

# AN EMPIRICAL STUDY OF EMPLOYEE SATISFACTION IN TEXTILE INDUSTRIES

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**Abstract** *The main objective of the exploratory study reported in this paper on employee satisfaction was to examine the level of satisfaction of the respondent regarding their job. The survey focuses on employee satisfaction and dissatisfaction. Employee satisfaction has a major influence on human performance through its impact on individual motivation and job satisfaction. Individual in the organization have certain expectations and fulfillment of these expectations depends upon their perceptions as to how the employee satisfactions suits to the satisfaction of their needs. Structured questionnaires were given to employees of organization. A total of 80 questionnaires were analyzed and the findings indicate that employee satisfaction can lead to the overall growth of organization.*

**Keywords:** *Employee Satisfaction; Employee Retention; Employee Attrition; Job Satisfaction; Employee Turnover; Employee Engagement..*

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## 1. INTRODUCTION

Employee satisfaction has always been an important issue for organizations. Employees are viewed as the greatest strengths and resources of an organization. An organization's success depends on the employees and thus they should not be deprived of what they deserve in return for their commitment to the organization. It is very crucial that the employees of an organization derive good amount of satisfaction from the job. However, very few organizations have made employee satisfaction a top priority, perhaps because they fail to understand the significant opportunity that lies in front of them. Many organizations fail to understand the basic meaning of employee satisfaction. Employee satisfaction is more of an attitude – an internal state. It could for, example be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 1999).

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Employee satisfaction also describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Employee satisfaction is not the same as motivation or aptitude, although it is linked with them. Job design aims to enhance job satisfaction and performance,

methods include job rotation, job enlargement, job enrichment and job re-engineering. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Employee satisfaction, while generally positive in an organization, can also be a downer if mediocre employees stay because they are satisfied with the work environment.

The success of any company is directly linked to the satisfaction of the employees who embody that company. Retaining talented people is critical to the success of any organization. No matter how temporarily challenged the economy may be, ultimately, a company's most talented performers always have other employment options.

### 1.1. Definition of Employee Satisfaction

Employee Satisfaction is defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997). This definition suggests employee satisfaction is a general reaction that individuals hold about their job. There are various dimensions to job satisfaction. Traditional employee satisfaction facet includes co-workers, pay, job conditions, supervision, nature of the work and benefits.

Job Satisfaction has been also defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Weiss (2007) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect, beliefs and behaviours. This definition suggests that employees form attitude towards jobs by taking into account their feelings, beliefs and behaviours. Job satisfaction and an employee's sense of achievement and success, is generally considered to be directly linked to productivity and also to personal wellbeing. Job satisfaction implies doing a job one enjoys, doing it well, and being suitably rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. The Harvard Professional Group (1998) considered job satisfaction as the key radiant that lead to recognition, income, promotion, and the achievement of other goals that lead to a general feeling of fulfillment.

## 1.2. Objective of the Study

- I. To determine the level of satisfaction of the respondent regarding their job.
- II. To identify the various factors that influences employee satisfaction.
- III. To find out employee engagement level in the organization.
- IV. To offer suggestions to the management to improve their employee's satisfactory level.

## 2. LITERATURE REVIEW

Employee satisfaction continues to be among top priorities of Global Corporations. Engaged employees do better jobs and are essential to the organizations' long-term success. Winning loyalty and commitment of employees is a critical responsibility and a key to organizations' strategic objectives.

