

A Study on Job Satisfaction Level to the Employees at Hind Gear Industries, Shirol

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Abstract: *Job satisfaction refers to the level of contentment and fulfilment an individual experiences in their work environment. The study examines different aspects of job satisfaction like culture, leadership communication, commitment, job content, training, rewards and recognition opportunities, teamwork, superior subordinate relationship and delegation, At Hind Gear Industries, Shirol.*

Descriptive research using surveys and inquiries was conducted. Questionnaires, interviews, and observations are the methods utilized to gather data. Random sampling is the sample design that is employed. A sample of 50 employees was drawn from the 150 participants in the survey. The secondary was gathered from the website, intranet, employee handbook, and company manuals. The study was conducted over a two-month period. Using the softwares, the analysis was conducted and the satisfaction level of several criteria was reported. Although most respondents expressed happiness with their existing jobs, steps should still be taken to raise the degree of satisfaction.

Keywords: Job satisfaction, employees relation with the management, Work environment

I. INTRODUCTION

The most vital resource that is essential to an organisation's success is its employees. Since human resources are the backbone of any firm, a management human resource strategy is necessary to optimise worker performance. Organisations differ from one another in terms of both internal and external conditions. Involving each person or group that is a member of the organisation. The organisation's general components may be impacted. A company cannot achieve its goals if it does not have the right set of employees. The employees in a company largely determine the success of the company. This is the reason why companies put in extensive efforts in choosing candidates for their company. Most of the time, skills and knowledge of the employee is considered to gauge his performance in the company. One factor that is being overlooked by most of the company owners is employee satisfaction.

In today's competitive world, the biggest challenge which the organisations are facing is to retain talented employees. Employee satisfaction is necessary to promote functional employee behaviours in the organisation.

Various surveys and researches have shown that employee satisfaction plays a pivotal role in performance of the candidate. If any company wants to draw out the best from its employees then it should provide the best means to satisfy the needs and requirements of its customers. Before one can know various ways to facilitate employee satisfaction, it is essential to understand what it actually means.

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

Employee satisfaction has been considered as a state of condition where people are:

1. Induced to do work efficiently and effectively;
2. Convinced to remain in the enterprise;
3. Prepared to act efficiently during contingencies;
4. Prepared to welcome the changes;
5. Interested in promoting the image of the organisation; &
6. More happy and satisfied with their job.



IMPORTANCE OF JOB SATISFACTION

- Job satisfaction is an important indicator of how employees feel about their job and a predictor of work behaviour such as organisational, citizenship, absenteeism and turnover.
- Job satisfaction can partially mediate the relationship of personality variables and deviant work behaviour.
- Common research finding is that job satisfaction is correlated with lifestyle. This correlation is reciprocal meaning the people who are satisfied with their life tend to be satisfied with their jobs and the people who are satisfied with their jobs tend to be satisfied with their life.
- This is a vital piece of information that is job satisfaction and job performance is directly related to one another. Thus it can be said that, "A happy employee is a productive employee."
- It gives clear evidence that dissatisfied employees skip work more often and are more likely to resign and satisfied employees are likely to work longer with the organisation.

Importance to organisation:

1. It enhances employee retention and the company does not need to train employees repeatedly.
2. The overall productivity of the company is increased and it assists in achieving the goals of the company.
3. When employees are satisfied with their job they deal with customers in a better manner and thus customer satisfaction is achieved to a great extent.
4. It helps the company in getting better services and products from its employees.
5. Money spent on training new candidates and recruitment of new candidates can be saved extensively.

Importance to employee:

1. When the employee gets satisfactory services from the company initially, he tends to believe that the same treatment would be offered in the long run.
2. Employees would start taking interest in his work instead of worrying about other issues.
3. The employee starts feeling a sense of responsibility towards the organisation.
4. He deals with customers in a better way and builds strong relations with them.
5. They would try to produce better results in order to get appreciation from the company.

Employee satisfaction is the terminology used to describe whether employees are happy and content and fulfilling their desires and needs at work. 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 your organisation, can also be a downer if mediocre employees stay because they are satisfied with your work environment.

Factors contributing to employee satisfaction include treating employees with respect, providing regular employee recognition, empowering employees, offering above industry-average benefits and compensation, providing employee perks and company activities, and positive management within a success framework of goals, measurements, and expectations.

Employee satisfaction is looked at in areas such as:

- Management,
- Understanding of mission and vision,
- Empowerment,
- Teamwork,
- Communication, and
- Coemployee interaction.

The facets of employee satisfaction measured vary from company to company.

