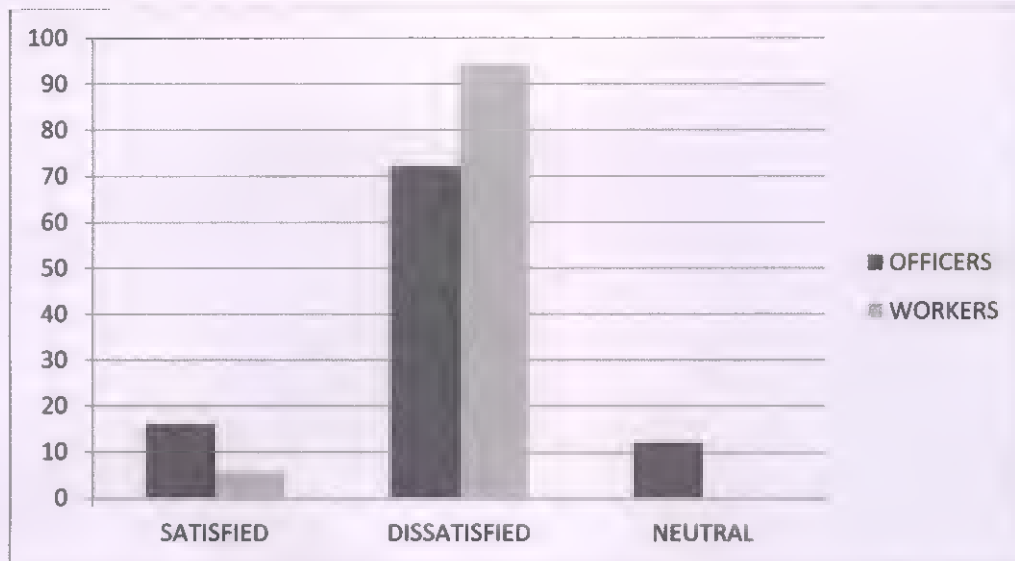
It is very clear that the employees do not have much opportunity for informal get together after work hours.

4.7 Recognition and Reward

Employees should be given appreciation, incentives and promotions at the right time. If the employees achieve standards they should be provided with incentives such as bonuses, salary raises. This can improve the morale of the employees.

Table 4.20 shows that the 76% and 80% of the officers are dissatisfied with the appreciation,rewards and recognition.20% of them are only satisfied.

Table 4.20 Officers perception regarding Recognition and Reward

Recognition and Reward	SATISFIED(%)	DISSATISFIED(%)	NEUTRAL(%)	TOTAL(%)
Incentives	20	76	4	100
Promotions	20	80		100

Source: Compiled from primary survey

Figure 4.19 Level of satisfaction of officers regarding Recognition and Reward
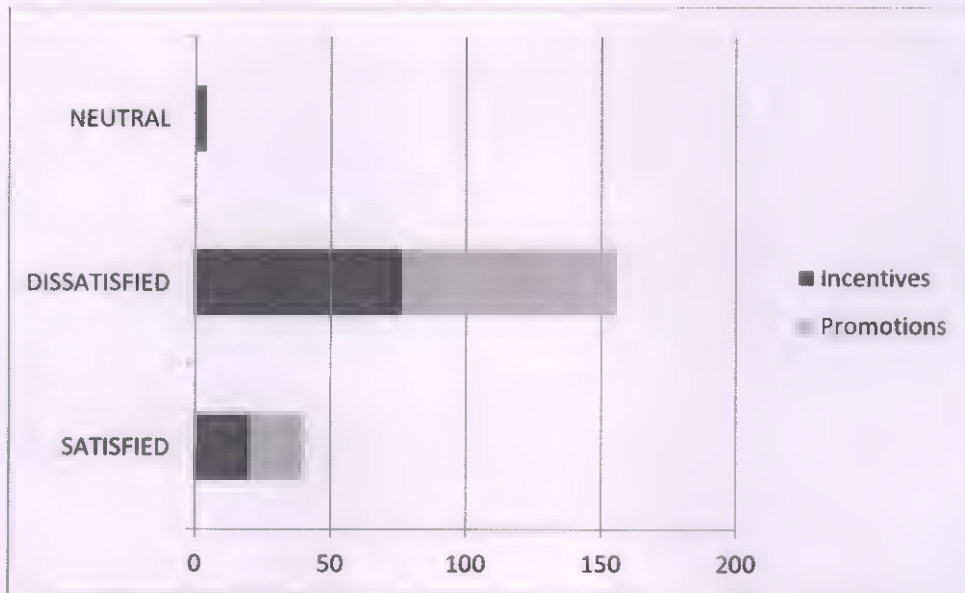
Table 4.21 Workers perception regarding Recognition and Reward

Recognition and Reward	SATISFIED(%)	DISSATISFIED(%)	TOTAL(%)
Incentives	14	86	100
Promotions	26	74	100

Source: Compiled from primary survey

Table 4.21 shows that the 86% and 74% of the workers are dissatisfied with the appreciation, rewards and recognition.26% and 14% of them are only satisfied.

Figure 4.20 Level of satisfaction of workers towards Recognition and Reward
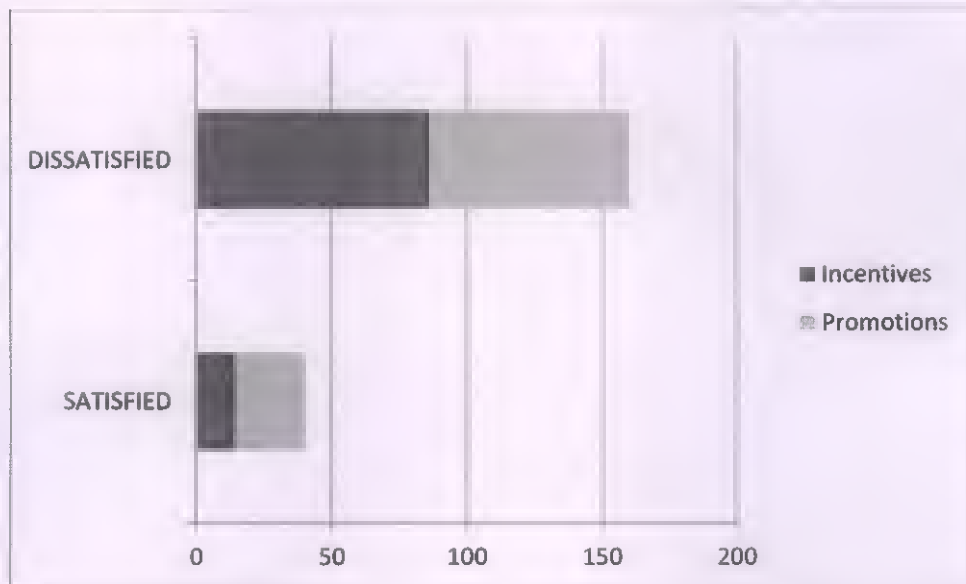
Table 4.22 Employees perception with respect to Recognition and Reward

DEVIATION	OFFICERS(%)	WORKERS(%)
SATISFIED	16	6
DISSATISFIED	84	94
TOTAL	100	100

Source: compiled from primary survey

Table 4.22 reveals that a high percentage of workers and officers are dissatisfied and only 16% of the officers and 5.7% of workmen category respectively are satisfied with the recognition and reward.

Figure 4.21 Level of satisfaction of Recognition and Reward
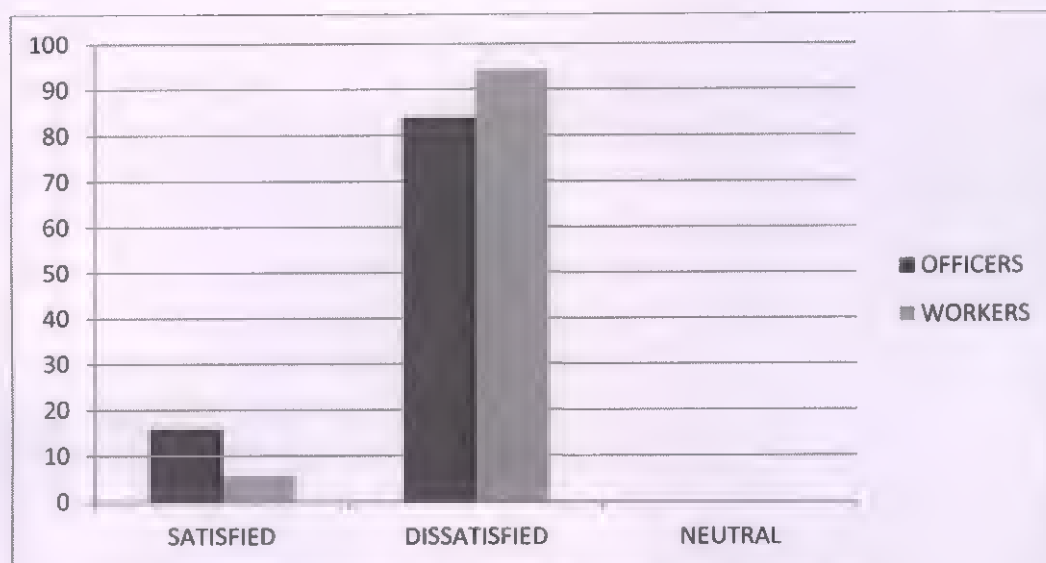
Thus it very that majority of employees are not satisfied with prevailing system of recognition and reward. The reward and recognition to employees will improve their performance thus organisation needs to develop a fair system.