Employee satisfaction represents the constellations of person's attitude towards or about the job. In general, employee satisfaction is the attitude towards the job as a whole. Employee satisfaction is a function of satisfaction with different aspects of job, that is supervision, pay, works itself, co-workers, promotion, etc., and the level of importance one attaches to these respective components. Job satisfaction is a multifaceted construct Churchill, Ford, and Walker (1974); Comer, Machleit, and Lagace (1989); Lagace, Goolsby, and Gassenheimer (1993). The most commonly used facets of satisfaction Judge, Thoreson, Bono, and Patton (2001) are satisfaction with pay, promotion opportunities, coworkers, supervision, and the work itself Smith, Kendall, and Hulin (1969). These five job facets usually account for a substantial

amount of the variance in overall job satisfaction Kinicki, McKee-Ryan, Schriesheim, and Carson (2002). There have been many more researches to identify other important and contemporary facets of job satisfaction. Taber and Alliger (1995) suggested that to understand overall job attitudes, researchers must identify the principal tasks and activities in which employees engage. Brief (1998) studied how the changing nature of work leads to facets, considered most important to job satisfaction are still indeed most important and if new facets or facets once considered peripheral to job satisfaction have become more central. Judge et al. (2001) argued that the breadth of job characteristics must include all elements that may have become more salient in contemporary job settings. Similarly, Rogelberg, Leach, Warr, and Burnfield (2006) argued that to understand components of overall job attitudes, the principal tasks/activities in which employees are required to spend large amounts of time should be considered.

Philip apple listed five major components of employee satisfaction, which are attitude towards work group, general working conditions, attitude towards company, monetary benefits and attitude towards supervision. Other components that can be added to these five are the individual's state of mind about the work itself and about life in general. The individual's health, age, level of aspiration, social status and political and social activities can all contribute to employee satisfaction. A person attitude toward the job may be positive or negative.

A study in 2001 in the journal *Personnel Psychology* examined whether positive employee behaviours and attitudes influence business outcomes or it is the opposite, that positive business outcomes influence employee behavior The study broke down employee attitudes and satisfaction into five measurable employee behaviours: conscientiousness, altruism, civic virtue, sportsmanship, and courtesy. The study measured participants in the five categories, reviewed turnover rates within the participant population, and compared this data with the organizations' financial performance for the following year. Findings support that employee satisfaction, behavior, and turnover predict the following year's profitability, and that these aspects have a strong correlation with customer satisfaction.

Robinson (2004) and Penna (2007) developed a model of engagement which incorporates employee satisfaction, feeling valued at work, communication and training and development as key influences on staff engagement and overall satisfaction at work.

Robinson (2004) argued that satisfaction with the job of work alone, will not produce a satisfied and engaged workforce, but it is a contributory with many other factors. This phenomenon is visible in some positions where the actual job itself is intrinsically satisfying but the place of work is not,

for example academics or specialized maintenance trades operating in large organizations. In these situations, the employee feels the organization does not value the job they do, but they, personally, take great pride in their work, regardless of the company culture and working environment.

Penna's model (2007) adopted a similar position. This model indicates that employees seek to find "meaning" at work. Penna defines "meaning" as fulfillment from the job. Fulfillment comes from the employee being valued and appreciated, having a sense of belonging to the organization, and feeling as though they are making a contribution, and is congruent with the underlying theoretical framework of Robinson. Penna's model is similar to Maslow's Hierarchy of Needs and Herzberg's theory, with "hygiene" factors at the base of the triangle and "satisfiers" towards the top. As an organization successfully meets each of these engagement factors, Penna states that the organization becomes more attractive to new potential employees and becomes more engaging to its existing staff.

Several researches have studied the relationship between organizational culture and employee satisfaction. Organizational culture has been defined by Schwartz and Davis (1981) as a pattern of beliefs and an expectation shared by the organization's members and is work-related values, ideologies, philosophies and beliefs. Behery and Paton's (2008) studied selected 200 UAE middle level managers, from banking, insurance and real estate industries. The study revealed that employee satisfaction reinforces employee commitment and reduces turnover rates. Employees like to continue with an organization, if they are satisfied with the job. Thus the satisfaction depends on organizational control mechanisms.