A second method used to measure employee satisfaction is meeting with small groups of employees and asking the same questions verbally. Depending on the culture of the company, either method can contribute knowledge about employee satisfaction to managers and employees.



Exit interviews are another way to assess employee satisfaction in that satisfied employees rarely leave companies. In my point of view, the study of "employee satisfaction" helps the company to maintain standards & increase productivity by motivating the employees. This study tells us how much the employees are capable & their interest at the workplace? What are the things still to satisfy the employees? Although "human resource" is the most important resource for any organisation, studying employee's satisfaction helps to know the working conditions & what the things that affect them are not working properly. Always the majority is done by the machines/equipment but without any manual moments nothing can be done. So to study employee satisfaction is necessary.

For the organisation, Employee satisfaction of its Employees means a workforce that is motivated and committed to high quality performance. Employee Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours such as organisational citizenship, absenteeism, and turnover. Further, Employee satisfaction can partially mediate the relationship of personality variables and deviant work behaviours. One common research finding is that job satisfaction is correlated with life satisfaction

II. LITERATURE REVIEW

People who work in organisations and those who research them are both very interested in the study of job satisfaction. Numerous organisational variables, including motivation, performance, leadership, attitude, conflict, morality, etc., have been intimately linked to job satisfaction. Scholars have endeavoured to delineate the diverse constituents of job satisfaction, evaluate the varying degrees of significance associated with each component, and scrutinise the impact these components have on the productivity of workers.

Spector (1997) defines job satisfaction as an individual's attitude toward their work and various facets of their work. Osborn and Hund (1998) Job satisfaction, according to them, is the result of an individual's positive outlook on their work. Therefore, it is expected that a person who experiences high levels of job satisfaction will view his work in a positive light. Oshagbemi (1999), Improving the well-being of a large number of individuals requires an awareness of the elements influencing job satisfaction.

Understanding worker satisfaction is crucial for improving organisational performance, according to Putman (2002). According to Sahnawaz and Juyal's (2006) research, job satisfaction and involvement have a favourable effect on workers' organisational commitment. Workplace contentment and discontent rely not only on the type of work but also on what an employee expects from their position according to Hussami (2008). There are several facets to job satisfaction according to Fisher (2011).

It is concluded by Mohd Hamran Mohamad (2016) that employee performance and job satisfaction is influenced by compensation. Yuli Triana (2017) discovered that performance and job satisfaction is significantly impacted by remuneration. Work satisfaction is significantly impacted by a leader's style. Hidayat (2018) found that job satisfaction at the Rokan Hilir Regency petrol station will be impacted by a good leadership style. According to Gunawan and Sriathi's (2019) conclusion, a good leadership style can raise employee job satisfaction at work. Hope (2020) found that leadership has a favourable and significant impact on job satisfaction. Aristana (2021) concludes that leadership has a good and considerable impact on job satisfaction. Devi (2023) suggests that the workplace, employee relationships, and human resource management (HRM) comprise the majority of elements that impact job happiness.

OBJECTIVES OF THE STUDY

- To analyse the satisfaction level of employees in Organization
- To identify the factor, improve the satisfaction level of employees.
- To know the employee satisfaction towards the facilities.
- To offer valuable suggestions to improve the satisfaction level of employees.
- To find out management's contribution in employee satisfaction.

NEED FOR THE STUDY

This study is essential to understand the satisfaction level of employees about welfare facilities given by organisations. The study is useful to understanding the basic problem regarding employees' satisfaction in the organisation.



The study is important to get practical knowledge about satisfaction aspects such as counselling programs, facilities, training programs provided by the organisation to their employees.
It helps to study employee perception towards the organisation.
It is essential to identify a factor that motivates the employees.

LIMITATIONS OF THE STUDY

- The conclusion drawn from the number of employees they are limited as well as engaged with their working schedule which is not applicable to other employees.
- As the number of employees in the organisation is very much and they work in the shift and survey time some are absent so it is not possible to approach more employees for this purpose.
- Due to some unknown reason some employees were not able to give all information about the study.
- In this research article a whole organisation survey is necessary but it is time consuming and very costly.

III. RESEARCH METHODOLOGY

Research in common parlance refers to a search for knowledge. One can also define research as scientific and systematic search for pertinent information on specific topics. Research is an art of scientific investigation. Research refers to a search for knowledge. It is a systematic method of collecting and recording the facts in the form of numerical data relevant to the formulated problem and arriving at certain conclusions over the problem based on collected data.