4.8 Meaningful and Challenging Work

To work should be meaningful and challenging, then only the works have interest in doing the work otherwise they may feel fatigued.

Table 4.23 reveals that 68% of them are dissatisfied with the mixing the passions in their values and fostering learning and only 28% of them are satisfied.24% of the officers are satisfied with integrating the social values, multitasking etc and76% of them dissatisfied.

Table 4.23 Officers perception regarding Meaningful and Challenging Work

Meaningful and Challenging Work	SATISFIED(%)	DISSATISFIED(%)	NEUTRAL(%)	TOTAL(%)
Multi-tasking	28	68	4	100
Challenges in work	24	76	-	100

Source: Compiled from primary survey

Figure 4.22 Level of satisfaction of officers regarding Meaningful and Challenging
Work
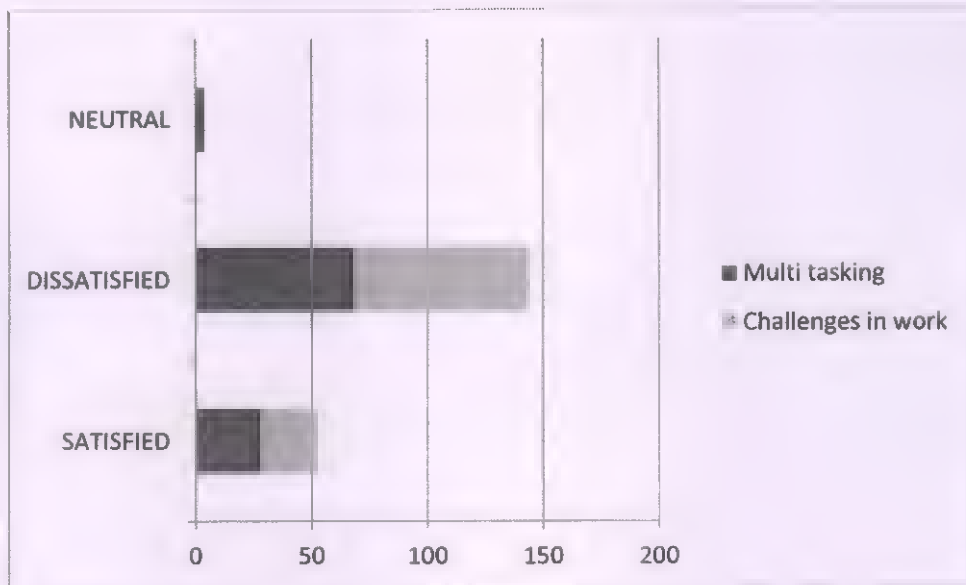
Table 4.24 Workers perception regarding Meaningful and Challenging Work

Meaningful and Challenging Work	SATISFIED(%)	DISSATISFIED(%)	TOTAL(%)
Multi tasking	14	86	100
Challenges in work	11	89	100

Source: Compiled from primary survey

Table 4.24 reveals that 86% of them are dissatisfied with the mixing the passions in
their values and fostering learning and only 14% of them are satisfied.11% of the
workers are satisfied with integrating the social values, multitasking etc and 89% of
them dissatisfied.

Figure 4.23 Level of satisfaction of workers regarding Meaningful and Challenging Work
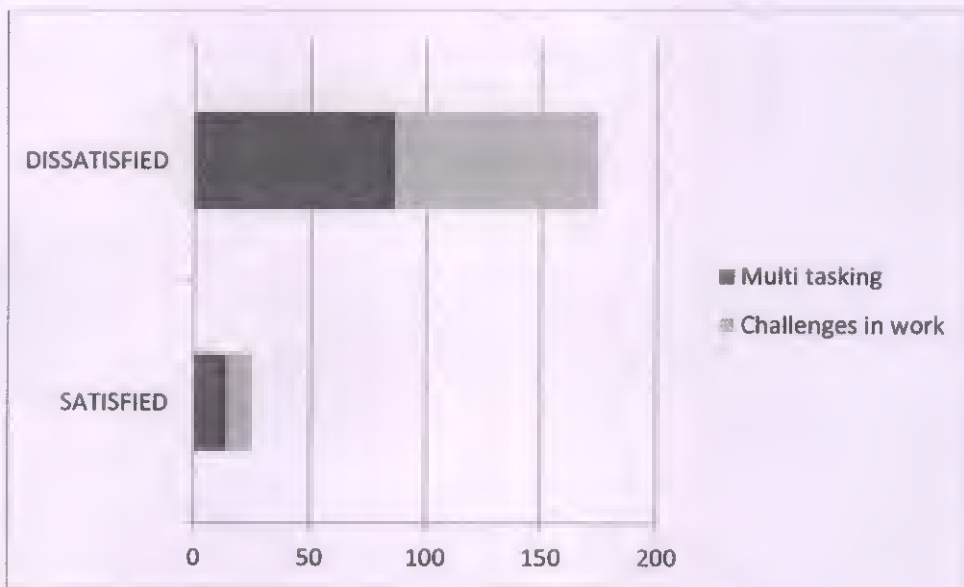
Table 4.25 Employees perception regarding Meaningful and Challenging Work

DEVIATION	OFFICERS(%)	WORKERS(%)
SATISFIED	12	6
DISSATISFIED	88	94
TOTAL	100	100

Source:Compiled from primary source

Table 4.25 shows that 5.7% of the employees in workers cadre are satisfied and 94% of the employees are opinion has work is not meaningful and challenging.12% of the officers are satisfied and 88% of them are dissatisfied.

Figure:4.24 Level of satisfaction of meaningful and challenging work
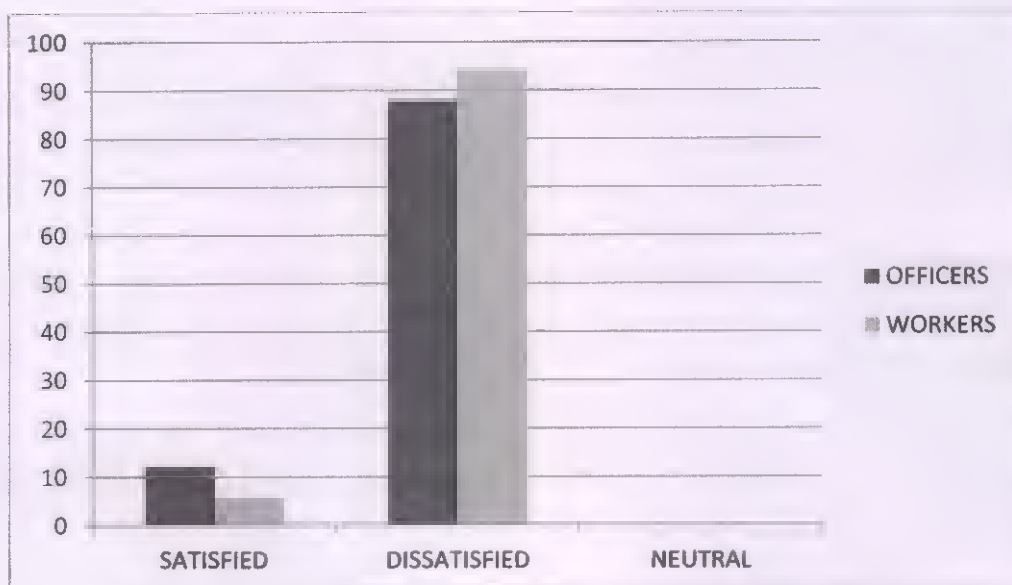
Thus it is very clear that majority of employees that their real capacities are not put on the job. They also feel that their work is burdensome. Only a small percentage of the employees are satisfied.

4.9 Autonomy and Responsibility

Autonomy and responsibility is very important to all employees. The employees should be able to schedule their job and to do it with a minimum amount of supervision.

Table 4.26 reveals that 56% and 60% of the officers are dissatisfied with the work scheduling, minimum supervision and aacountability.44% and 32% of the officers are satisfied.

Table 4.26 Officers perception regarding Autonomy and Responsibility

Autonomy and Responsibility	SATISFIED(%)	DISSATISFIED(%)	NEUTRAL(%)	TOTAL(%)
Minimum supervision	44	56	-	100
Accountability	32	60	8	100

Source: Compiled from primary survey

Figure 4.25 Level of satisfaction of officers regarding Autonomy and Responsibility
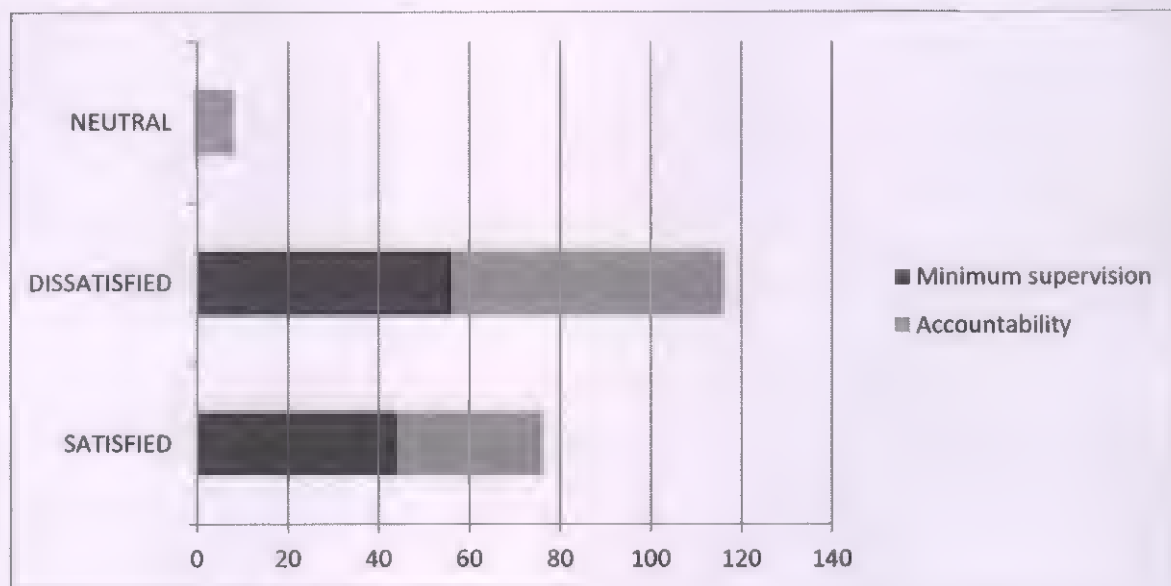
Table 4.27 Workers perception regarding Autonomy and Responsibility

Autonomy and Responsibility	SATISFIED(%)	DISSATISFIED(%)	TOTAL(%)
Minimum supervision	14	86	100
Accountability	11	89	100

Source: Compiled from primary survey

Table 4.27 reveals that 86% and 89% of the workers are dissatisfied with the work scheduling, minimum supervision and aacountability.14% and 11% of the workers are satisfied.