There are considerable theory and research link of job satisfaction to turnover intentions. Mobley's (1982) theory of turnover suggests that the job satisfaction level is as a function of evaluation (or re-evaluation) of current job conditions and characteristics. Lee et al., (1996, 1999) indicates that job satisfaction can change with any kind of shocks employees experience at work (example, termination of close friends) and that decline in job satisfaction can lead to turnover. However, these researches do not explain why job satisfaction change might influence turnover decisions. Many of job satisfaction and turnover research also reflects a static approach that fails to capture the dynamic nature of job satisfaction and the turnover process, Holtom, Mitchell, Lee, and Eberly, 2008; Steel (2002).

### 3. FACTORS AFFECTING EMPLOYEE SATISFACTION

Employee satisfaction is often an important goal for many organizations. Job satisfaction can be influenced by a variety

of factors, example the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc. Numerous research results show that there are many factors affecting the employee job satisfaction. Employee satisfaction and devotion to the job, affect each other reciprocally, and they have great impact upon performance.

In this environment for employee satisfaction, it is vitally important to know which factors most affect employee satisfaction. You want to spend your time, money, and energy on programs, processes, and factors that will have a positive impact on employee satisfaction. Satisfying factors motivate workers while dissatisfying ones prevent. Employee satisfaction varies a lot. The common factors in employee satisfaction that an employee looks for himself are as follows:

- **Work Profile:** Both job content and job security are found to affect the overall job satisfaction of employees, Green and Tsitsianis, 2005; Benz and Frey (2008).
- **Relationship with immediate supervisor:** It is often said "people leave managers and not companies". Cordial supervisor-subordinate relationships contribute to job satisfaction and employee retention. Participative and consultative leadership styles have been found to be positively and significantly correlated to job satisfaction and indirectly related to organizational commitment (Ismail et. al., 2010).
- **Provide the tools and training an employee needs to succeed:** Bradley, Petrescu and Simmons (2004) explain that creating on-going learning as well as training in workplace has a highly significant effect on job satisfaction.
- **Offer a competitive compensation/pay package:** Pay satisfaction is defined as the amount of overall positive affect (or feelings) individuals have toward pay (Miceli and Lane, 1991)
- **Management recognition of employee job performance:** Rewards, as a process of employee involvement correlate to higher recognition of achievement, thereby increasing employee satisfaction (Bushe et. al., 1996).
- **Supportive management style:** Employee empowerment practices positively affect employee satisfaction (Voisard, 2008; Dewettinck et. al., 2003; Halvorsen, 2005; Kirkman and Rosen, 1999).
- **Offers career development opportunities:** To improve retention, companies should adopt career development policies in alignment with the needs of the employees (Wetprasit, 2006).
- **Honest communication:** Communication helps create shared meaning, the norms, values and culture of the organization (Wiesenfeld et. al., 1998).

- **Organization Culture:** In a study of organizational culture and climate, Johnson and McIntye (1998) found that the measures of culture most strongly related to job Satisfactions were empowerment, involvement, and recognition.

### 3.1. Importance of Employee Satisfaction

#### 3.1.1. For Organization

- More energetic employees.
- Higher quality products and/or services due to more competent, energized employees.
- Improve teamwork.
- Increase productivity.
- Increase customer satisfaction and loyalty.
- Enhance employee retention.
- Reduce turnover, recruiting, and training costs.

Employee satisfaction is supremely important in an organization because satisfied employee add value to the company. If your employees are satisfied they would produce superior quality performance in optimal time and lead to growing profits. Satisfied employees are also more likely to be creative and innovative and come up with breakthroughs that allow a company to grow and change positively with time and changing market conditions.

#### 3.1.2. For Employee

- Employee is more committed to the organization.
- They will care about the quality of their work.
- Their works are more productive.
- They will create and deliver superior value to the customer.
- Employee will believe that the organization will be satisfying in the long run.