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study various steps that are generally adopted by a researcher in studying research problems along with logic behind them. Research methodology is the base of every research project. Research Methodology refers to systematic study of investigation. It also refers all the methods of interviewing and observation

Utilising questionnaires and surveys, descriptive study was carried out. Data is gathered using observation, interview, and questionnaire techniques.

Research Design:

The formidable problem that follows the task of defining the research problem is the preparation of design of a research project.

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. The research design may be exploratory and descriptive for the present study. The descriptive research design is adopted for this project.

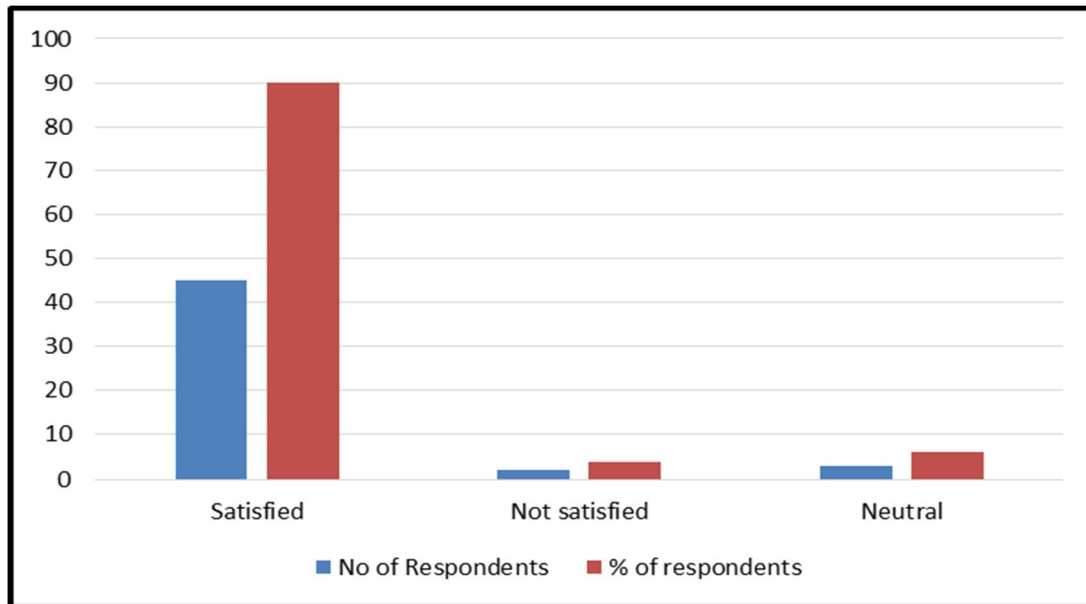
Out of the 150 individuals who participated, a sample of 50 workers was selected for the survey. The firm manuals, employee handbook, intranet, and website provided the secondary data. Two months were dedicated to the study. The softwares was used to perform the analysis and report on the degree of satisfaction for various criteria. Data was presented with the help of tables, charts; interpretation and observation were noted below each table/charts.

IV. ANALYSIS AND INTERPRETATION

1) Employee job satisfaction at work

Responses	No of Respondents	% of respondents
Satisfied	45	90
Not satisfied	2	4
Neutral	3	6
Total	50	100



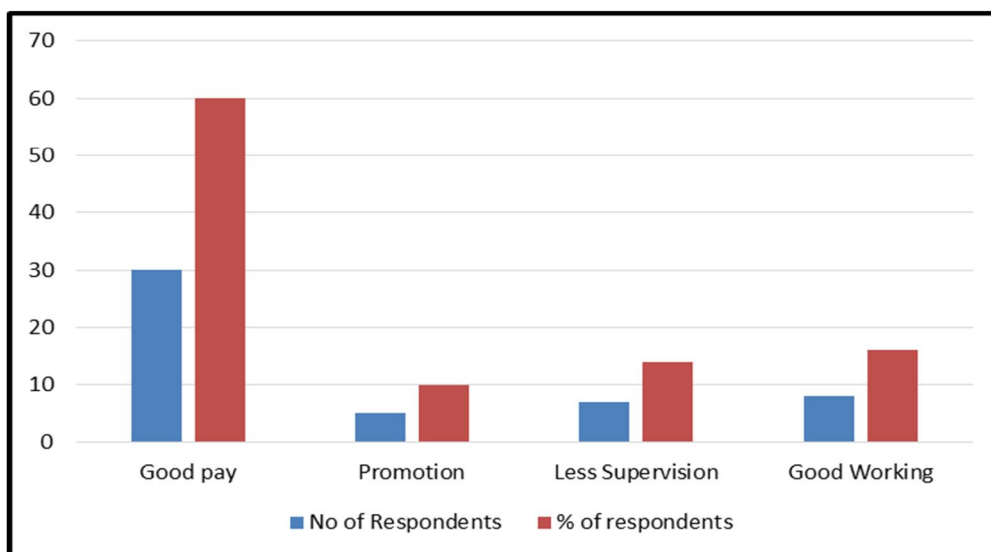


Interpretation:

90% of respondents are satisfied with their work. Only 4% members are not satisfied and 6% members are natural. So it clearly shows that employees of Hind Gear Industries, Shirolu are highly satisfied with their present job.