Figure 4.26 Level of satisfaction of workers regarding Autonomy and Responsibility
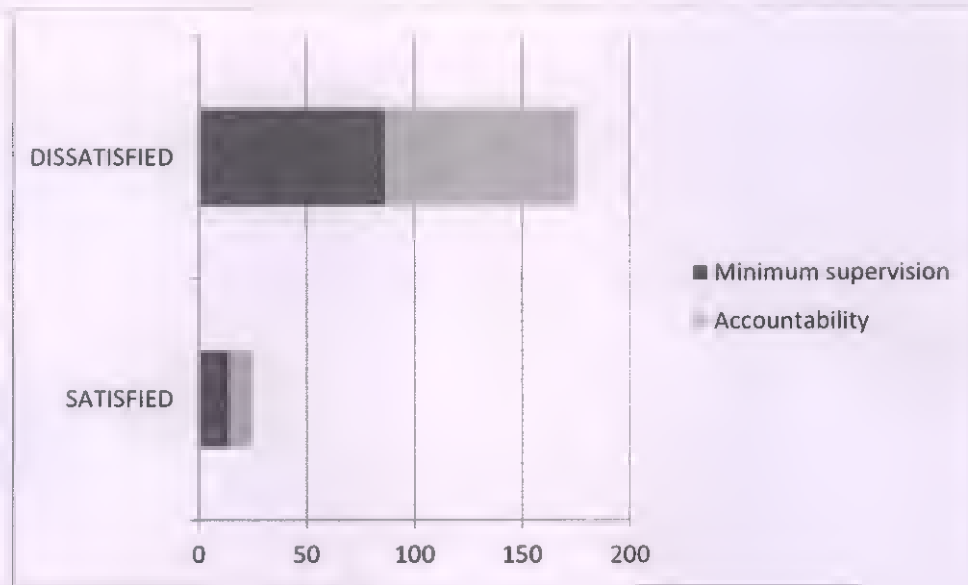
Table 4.28 Employees perception with regard to Autonomy and Responsibility

DEVIATION	OFFICERS(%)	WORKERS(%)
SATISFIED	12	29
DISSATISFIED	88	71
TOTAL	100	100

Source: compiled from primary source

Table 4.28 reveals that 12% and 28% of the workers and officers are respectively are satisfied. While 88% and 77% of employees are dissatisfied.

Figure 4.27 Level of satisfaction regarding Autonomy and Responsibility
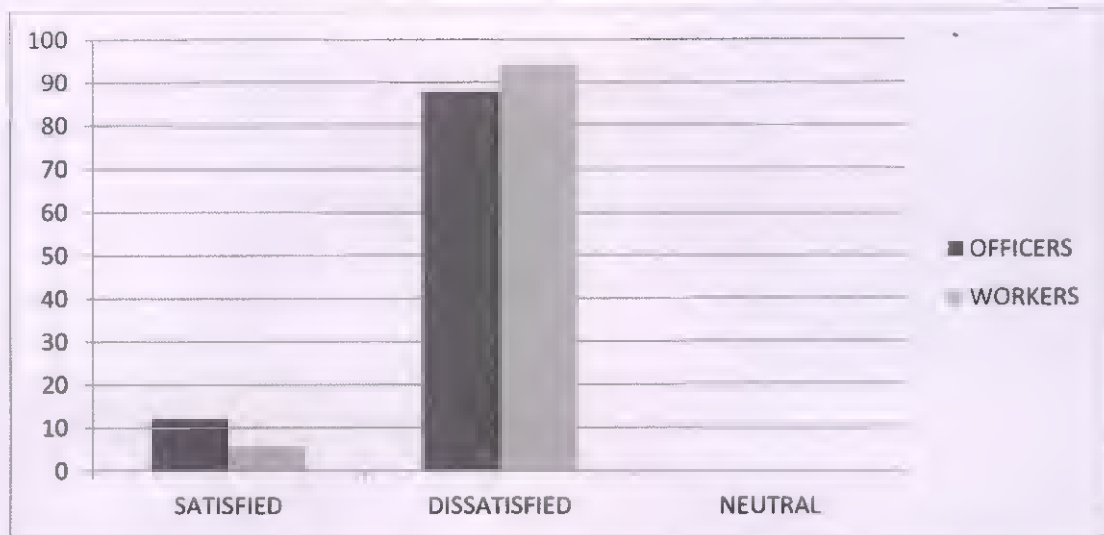
This it can be concluded that majority of employees in the organisation are not happy with the autonomy and responsibility maintained in the organisation.

4.10 Identification with Company's and Objectives

The reputation of the organisation has greater influence on the satisfaction of employees. The employees need to identify themselves with the organisation's goal and image.

Table 4.29 reveals that 36% of the officers are satisfied with the recognition and identification of objectives of the company and 60% of them are dissatisfied.52% of the officers are dissatisfied with the understanding the vision, mission an job and 48% of them are satisfied.

Table 4.29 Officers perception regarding Identification with Company's and Objectives

Identification with Company's and Objectives	SATISFIED(%)	DISSATISFIED(%)	NEUTRAL(%)	TOTAL(%)
Identify organisational goals	36	60	4	100
Recognition of company	48	52	-	100

Source: Compiled from primary survey

Figure 4.28 Level of satisfaction of officers regarding Identification with Company's and Objectives
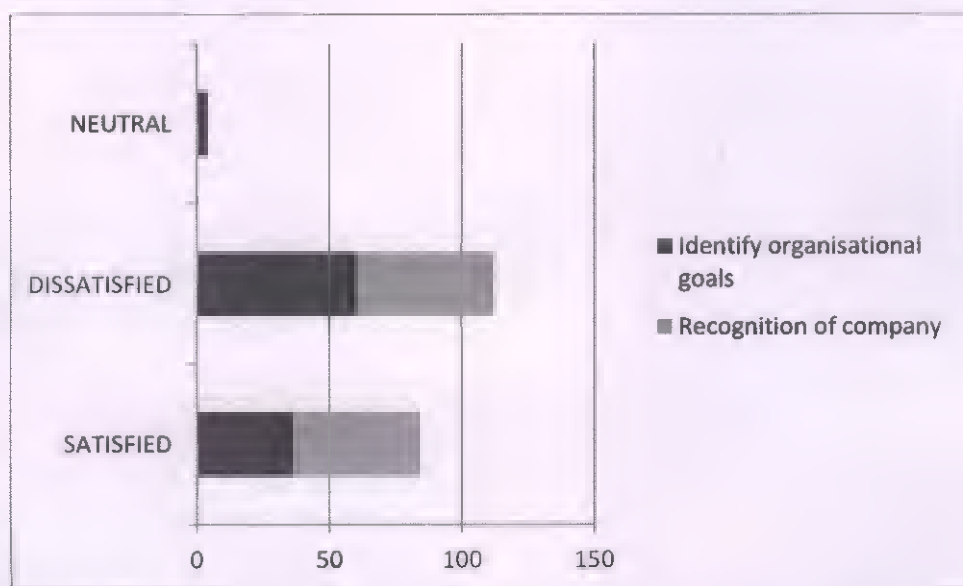
Table4.30Workers perception regarding Identification with Company's and Objectives

Identification with Company's and Objectives	SATISFIED(%)	DISSATISFIED(%)	TOTAL(%)
Identify organisational goals	20	80	100
Recognition of company	29	71	100

Source: Compiled from primary survey

Table 4.30 reveals that 20% of the workers are satisfied with the recognition and identification of objectives of the company and 80% of them are dissatisfied.71% of the workers are dissatisfied with the understanding the vision,mission an job and 29% of them are satisfied.