## 4. RESEARCH METHODOLOGY

The methodology this study consists of primary data. These data is collected from the respondents through questionnaires. The primary data were collected from the respondent. Problem definition is the first step towards any research project. The problem in this project report was the attrition rate of organization seems to be increasing day by day; hence affecting the overall growth of the organization. The research design used in this study is exploratory research design.

### 4.1. Questionnaire Schedule

Questions are framed in a way that the answers reflect the ideas and thoughts of the respondents with regard to level of satisfaction of various factors of employee satisfaction.

- Work Profile
- Relationship with immediate supervisor,
- Provide the tools and training an employee needs to succeed.
- Offer a competitive compensation/pay package
- Management recognition of employee job performance
- Supportive management style
- Offers career development opportunities
- Honest communication
- Organization Culture

The scaling techniques used for designing the questions in the interview schedule are Likert method and Semantic differential scale.

### 4.2. Data Collection and Sample Size

The data was collected by distributing the questionnaires to the employees. The sampling frame is the pool from which the interviewees are chosen. All the items consideration in any field of inquiry constitutes a universe of population. In this research only a few items can be selected form the population for our study purpose. The items selected constitute what is technically called a sample. Here our sample size is 80 employees from the total population of the employees. The samples are selected on the basis of simple random sampling technique.

## 5. RESULT AND DISCUSSION

The analysis is done with the help of software SPSS 11.5.

### 5.1. Reliability Assessment Scale (Alpha)

The concept of reliability has been used to cover several aspects of score consistency. Test reliability indicates the extent to which individual differences in test scores are attributable to “true” differences in the characteristics under consideration and the extent to which they are attributable to chance errors. These errors cannot be avoided or corrected through improved methodology.

Alpha = .9241

## 5.2. Correlation

The correlation is one of the most common and most useful statistics. A correlation is a single number that describes the degree of relationship between two variables. For example, there is a correlation between income and education. We find that people with higher income have more years of education. (You can also phrase it that people with more years of education have higher income.) When we know

there is a correlation between two variables, we can make a prediction. If we know a group's income, we can predict their years of education.

In order to test the association of employee satisfaction and its factors a detailed set of statistical analysis was conducted first being a confirmatory Pearson's Correlation as seen in Table 5.1

**Table 5.1** Correlations of Employee Satisfaction and its factors

### Correlations

	Total W	Total S	Total T	Total B	Total P	Total TS	Total G	Total CP	Total CC	Final Total
Total W	1	.572(**)	.178	.364(**)	.182	.340(**)	.353(**)	.302(**)	.447(**)	.584(**)
Total S		1	.251(*)	.392(**)	.415(**)	.431(**)	.547(**)	.459(**)	.490(**)	.711(**)
Total T			1	.000	.392(**)	.449(**)	.478(**)	.414(**)	.397(**)	.617(**)
Total B				1	.378(**)	.362(**)	.287(**)	.146	.258(*)	.518(**)
Total P					1	.517(**)	.398(**)	.514(**)	.503(**)	.715(**)
Total TS						1	.489(**)	.544(**)	.499(**)	.756(**)
Total G							1	.539(**)	.552(**)	.744(**)
Total CP								1	.678(**)	.736(**)
									.000	.000
									80	80
Total CC									1	.774(**)
										.000
										80
Final Total										1

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

- Total W - Work Profile
- Total S - Relationship with immediate supervisor,
- Total T - Provide the tools and training an employee needs to succeed.
- Total B - Offer a competitive compensation/pay package
- Total P - Management recognition of employee job performance
- Total TS - Supportive management style
- Total G - Offers career development opportunities
- Total CP - Honest communication
- Total CC - Organization Culture
- Final Total – Employee Satisfaction

The degree of association between overall opinion and work is 0.584, which is moderate.

The degree of association between overall opinion and relation with immediate supervisor is 0.711, which is high.

The degree of association between overall opinion and training and development is 0.617.

The degree of association between overall opinion and pay and benefits is 0.518.

The degree of association between overall opinion and performance management is 0.715.