2) Factors that influence employees' motivation.

Responses	No of Respondents	% of respondents
Good pay	30	60
Promotion	5	10
Less Supervision	7	14
Good Working	8	16
Total	50	100



Interpretation:

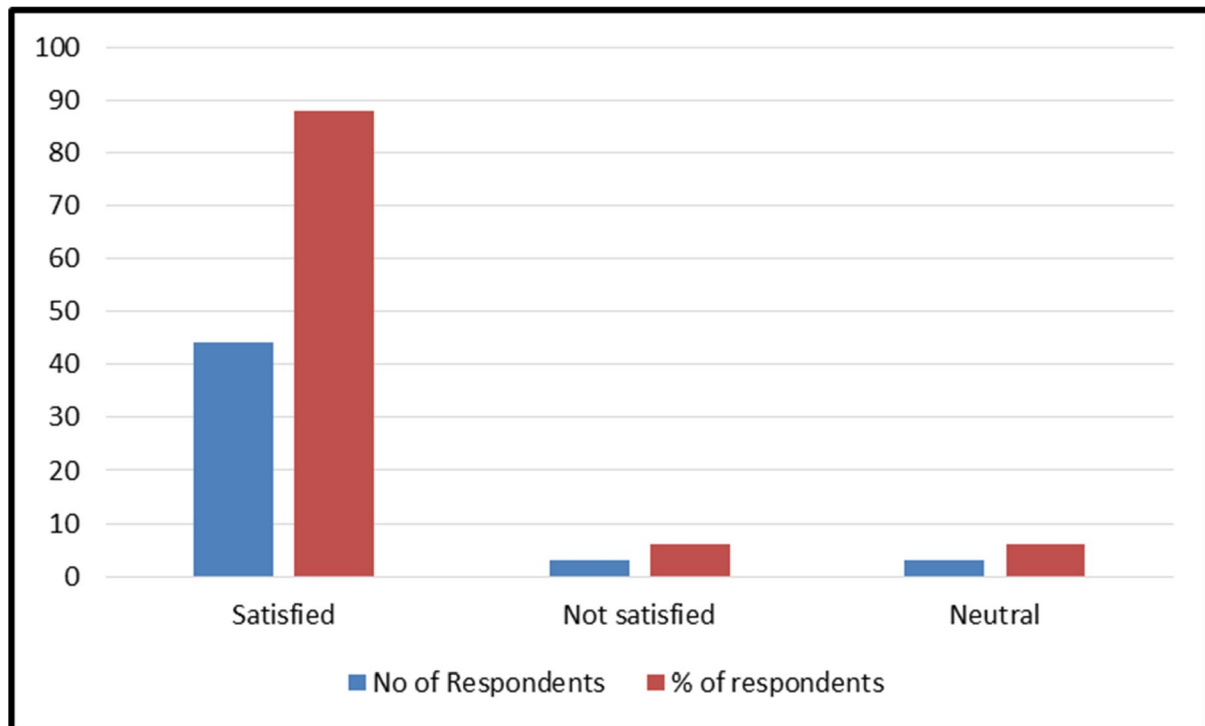
From the above table, it is clear that employees are satisfied with the Good pay, Promotion, less supervision, & good working provided by the organisation, with a maximum of 60%, 10%, 14%, & 16%.

3) Employees' response to salary being offered at Hind Gear Industries, Shirol

Concept: An attempt is made to know their satisfaction towards salary offerings.