Figure 4.29 Level of satisfaction of workers regarding Identification with Company's and Objectives
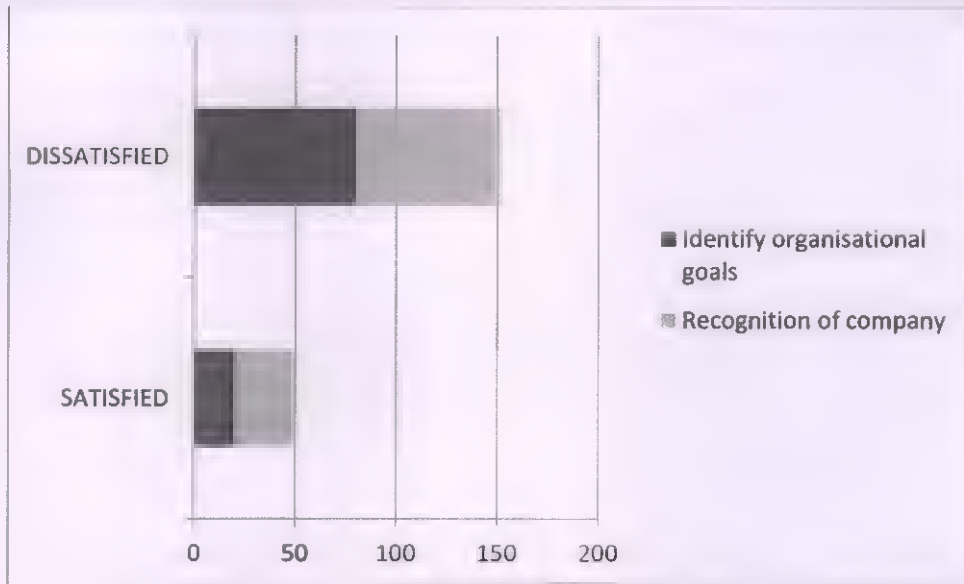
Table 4.31 Employee perception with respect to Identification with Company's and Objectives

DEVIATION	OFFICERS(%)	WORKERS(%)
SATISFIED	32	17
DISSATISFIED	64	83
NEUTRAL	4	
TOTAL	100	100

Source:compiled from primary survey

Table4.31 reveals that the32% of the officers are satisfied while the 64% of workers are satisfied. But 17% of the officer cadre are satisfied and 82% are dissatisfied. Rest 4% of the officers are not able to take a decision.

Figure:4.30Level of satisfaction of identification with company objectives
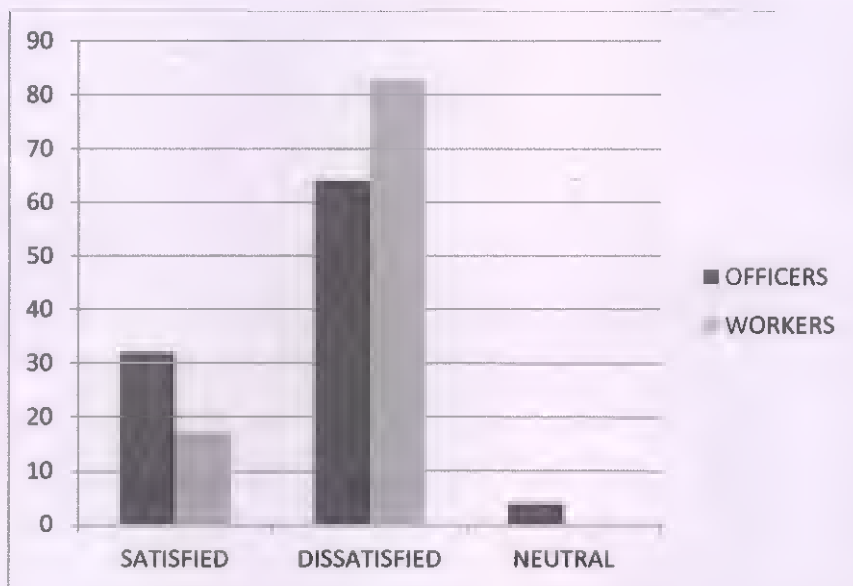
Thus it is very clear that a good number of employees in office cadre feel proud when the company get outside recognition and able to identify themselves with the organisation's goal and image. But workmen are not able to identify their personal goals with the organisation.

4.11 Job Fit

The works assigned to the employees should be according to their capacity. Then only they can perform their duties at the best level and lead to better performance.

Table 4.32 reveals that 72% and the 60% of the officers are dissatisfied with the assigning jobs,job evaluation etc.20% and 32% of the officers are satisfied.

Table 4.32 Officers perception regarding Job Fit

Job Fit	SATISFIED(%)	DISSATISFIED(%)	NEUTRAL(%)	TOTAL(%)
Assigning jobs	20	72	8	100
Job evaluation	32	60	8	100

Source: Compiled from primary survey

71

Figure 4.31 Level of satisfaction of officers regarding Job Fit
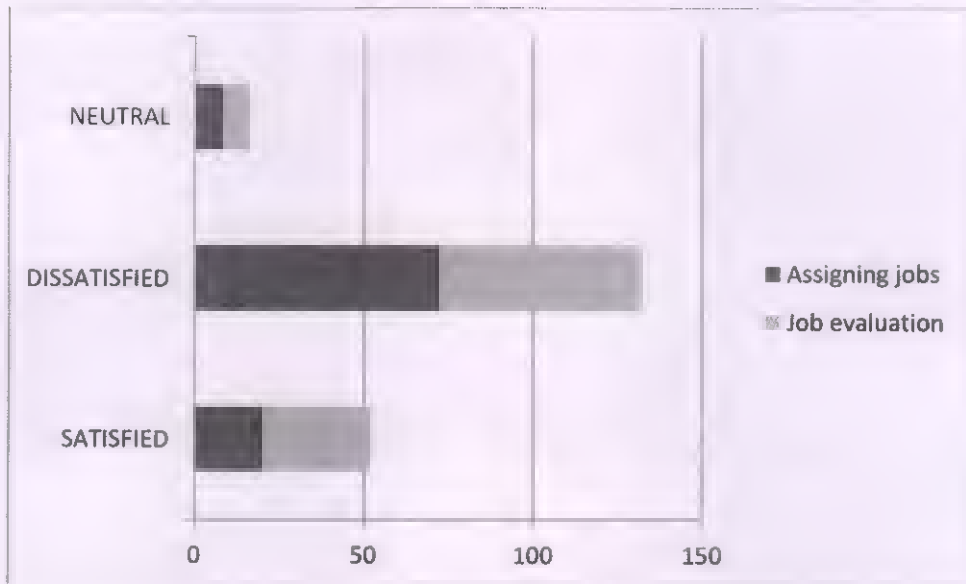
Table 4.33 Workers perception regarding Job Fit

Job Fit	SATISFIED(%)	DISSATISFIED(%)	NEUTRAL(%)	TOTAL(%)
Assigning jobs	14	80	6	100
Job evaluation	29	71		100

Source: Compiled from primary survey

Table 4.33 reveals that 80% and the 71% of the workers are dissatisfied with the assigning jobs,job evaluation etc.29% and 14% of the workers are satisfied.

Figure 4.33 Level of satisfaction of workers regarding Job Fit
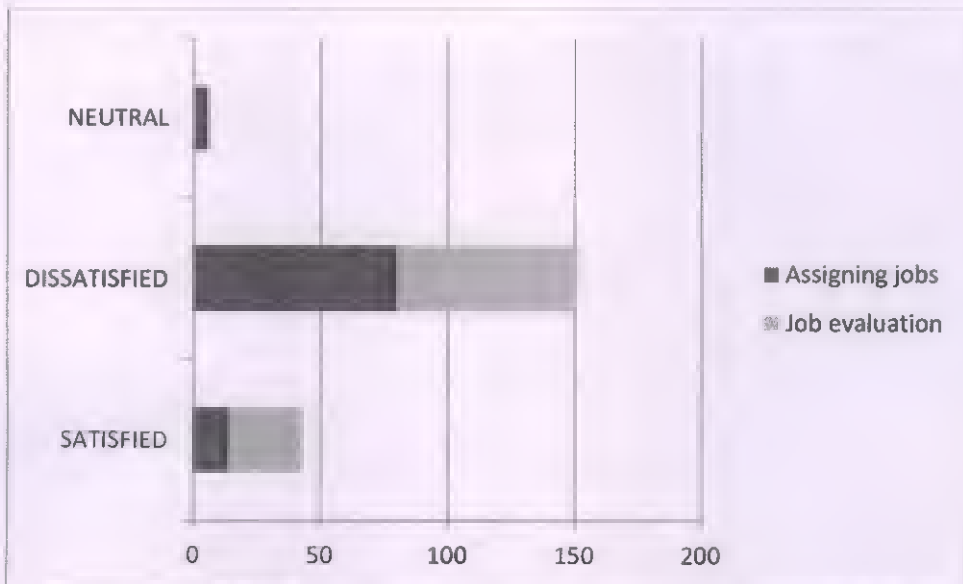
Table 4.34 Employee perception with regard to Job Fit

DEVIATION	OFFICERS(%)	WORKERS(%)
SATISFIED	12	3
DISSATISFIED	80	94
NEUTRAL	8	3
TOTAL	100	100

Source: compiled from primary survey

Here from the table it is clear that 12% and 2% of the employees are dissatisfied and 80% and 94 % of employees   are satisfied .Rest of 8% and 2.8% are not able to decide.