The degree of association between overall opinion and team spirit is 0.756.

The degree of association between overall opinion and growth and career is 0.744.

The degree of association between overall opinion and communication and planning is 0.736.

The degree of association between overall opinion and corporate culture is 0.774, which is the highest among all.

### 5.3. Cluster Analysis of Employee Satisfaction

Cluster Analysis is a multi-variant procedure (Nargundkar, 2002) on a group of similar objects. Cluster analysis is an exploratory data analysis tool for solving classification problems. Its object is to sort cases (people, things, events, etc.) into groups, or clusters, so that the degree of association is strong between members of the same cluster and weak between members of different clusters. Each cluster thus describes, in terms of the data collected, the class to which its members belong; and this description may be abstracted through use from the particular to the general class or type.

Cooper and Schindler (2007) have identified five basic steps:

- Selection of sample to be clustered.
- Definition of the variables on which to measure the objects.
- Computation of the similarities through correlation.
- Selection of mutually exclusive clusters.
- Cluster comparison

**Table 5.2** Final Cluster Centers

	Cluster		
	1	2	3
LEVEL	2	2	2
AGE	2	2	2
GENDER	2	1	1
MS	1	1	2
EXP	2	2	2
Final Total	92	118	138

With reference to table 5.2, the findings are given below:

### CLUSTER 1:

Employees belonging to this cluster of executive level with age group 21-34, which are female and are single with 1 year to less than 2 years of experience have medium satisfaction level.

### CLUSTER 2:

Employees belonging to this cluster of executive level with age group 21-34, which are male and are single with 1 year to less than 2 years of experience have high satisfaction level.

### CLUSTER 3:

Employees belonging to this cluster of executive level with age group 21-34, which are male and are married with 1 year to less than 2 years of experience have high satisfaction level.

### 5.4. T-TEST

The t-test assesses whether the means of two groups are statistically different from each other. This analysis is appropriate whenever you want to compare the means of two groups, and especially appropriate as the analysis for the design. The T-test is used to determine whether there's a significant difference between two group means.

**Hypothesis Statement 1:** There is a significant difference of employee satisfaction levels between male and female.

**Table 5.3** Group Statistics

	GENDER	N	Mean	Std. Deviation	Std. Error Mean
Total W	Male	51	15.63	2.020	.283
	Female	29	13.00	2.632	.489
Total S	Male	51	16.02	1.954	.274
	Female	29	14.24	2.182	.405
Total T	Male	51	12.27	3.753	.525
	Female	29	12.62	3.821	.710
Total B	Male	51	12.69	2.943	.412
	Female	29	9.93	2.492	.463
Total P	Male	51	12.94	2.611	.366
	Female	29	11.28	3.663	.680
Total TS	Male	51	14.96	2.332	.327
	Female	29	13.03	2.897	.538
Total G	Male	51	14.69	2.510	.351
	Female	29	13.31	2.189	.407
Total CP	Male	51	14.29	2.500	.350
	Female	29	13.31	2.392	.444
Total CC	Male	51	15.06	2.284	.320
	Female	29	13.45	2.959	.549
Final Total	Male	51	128.55	14.719	2.061
	Female	29	114.17	17.021	3.161