Analysis:

Responses	No of Respondents	% of respondents
Satisfied	44	88
Not satisfied	3	6
Neutral	3	6
Total	50	100



Interpretation:

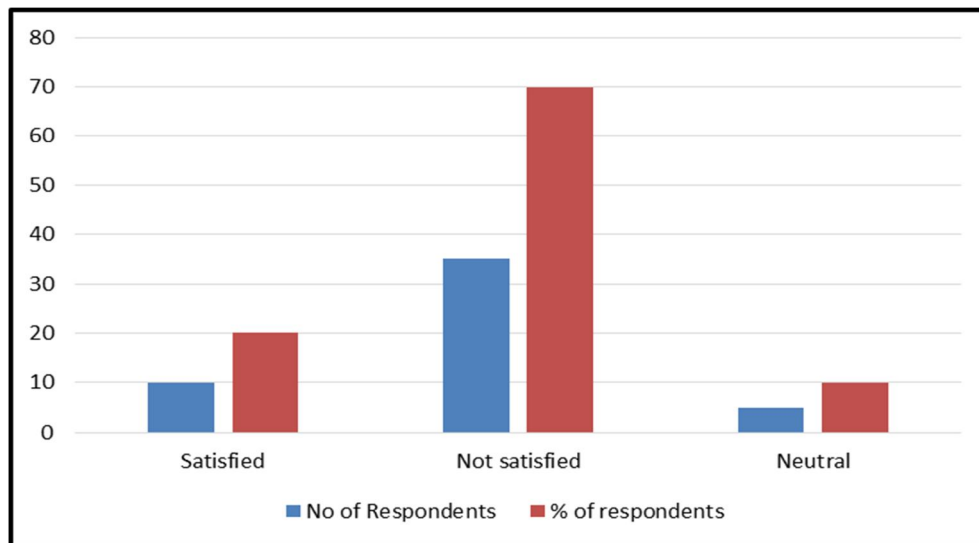
From the above table, it is clear that employees are satisfied with the salary allowances and offers provided by the organisation, with a maximum of 88% saying yes 6% each with no satisfaction and neutral response.

4) Other sources of Income of employees

Concept: An attempt is made to know the Employee's other sources of income.

Responses	No of Respondents	% of respondents
Satisfied	10	20
Not satisfied	35	70
Neutral	5	10
Total	50	100





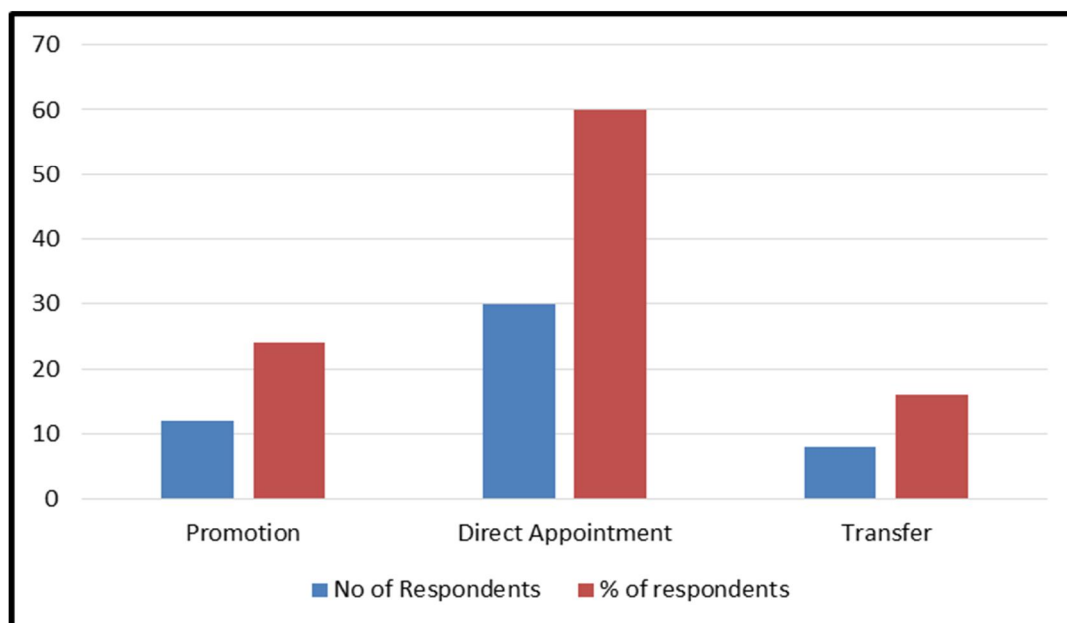
Interpretation:

From the above table, it is clear that 20 % of employees are having other Sources of income, the rest 80 % are dependent on Hind Gear Industries, Shirol Income 5% of employees are neutral and they don't want to talk about their other income.

The way employees came to the present position:

Concept: An attempt is made to know the way employee's came to present Position.