Figure 4.33 Level of satisfaction with respect Job Fit
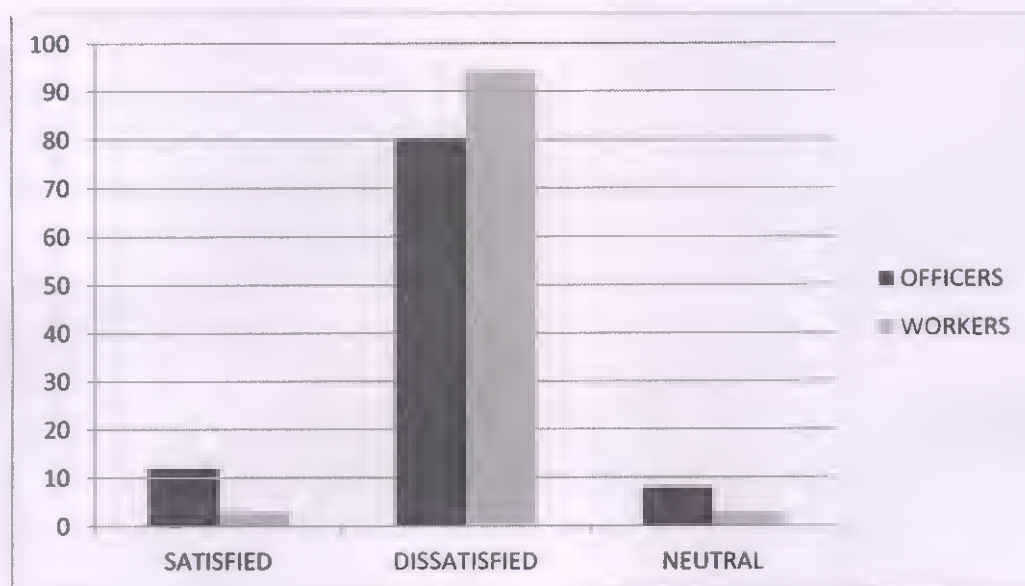
It is clear that a high percentage of employees are dissatisfied with the variable Job Fit.

4.12 Personal Goal Satisfaction

The work done by the employee should be able to satisfy their ambitions and aspirations. Then only the employees will be satisfied.

Table 4.35 reveals that 84% of the officers are dissatisfied and 20% of them are satisfied in fulfilling personal goals, realizing the ambitions and 64% of them are dissatisfied and them are satisfied in personal development, realizing the aspirations and 36% of them are satisfied.

Table 4.35 Officers perception regarding Personal Goal Satisfaction

Personal goal satisfaction	SATISFIED(%)	DISSATISFIED(%)	TOTAL(%)
Fulfilling personal goals	20	80	100
Realizing the ambitions and aspirations	36	64	100

Source: Compiled from primary survey

Figure 4.34 Level of satisfaction of officers regarding Personal Goal Satisfaction
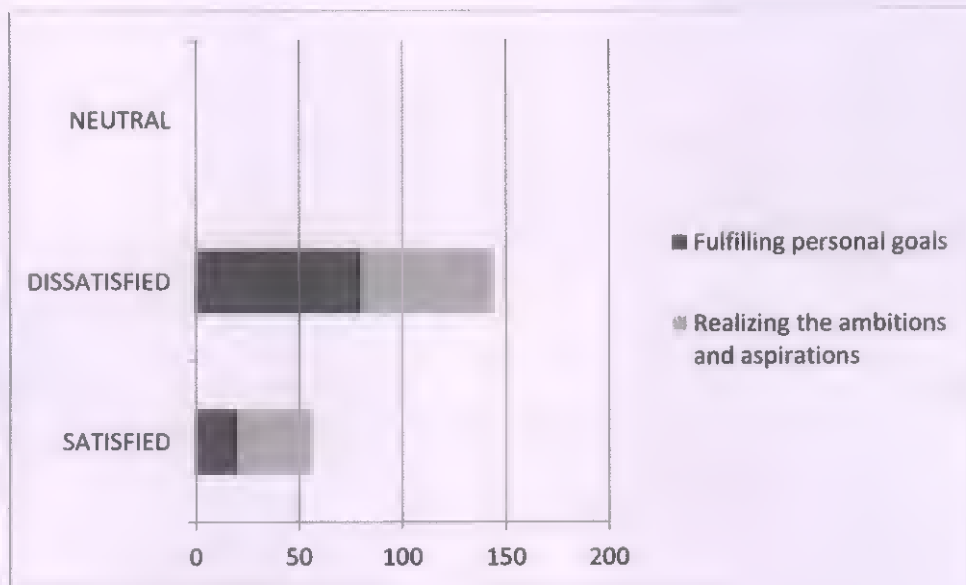
Table 4.36 Workers perception regarding Personal goal satisfaction

Personal goal satisfaction	SATISFIED(%)	DISSATISFIED(%)	TOTAL(%)
Fulfilling personal goals	11	89	100
Realizing the ambitions and aspirations	26	74	100

Source: Compiled from primary survey

Table 4.36 reveals that 89% of the workers are dissatisfied and 11% of them are satisfied in fulfilling personal goals, realizing the ambitions and 74% of them are dissatisfied in personal development, realizing the aspirations and 26% of them are satisfied.

Figure 4.36 Level of satisfaction of workers regarding Personal goal satisfaction
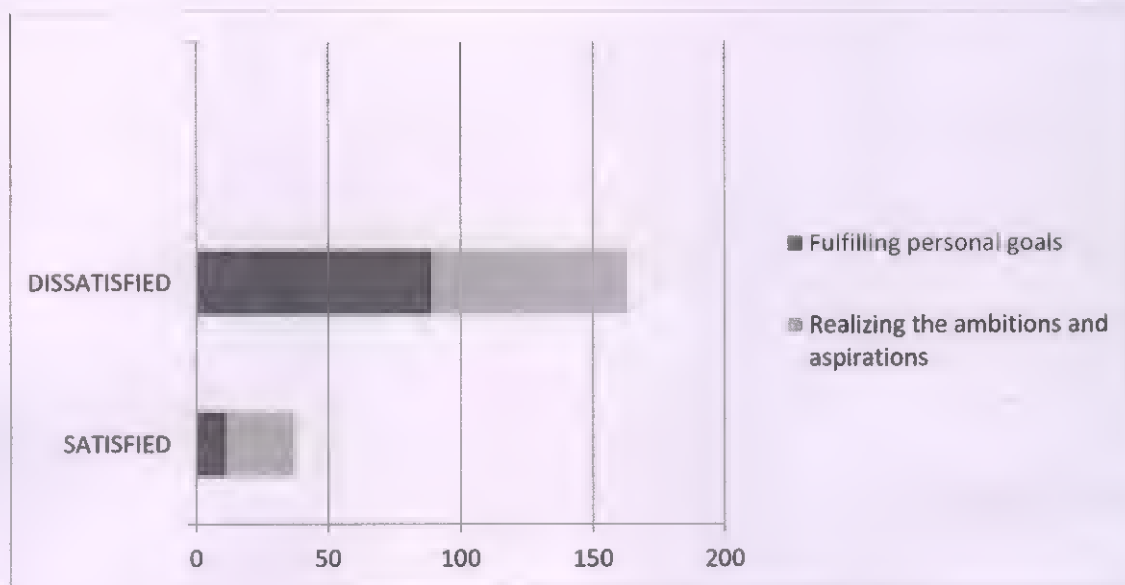
Table:4.37 Employees perception with regard to Personal goal satisfaction

DEVIATION	OFFICERS(%)	WORKERS(%)
SATISFIED	12	11
DISSATISFIED	84	89
NEUTRAL	4	-
TOTAL	100	100

Source:Compiled from primary data

Table 4.37 shows that only 84% and 88.5% of the workmen category and the officer cadre are satisfied.12% and 11.4% of them are dissatisfied and the remaining 4% of officer cadre are indifferent.

Figure:4.36 Level of employees perception with regard to Personal goal satisfaction
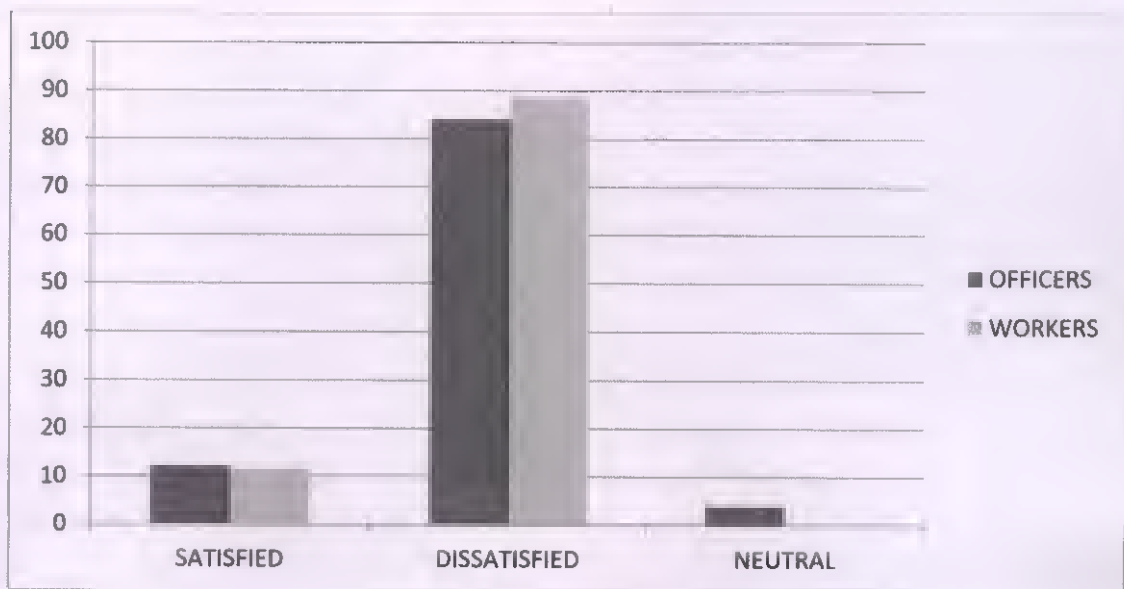
Thus we can come to the conclusion that the job did not help the employees to realize their aspirations and ambitions. They feel that personal growth is also no possible.