**Table 5.4.2** Independent Samples Test

	Levene's Test for Equality of Variances F	t-test for Equality of Means							
		Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Total W	3.130	.081	5.002	78	.000	2.63	.525	1.582	3.673
			4.653	46.936	.000	2.63	.565	1.491	3.764
Total S	1.059	.307	3.750	78	.000	1.78	.474	.834	2.722
			3.637	53.176	.001	1.78	.489	.798	2.759
Total T	.107	.744	-.394	78	.695	-.35	.879	-2.095	1.403
			-.392	57.458	.696	-.35	.883	-2.114	1.422
Total B	1.288	.260	4.247	78	.000	2.76	.649	1.464	4.047
			4.447	66.572	.000	2.76	.620	1.518	3.992
Total P	9.806	.002	2.362	78	.021	1.67	.705	.262	3.069
			2.156	44.433	.037	1.67	.772	.109	3.221
Total TS	3.846	.053	3.249	78	.002	1.93	.593	.746	3.107
			3.061	48.733	.004	1.93	.629	.662	3.191
Total G	.085	.771	2.465	78	.016	1.38	.558	.265	2.487
			2.560	65.122	.013	1.38	.537	.303	2.449
Total CP	.065	.799	1.718	78	.090	.98	.573	-.156	2.124
			1.739	60.519	.087	.98	.566	-.147	2.115
Total CC	5.675	.020	2.719	78	.008	1.61	.592	.431	2.790
			2.533	47.153	.015	1.61	.636	.332	2.889
Final Total	.934	.337	3.966	78	.000	14.38	3.625	7.161	21.593
			3.810	51.646	.000	14.38	3.773	6.804	21.950

Significant Level- less than 0.05

As per our T-Test result in Table 5.3 and 5.4 there was no significant difference of employee satisfaction levels between male and female. However, it was found that the total performance management was significant, where male's satisfaction level was higher than females. It was also found that the total corporate culture was significant, where male's satisfaction level was higher than females.

**Hypothesis Statement 2:** There is a significant difference of employee satisfaction levels between male and female.

**Table 5.5** Group Statistics

	MS	N	Mean	Std. De- viation	Std. Error Mean
Total W	Single	37	14.05	2.828	.465
	Married	43	15.21	2.242	.342
Total S	Single	37	15.05	2.592	.426
	Married	43	15.65	1.785	.272

	MS	N	Mean	Std. De- viation	Std. Error Mean
Total T	Single	37	12.68	3.496	.575
	Married	43	12.16	3.994	.609
Total B	Single	37	11.08	2.702	.444
	Married	43	12.21	3.306	.504
Total P	Single	37	11.84	3.354	.551
	Married	43	12.77	2.869	.437
Total TS	Single	37	14.11	2.503	.412
	Married	43	14.40	2.880	.439
Total G	Single	37	14.03	2.166	.356
	Married	43	14.33	2.732	.417
Total CP	Single	37	13.86	2.299	.378
	Married	43	14.00	2.673	.408
Total CC	Single	37	14.14	2.859	.470
	Married	43	14.77	2.448	.373
Final	Single	37	120.84	16.779	2.758
Total	Married	43	125.49	17.044	2.599

As per our T-Test result in Table 5.5 and 5.6, there was no significant difference of employee satisfaction levels between the single and married employees. However none

of the factors of satisfaction showed significant level below 0.05. So our Hypothesis Statement 2 is rejected.

Table 5.6: Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Total W	1.828	.180	-2.037	78	.045	-1.16	.567	-2.284	-.026
			-2.002	68.338	.049	-1.16	.577	-2.307	-.004
Total S	4.679	.034	-1.213	78	.229	-.60	.492	-1.577	.383
			-1.181	62.450	.242	-.60	.506	-1.608	.414
Total T	1.129	.291	.606	78	.546	.51	.846	-1.171	2.197
			.612	77.971	.542	.51	.837	-1.154	2.180
Total B	3.114	.082	-1.654	78	.102	-1.13	.682	-2.486	.230
			-1.679	77.810	.097	-1.13	.672	-2.466	.210
Total P	1.025	.314	-1.336	78	.185	-.93	.696	-2.315	.455
			-1.321	71.353	.191	-.93	.704	-2.333	.474
Total TS	.871	.354	-.472	78	.638	-.29	.608	-1.498	.924
			-.477	77.989	.634	-.29	.602	-1.485	.911
Total G	1.480	.227	-.535	78	.594	-.30	.558	-1.409	.812
			-.545	77.519	.588	-.30	.548	-1.390	.793
Total CP	.498	.482	-.240	78	.811	-.14	.562	-1.254	.984
			-.243	78.000	.809	-.14	.556	-1.242	.972
Total CC	1.239	.269	-1.066	78	.290	-.63	.593	-1.813	.549
			-1.053	71.389	.296	-.63	.600	-1.829	.564
Final Total	.003	.954	-1.226	78	.224	-4.65	3.795	-12.205	2.904
			-1.227	76.569	.224	-4.65	3.790	-12.198	2.897