Responses	No of Respondents	% of respondents
Promotion	12	24
Direct Appointment	30	60
Transfer	8	16
Total	50	100



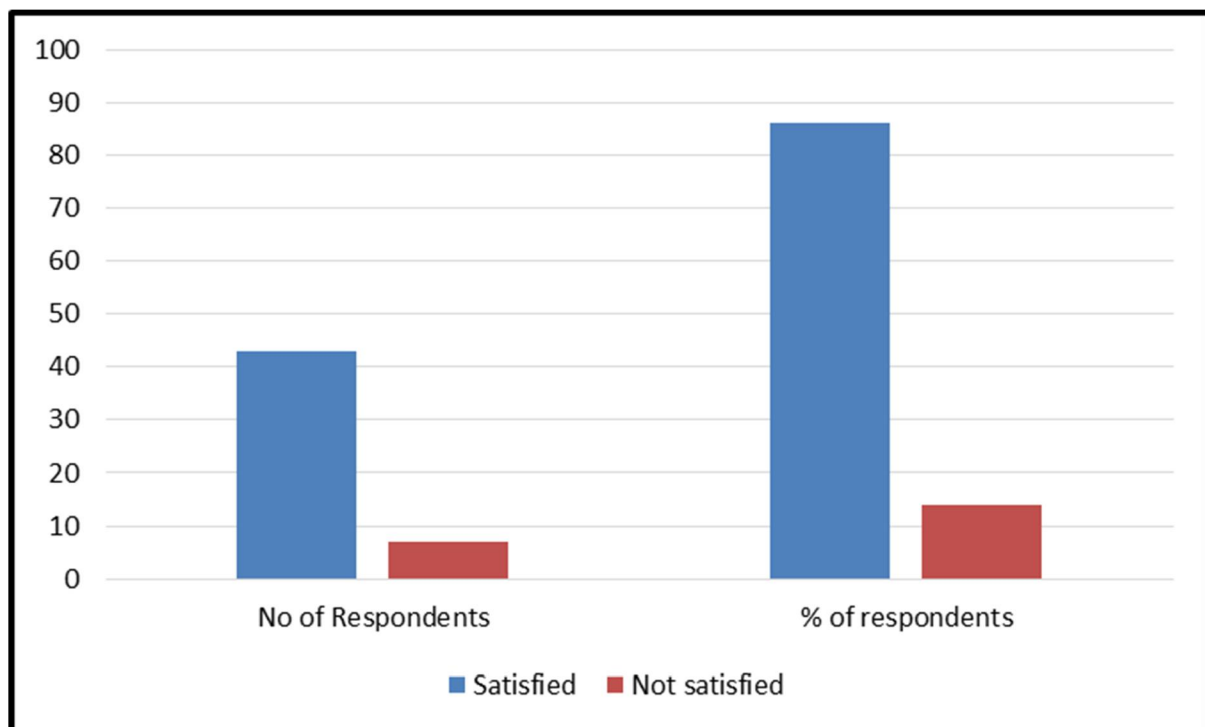
Interpretation:

From the above table, it is clear that employees were placed in the company through i.e. 24 % of the employees through promotion, 60 % of the employees through direct Appointment and 16 % of the Employees through Transfer from their Kolhapur Branch.

Employees satisfaction towards employment conditions prevailing in organisation

Concept: An attempt is made to know the level of employment conditions prevailing in the Organisation.

Responses	No of Respondents	% of respondents
Satisfied	43	86
Not satisfied	7	14
Total	50	100



Interpretation:

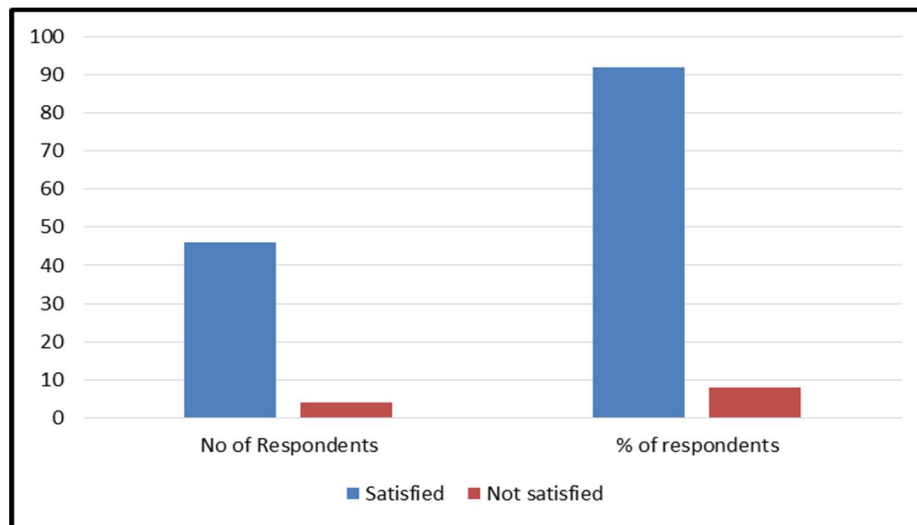
From the above table, it is clear that the employment conditions prevailing in the Company from the respondent's i.e. 86 % of the respondents are highly satisfied with employment conditions, 14 % of respondents are not satisfied.