OVERALL PERCEPTION REGARDING JOB SATISFACTION

The overall responses are taken as favourable, unfavourable and neutral. The total number of employees are 212 of these 60 are sample size. The total number of employees who shown zero deviation are recorded as favourable responses. The positive deviation indicates unfavourable responses and neutral responses are shown by negative deviation. The percentage corresponding to each responses are calculated. The total number of employees who shown positive, negative and zero deviations is also found out by counting the deviations to level of satisfaction. The level of satisfaction of each cadre is also separated by counting and the corresponding percentage is calculated.

Table4.38 Distribution of responses of officers

PARAMETERS	UNFAVOURABLE	FAVOURABLE	NEUTRAL
GOODWORKING ENVIRONMENT	64	36	0
GOOD WAGES AND RETIREMENT BENEFITS	72	24	4
CLEAR JOB DESCRIPTION	60	40	0
JOB SECURITY	60	36	4
SUPPORTIVE COLLEAGUES	72	28	0
EMPLOYERS CONCERN FOR EMPLOYEES	72	16	4
RECOGONITION AND REWARD	84	16	0
MEANINGFUL AND CHALLENGING WORK	88	12	0
AUTONOMY AND RESPONSIBILITY	88	12	0
IDENTIFICATION OF COMPANY OBJECTIVES	64	32	0
JOB FIT	80	12	8
PERSONALGOAL SATISFATION	84	12	4

Source:Compiled from primary data

Table 4.39 Distribution of responses of workers

PARAMETERS	UNFAVOURABLE	FAVOURABLE	NEUTRAL
GOODWORKING ENVIRONMENT	77	23	
GOOD WAGES AND RETIREMENT BENEFITS	97	3	
CLEAR JOB DESCRIPTION	80	20	
JOB SECURITY	89	11	
SUPPORTIVE COLLEAGUES	86	4	10
EMPLOYERS CONCERN FOR EMPLOYEES	94	6	
RECOGONITION AND REWARD	94	6	
MEANINGFUL AND CHALLENGING WORK	94	6	
AUTONOMY AND RESPONSIBILITY	71	29	
IDENTIFICATION OF COMPANY OBJECTIVES	83	17	
JOB FIT	94	3	3
PERSONALGOAL SATISFATION	89	11	

Source:Compiled from primary data

Table 4.40 Overall distribution of responses of employees

PARAMETERS	UNFAVOURABLE	FAVOURABLE	NEUTRAL
GOODWORKING ENVIRONMENT	43(71.6%)	17(28.3%)	
GOOD WAGES AND RETIREMENT BENEFITS	52(86.6%)	7(11.7%)	1(1.6%)
CLEAR JOB DESCRIPTION	43(71%)	17(28.3%)	
JOB SECURITY	46(46%)	13(21%)	1(1.6
SUPPORTIVE COLLEAGUES	48(80%)	8(13%)	4(6.6%)
EMPLOYERS CONCERN FOR EMPLOYEES	51(85%)	6(10%)	3(5%)
RECOGONITION AND REWARD	54(90%)	6(10%)	
MEANINGFUL AND CHALLENGING WORK	55(91.6%)	5(8.3%)	
AUTONOMY AND RESPONSIBILITY	55(91.6%)	5(8.3%)	
IDENTIFICATION OF COMPANY OBJECTIVES	45(75%)	14(23.3%)	1(1.6%)
JOB FIT	53(88.3%)	4(6.6%)	3(5%)
PERSONALGOAL SATISFATION	52(86%)	7(11.6)	1(1.6%)

Source:Compiled from primary survey
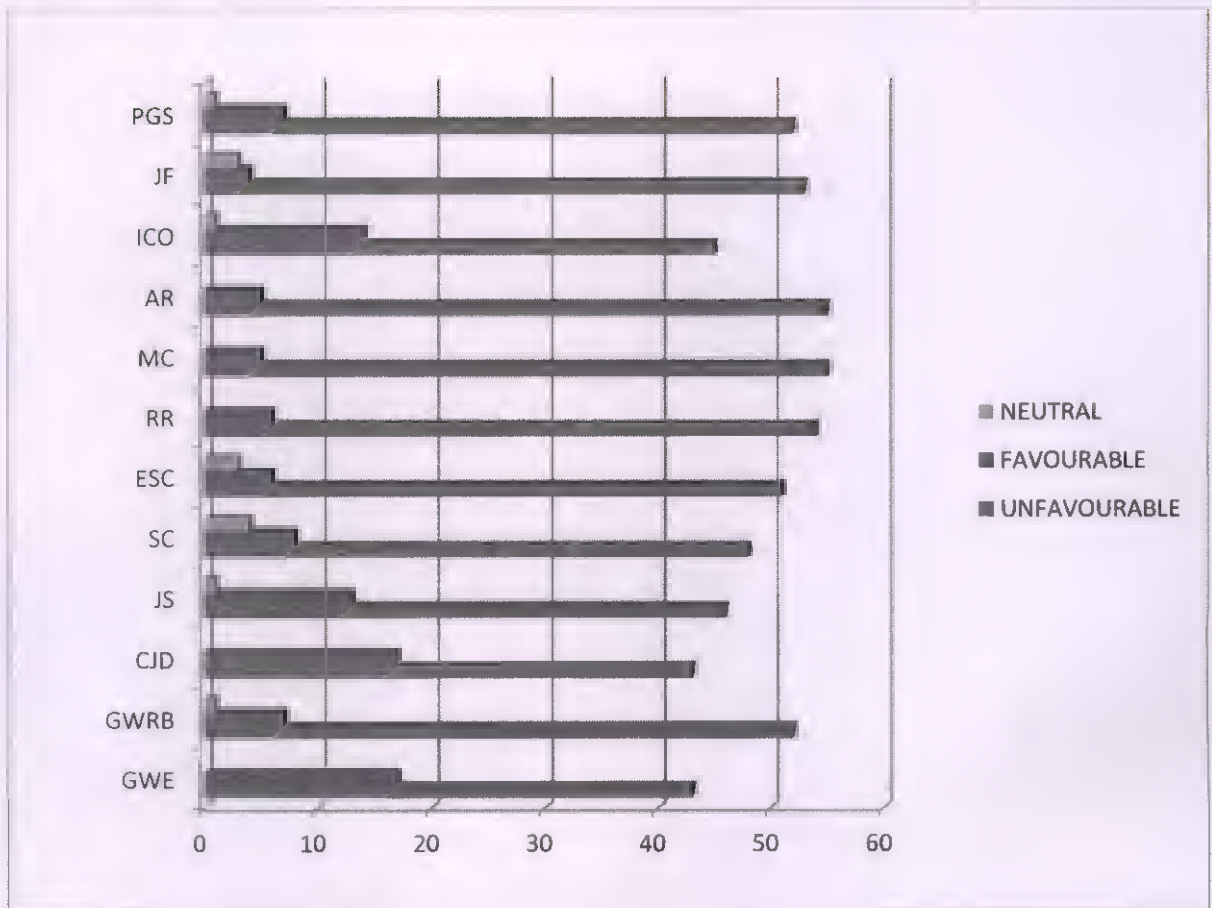
Figure:4.37 Distribution of responses of employees

Analysis of table shows majority of selected employees from the two cadres are dissatisfied with their job. Most of the employees shown positive deviations which shows that the expectations are more than the actual.Thus can conclude that the number of dissatisfied are more.

Table.4.41 Level of deviation of officers between expectation and reality

DEVIATION	NUMBER OF +VE DEVIATION	NUMBER OF -VE DEVIATION DEVIATION	NUMBER OF NEUTRAL DEVIATION
OFFICE CADRE	222	69	9

Source:Compiled from primary data

Table.4.42 Level of deviation of workers between expectation and reality

DEVIATION	NUMBER OF +VE DEVIATION	NUMBER OF -VE DEVIATION	NUMBER OF NEUTRAL DEVIATION
WORKERS CADRE	375	40	5

Source:Compiled from primary data

Table.4.43 Level of deviation of employees between expectation and reality

DEVIATION	NUMBER OF +VE DEVIATION	NUMBER OF -VE DEVIATION	NUMBEROF NEUTRAL DEVIATION
OFFICE CADRE	222	69	9
WORKERS CADRE	375	40	5
TOTAL	597	109	14

Source:Compiled from primary data

Table 4.43 shows the deviations results from the responses of employees.The maximum number of deviations are 720 and from that we have got 597 positive deviations from both cadres which shows a high level of dissatisfaction.

Here from the results we calculated the percentage of employees positive,negative and neutral deviation.82.91% employees are having positive deviations and 15% of them are having negative deviation and the 1.9% having zero deviation.