Significant Level- less than 0.05

## 6. CONCLUSION

The study on employee's satisfaction in organization is result of full co-operation of the employees and management. As far as possible within the given limits the study is completed with the satisfaction of many peoples. The data collected are analyzed scientifically and the results obtained are free to nearly 80%. It is assured that the company may get high boosted moral in the organization provided some of the suggestions made in the report in carried out. We have identified the significant factors of Employee Satisfaction and also tested two hypothesis statements.

The findings are based on the limited sample size. Some respondents hesitated to give the actual situation; they feared that management would take any action against them. There was a fear of reprisal among the employees to reveal their personal feelings and the result may not reflect the actual satisfactions. This research is conducted on a sample size significantly lesser than actual number of designated office bearers. This is due to inability of the office bearers to respond, less resources available and extremely busy schedule of majority of office bearers. The findings and conclusions are based on knowledge and experience of the respondents that sometimes subject to bias.

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## ANNEXURE

### Questionnaire

In which department do you work?

Departments

- 1) A- Support Staff                      2) S- Executive Level                      3) M- Managerial Level

What is your age?

- 1) Below 21                      2) 21 to 34                      3) 35 to 44                      4) 45 to 54  
5) 55 or older

What is your gender?

- 1) Male                      2) Female

What is your marital status?

- 1) Single                      2) Married

Since when you are working for organization?

- 1) Less than 1 year                      2) 1 year to less than 2 years                      3) 2 years to less than 5 years  
4) 5 year to less than 10 year

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Work

- 1) I am interested in the work I do.  
2) Does your work give you a feeling of personal accomplishment?  
3) I am provided with sufficient authority to perform my duties.  
4) I believe my job is secure.

Your relation with your immediate supervisor

- 1) My supervisor treats me fairly.  
2) My supervisor asks me for my input to help make decisions.  
3) Recognizes my good work.  
4) I am given adequate feedback about my performance.

Training Programs.

- 1) Alok Industries provided as much initial training as I need.  
2) Training and development provided in this organization is valuable.

- 3) Encourage learning at all levels.
- 4) Employees are helped to acquire technical knowledge and skills through training.

#### Pay and Benefits

- 1) My salary is fair for my responsibilities.
- 2) Amount of vacation.
- 3) My salary is competitive with similar jobs I might find elsewhere.
- 4) I am satisfied with my benefit package.

#### Performance Management

- 1) My performance is reviewed and discussed with me regularly.
- 2) Evaluation of employee's performance in this organization is carried out fairly.
- 3) Methods used for evaluating employees' hard work are effective.
- 4) Compensation awarded to employees is fair and competitive according to industry standards.

#### Team spirit

- 1) Are you satisfied with the team spirit in your work environment?
- 2) Teamwork is encouraged and practiced in this organization.
- 3) There is a strong feeling of teamwork and cooperation in this organization.
- 4) Are you satisfied with the level of trust on your team?

#### Growth and Career

- 1) I have adequate opportunities for professional growth in this organization.
- 2) There are opportunities available to me to express my ideas to upper management.
- 3) My manager is actively interested in my professional development and advancement.
- 4) I am encouraged to learn from my mistakes.

#### Communication and Planning

- 1) I am kept well informed about my work group's plans and progress.
- 2) I am kept well informed by upper management on what's going on in the company.
- 3) There is good communication in my group.
- 4) There is good communication between people in different areas of the company.