Employees response to Organisational promotion & Transfer policies

Concept: An attempt is made to study the promotion & transfer policies Prevailing in the organisation.

Responses	No of Respondents	% of respondents
Satisfied	46	92
Not satisfied	4	8
Total	50	100





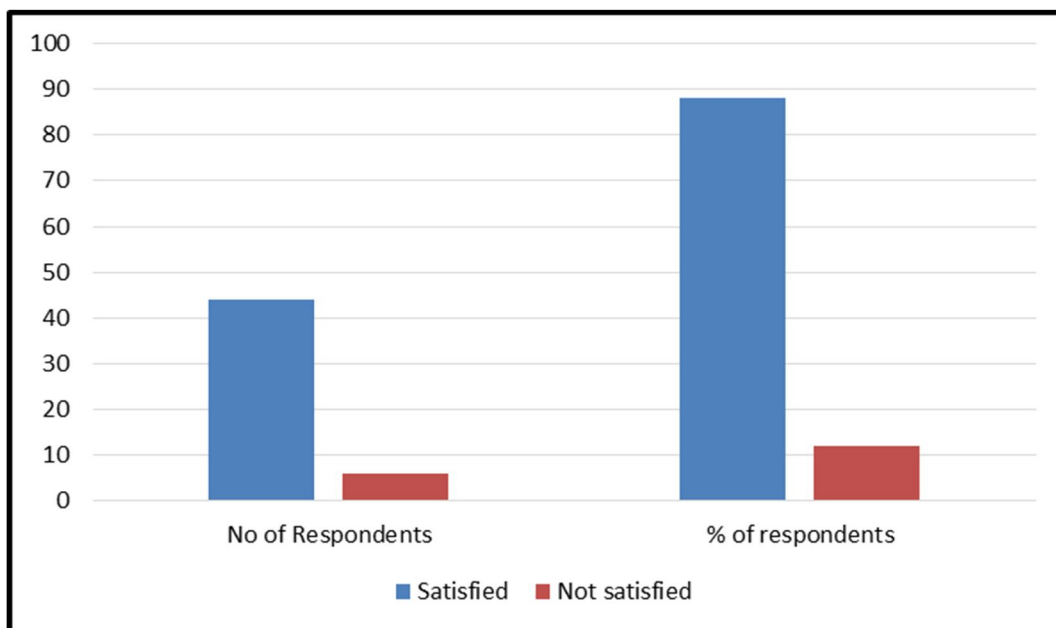
Interpretation:

From the above table, it is clear that the promotion & Transfer Policies prevailing in the company from the respondent's i.e. 92% of the respondents are highly Satisfied, 8% of respondents are not satisfied.

Employees response towards physical working conditions:

Concept: An attempt is made to study the physical working conditions prevailing the organisation.

Responses	No of Respondents	% of respondents
Satisfied	44	88
Not satisfied	6	12
Total	50	100