Figure:4.38 Level of satisfaction of employees

- Positive deviation
- Negative deviation
- ZerO deviation
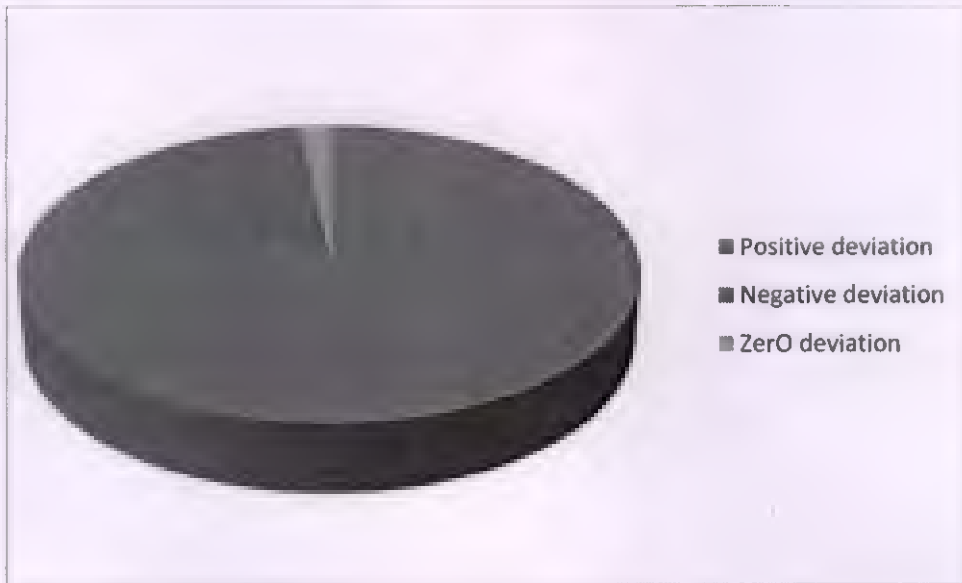
Level of satisfaction among workers and officers cadre

Here Table 4.44 shows the percentage of satisfaction among workers and officers. From 720 positive deviations the officers had given 31% of positive deviations and the workers had given 52% of positive deviations.10% and 6% of the officers and workers had given negative deviations. The remaining 0.69 and 1 percentage of the workers and officers show neutral deviations.

Table4.44 Level of satisfaction among workers and officers cadre

DEVIATION	WORKERS	OFFICERS
POSITIVE DEVIATION	52	31
NEGATIVE DEVIATION	6	10
NEUTRAL DEVIATION	0.69	1.25

Source:Compiled from primary data

Fig4.39 Level of satisfaction among workers

WORKERS

- ■ POSITIVE DEVIATION
- ■ NEGATIVE DEVIATION
- ■ NEUTRAL DEVIATION

Figure4.40 Level of satisfaction among officers

OFFICERS

- ■ POSITIVE DEVIATION
- ■ NEGATIVE DEVIATION
- ■ NEUTRAL DEVIATION
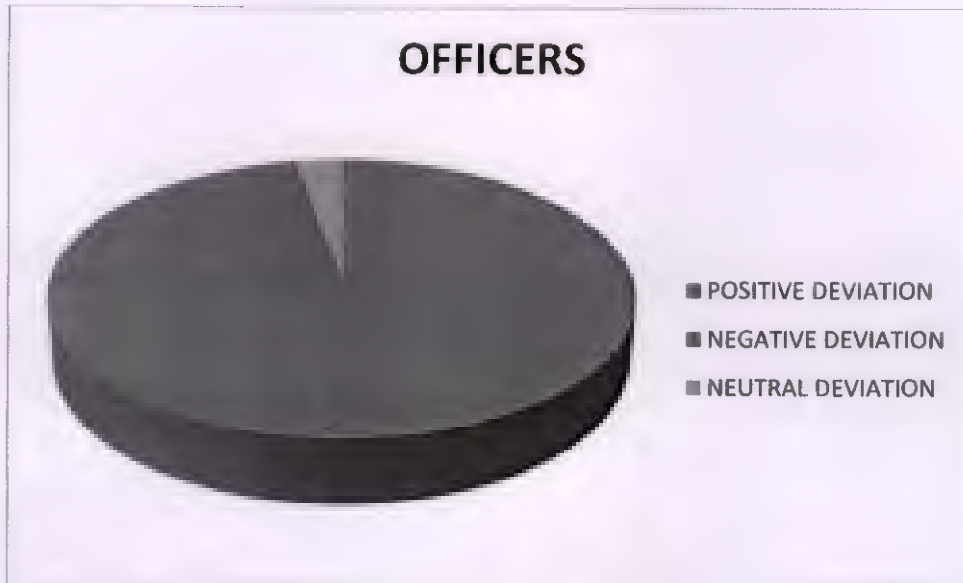
Thus it can be inferred that the level of satisfaction is less both in the case of workers and officers with respect to the parameters.

AREAS OF DISCONTENT AMONG EMPLOYEES

Having seen the level of satisfaction among workmen category and officer cadre,an attempt is made here to have disintegrated analysis of the levels of dissatisfaction in order to identify the major areas of discontent among the workers and officer using positive average method. The positive average obtained from the positive deviations.

103

PaV=(Sum of positive deviations)/sample size

Table 4.45 Positive averages

PARAMETERS	WORKERS CADRE	OFFICERS CADRE	OVERALL
GOODWORKING ENVIRONMENT	2.1	3.4	5.6
GOOD WAGES AND RETIREMENT BENEFITS	2.8	3.3	6.1
CLEAR JOB DESCRIPTION	2.5	2.9	5.4
JOB SECURITY	2.4	3.1	5.5
SUPPORTIVE COLLEAGUES	2.6	3.1	5.8
EMPLOYERS CONCERN FOR EMPLOYEES	2.7	3.0	5.7
RECOGONITION AND REWARD	3.0	3.0	6.1
MEANINGFUL AND CHALLENGING WORK	3.0	3.1	6.1
AUTONOMY AND RESPONSIBILITY	1.9	3.9	5.9
IDENTIFICATION OF COMPANY OBJECTIVES	2.7	2.8	5.6
JOB FIT	2.5	2.7	5.3
PERSONALGOAL SATISFATION	3.7	3.5	7.3

Source:Compiled from primary data

The table shows the calculated positive averages for both workers and officers. The highlighted numbers are the four highest averages for the respective category denoting the levels of employees satisfaction and the areas of maximum dissatisfaction.

104

The main four areas (parameters) contributing to discontent were found to be good wages and retirement benefits, recognition and rewards,meaningful and challenging work and personal goal satisfaction.

Table4.46 Areas of discontent identified using positive averages method

Most critical areas	A	B	C	D
Workmen category	GWR	RR	MC	PGS
Positive averages	2.8	3.0	3.0	3.7

Most critical areas	A	B	C	D
officers category	GWR	RR	MC	PGS
Positive averages	3.3	3.0	3.1	3.5

Overall(workers cadre+officers cadre)	GWR	RR	MC	PGS
Positive averages	6.1	6.1	6.1	7.3

Source:Compiled from primary data

Table 4.47 shows that the most satisfied factors for employees are good working environment, clear job description, identification of company objectives and job security.

Table 4.47 Parameters having maximum level of satisfaction

PARAMETERS	FAVOURABLE
Good Working Environment	17(28.3%)
Clear Job description	17(28.3%)
Job security	13(21%)
Identification of company objectives	14(23.3%)

Source:Compiled from primary data

86

Table 4.48 Ranking of parameters on the basis of employee satisfaction

PARAMETERS	Rank	FAVOURABLE
Good Working Environment	1	17(28.3%)
Clear Job description	1	17(28.3%)
Job security	2	14(23.3%)
Identification of company objectives	3	13(21%)
Supportive Colleagues	4	8(13%)
Employers Concern for Employees	5	6(10%)
Autonomy and Responsibility	6	5(8.3%)
Job Fit	7	4(6.6%)

Source:Compiled from primary data

Table 4.49 shows that the factor that gives high satisfaction is good working environment and clear job description.The second rank has given to identification of company objectives and the third rank has given to job security.

SUMMARY OF FINDINGS, SUGGESTIONS AND
CONCLUSION

CHAPTER V
SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS

5.1 Introduction

Employee satisfaction is the terminology used to describe whether employees are happy, contended and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. Basically Employee satisfaction is a measure of how happy workers are with their job and working environment. So it is clear that employee satisfaction is a critical factor determining job performance and leading to employee morale and determines the success of the every organisation.

The study is attempted on satisfaction of employees on Kerala feeds Ltd with the following objectives:

To analyze the performance of employees in terms of the policies and measures of the organization

2. To show the major factors which have significant impact in the employees satisfaction of the organisation

3. To assess the level of satisfaction of employees

Design of the study given in the first chapter clearly reveals the evidence of employee satisfaction in the success of an organisation. The second chapter, which examined the profile of Kerala Feeds Ltd shows that institution has made a reputation in kerala and in the cattle feed industry with in a short span of time. It is a successful organisation in the public sector and has achieved steady increase steady increase in sales turnover.

The third chapter was attempted to analyse the employees satisfaction in a similar line as is specified in the methodology. The level of satisfaction is analysed in order to

find out the major areas of discontent, which adversely affect the employees and the organisation as a whole. This chapter presents discussion of results presented in chapter four and the conclusions made thereof. The chapter also presents recommendations made to fill in the gaps identified in the study.The chapter also presents recommendations made to fill in the gaps identified in the study.

The major findings of this study are depicted in the following part

5.2 Findings

The major findings of this study are depicted in the following part

1. Majority of the workmen category and officer cadre are dissatisfied with the wages and retirement benefits. They are not happy with existing salary packages and present wages.

2. Almost 70% of the employees are dissatisfied with the information they are getting form job

3. Only a few employees having a feeling of job security and majority of employees are threatened with respect to their job

4. Almost most of the employees are not having good relationship among themselves and they do not believe that good relationships are important. They are also to hesitate to discuss their personal problems with superiors.

5. The employer is not showing much interest in affairs of employees by sponsoring and cultural events after work hours. Even though employees feel free to tell their boss what they think, they are not having informal get together.

6. Individual recogonition for attaining performance and incentives to improve the performance of employees are lacking in this organization.

7. Individual recognition for attaining performance and incentives to improve the performance of employees are lacking in this organisation

8. Most of the employees feel that their job is not meaningful and challenging. They feel that their real skills and ca[acities are not put to use in their job.Some feels that their work is burden some

9. Most of the workers are not satisfied with the autonomy and responsibility maintained in the organization

109

10. Most of the workmen category did not prefer to work in the company for a long time. While some of officer cadre feel proud when company gets outside recogonition and prefer to continue to working in this company.

11. Nearly most of the officers and workmen category feels that they ar enot suited to the job they are doing

12. The job did not help the employees to realize their aspirations and ambitions

13. Most of the employees had positive total deviation(sum of all parameters) indicating the gap between the expectancy and reality,which reveals that the number of employees are more

14. Areas of discontentment identified are

    1)Hygiene factors-Good Wages and Retirement Benefits

    2)Motivating factors-Recognition and Reward, Meaningful and Challenging work,Personal Goal Satisfaction

15. The study identified four major areas of maximum job satisfaction.The areas are clear job description,Identification with company objective,employers concern for employees and good working environment.

16. The study identified four areas of maximum employee dissatisfaction

They are:

1) Good Wages and Retirement Benefits

2) Recognition and Reward

3) Personal Goal Satisfaction

4) Meaningful and Challenging

5.3 Suggestions

On the basis of the observations, the discussions with the employees and the employees and the opinions recorded by them, certain suggestions are proposed

1. Clear, Concise and Consistent Communication: In many organizations, employee doesn"t know what is mission, vision, objects. Building a corporate culture that requires employees to be an integral part of the organization can be an effective way of getting the most from the talents or competencies brought to the organization by each employee. We should keep employees informed on the company"s position, progress made, issues/challenges, and how they directly contribute to the success of the business.

2. Getting to Know Your Employees and Create a Team: It can be done by the hiring right employee for right job and clearly defined and communicated employee expectations. Every organization should spend time to instill trust and accountability, lying out clear identification of variables affecting employee satisfaction and their impact on the organization.

3. Training and Other Improvement Programs: Provide necessary education, training and coaching that increases employees skills and shows the employee that you are interested in their success and readiness for new responsibility.

4. Empower Employees Across the Company: Step up appropriate levels of new responsibility across the company. Push appropriate decision- making and allow people close to the issue to make the call. Make sure your employee knows that you trust them to do their job to the best of their ability.

5. Work Itself: We can increase employee satisfaction by making job rotation, job enlargement like knowledge enlargement and task enlargement as well as job enrichment. Target should be accessible for employee.

6. Fair Compensation and Benefits: Policies of compensation and benefits are most important part of organization. But you should build your policies at "suitability" not "the best".

7. Opportunity for Promotion and Career Development: Develop programs to promote all titles in the organization and build programs for career development of each title. Organization should give opportunity to every employee for using their abilities, skills and creativeness.

8. Monitor Performance and Reward for Contribution: People naturally keep score. Use this to as advantage by monitoring positive contribution and behaviour, rewarding as appropriate. Motivate others to reach new performance levels by knowing how they measure up to expectation. We should build the proper evaluation and fair and encourage employees perform work.

9. Provide Regular, Honest Feedback: Don"t wait for a crisis situation to give feedback. Instead, give regular constructive input into the employee"s performance across a wide variety of issues, build loyalty, challenge to new levels of performance and keep it real.

10. Build Corporate Culture: We should focus on making proper communication channel, good and supportive relationship with coworkers and with supervisor.

Employee satisfaction can be increased by demonstrating respect for everyone in the organization or company.

11. Provide Best Equipment and Safe Working Condition: Invest in employees by making sure their tools and equipments don"t keep them from being successful. Give them the very best tools to deliver the very best performance to the company, customers and the marketplace. Companies should build occupational health and safety program.

12. Use of Information Technology: Creating a work environment in which employees are productive is essential to increased employee productivity, their satisfaction as well as profits for any organization, corporation or small business. There is no shortage of information on ways to motivate employees, but more and more companies are realizing that there is a strong correlation between flexibility in the workplace and employee satisfaction and productivity. The concept of telecommuting is certainly not new. However, recent advances in cloud computing and collaboration software make telecommuting programs easier to implement from a technological standpoint. Concerns about cost, security, features and reliability have all been laid to rest with the introduction of hosted, Software as a Service applications. With an Internet connected computer, employees can securely access centralized data, collaborate with remote team members and host interactive web meetings and presentations. The rise of cloud computing technology and Wi-Fi availability has enabled access to remote servers via a combination of portable hardware and software. Telecommuting offers benefits to communities, employers, and employees.

5.4 Conclusion

On the basis of above points we can say that employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public. So, every organization should develop strategies that strengthen the work environment and increase the employee morale and employee satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

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113

BIBLIOGRAPHY

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APPENDIX

118

KERALA AGRICULTURAL UNIVERSITY

COLLEGE OF CO-OPERATION ,BANKING AND MANAGEMENT

VELLANIKARA,KAU,THRISSUR-680656

SCHEDULE FOR DATA COLLECTION

Topic:Employee satisfaction:A case study on Kerala Feeds Ltd

Part-I

IDEAL SITUATION FOR EMPLOYEE SATISFACTION

The scores 5, 4, 3, 2, 1 are given for strongly agree, agree, no opinion, disagree, strongly disagree

SI.NO.		5	4	3	2	1
1	**GOOD WORKING ENVIRONMENT** Managers should give a good deal of attention to the physical working condition of their employees					
2	Good equipment's to work are important to employees					
3	**GOOD WAGES AND ETIREMENT BENEFITS** The company's retirement benefits are important in keeping employees in their job					
4	Every employee should be paid well					
5	**CLEAR JOB DESCRIPTION** Employees should be given adequate and reliable information about the company and their job					
6	Better job description would be helpful so that employees will know exactly what is expected of them					
7	**JOB SECURITY** Job security is important for employees					
8	Having steady job helps in improving the job performance					
9	**SUPPORTIVE COLLEAGUES** Good relationships in informal workgroups are quite important					
10	Helpful colleagues contribute to improved performance					
11	**EMPLOYERS CONCERN FOR EMPLOYEES** Management ought to work hard to develop friendly atmosphere					
12	Management could show more interest in employees by sponsoring social events after work hours					
13	**RECOGNITION AND REWARD** Incentives to individual employees would improve the performance of employees					

119

14	Individual recognition for attaining performance about the standards means a lot to employees					
15	**MEANINGFUL AND CHALLENGING** Employees should feel that their real skills and capacities are put to use on their jobs					
16	Almost any job can be made more stimulating and challenging					
17	**AUTONOMY AND RESPONSIBILITY** Employees generally like to schedule their work and make jobs related decision with a minimum supervision					
18	Employees should be accountable to their works					
19	**IDENTIFICATION WITH COMPANY OBJECTIVES** Employees need to identify themselves with the organisation goals and image					
20	Employees must understand that their jobs are depend up on the company's ability to compete effectively					
21	**JOB FIT** Employees should take jobs which are most suitable to their liking					
22	People should encouraged to move if it appears that they can do another function better					
23	**PERSONAL GOAL SATISFACTION** Employees can be satisfied only if their personal goals and requirements are satisfied					
24	Employees job should help them to realize their aspiration					

PART –II

ACTUAL SITUATION

General information

a) Name and address:

b) Age:

c) Sex: M/F

d) Educational qualification:

e) Date of joining in the institution:

f) Present post:

The scores 5, 4, 3, 2, 1 are given for strongly agree, agree, no opinion, disagree, strongly disagree

SL.NO.		5	4	3	2	1
	GOOD WORKING ENVIRONMENT					
1	The company is pretty good place to work					
2	This company provides very good facilities					
	GOOD WAGES AND ETIREMENT BENEFITS					
3	I am very happy with the company's retirement benefits policy					
4	I am very happy with my salary package					
	CLEAR JOB DESCRIPTION					
5	I am given adequatessSsscate information about my job					
6	I know what my boss expects of me					
	JOB SECURITY					
7	I do not feel threatened with respect to my job					
8	I can work more better if my job is safe					
	SUPPORTIVE COLLEAGUES					
9	Employees in this organisation are very informal and don't hesitate to discuss their personal problems with their superiors					
10	My colleagues are very supportive and helpful					
	EMPLOYERS CONCERN FOR EMPLOYEES					
11	I feel free to tell my boss what I think					
12	We have informal get together after work hours					
	RECOGNITION AND REWARD					
13	I can get ahead in this company if I make the effort					
14	Employees promotion decision are handled fairly					
	MEANINGFUL AND CHALLENGING WORK					

15	My job makes the best use of my abilities						
16	My work load is not burden some						
	AUTONOMY AND RESPONSIBILITY						
17	I am free to make my own decisions						
18	I will be held responsible for my mistakes in the job						
	IDENTIFICATION WITH COMPANY OBJECTIVES						
19	I feel proud when my company gets outside recognition						
20	I prefer to continue working in this company for a long time						
21	**JOB FIT** a) I feel Iam very suited to this kind of job b) If not,specify						
22	Employees who are not performing to potential are rotated on the basis of job evaluation						
23	**PERSONAL GOAL SATISFACTION** My job offers me scope to realize my aspirations and ambitions						
24	Personal growth and development is possible here						

Suggestions if any:

1)

2)

3)

4)

5)