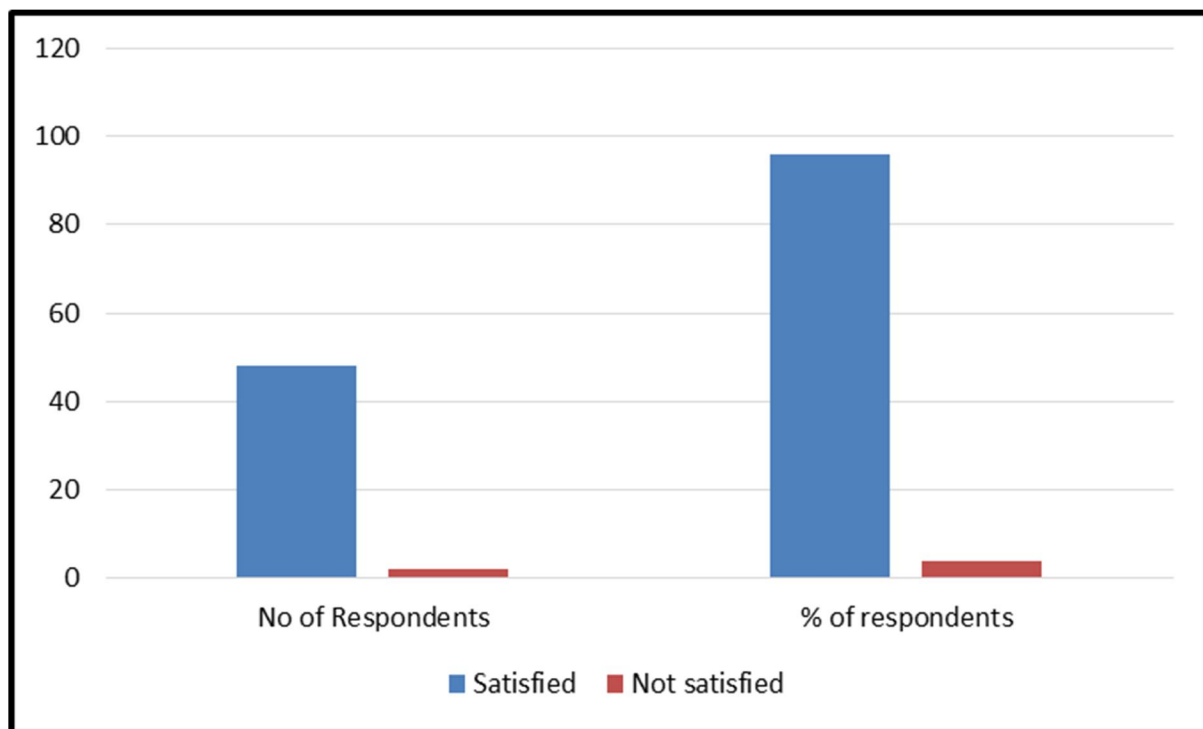
Interpretation:

From the above table, it is clear that the Physical working conditions prevailing in the company from the respondent's i.e. 88% of the respondents are highly satisfied, 12% of respondents are not satisfied.

Employee level of satisfaction towards Relation existing b/w Subordinates & Superiors:

Concept: An attempt is made to know the level of employee's relation existing with their subordinates and superiors.

Responses	No of Respondents	% of respondents
Satisfied	48	96
Not satisfied	2	4
Total	50	100



Interpretation:

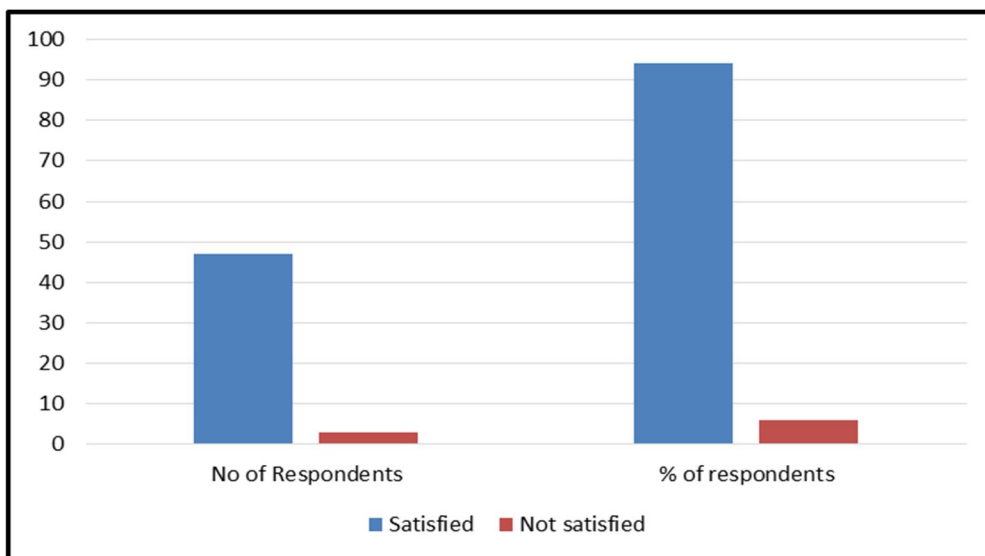
From the above table, it is clear that the Relation existing between Subordinates & Superiors prevailing in the company from the Respondent's i.e. 96% of the respondents are highly satisfied, 4 % of respondents are not satisfied.

Employees response towards Working Hours

Concept: An attempt is made to know the level of employee's satisfaction towards Working hours.

Responses	No of Respondents	% of respondents
Satisfied	47	94
Not satisfied	3	6
Total	50	100





Interpretation:

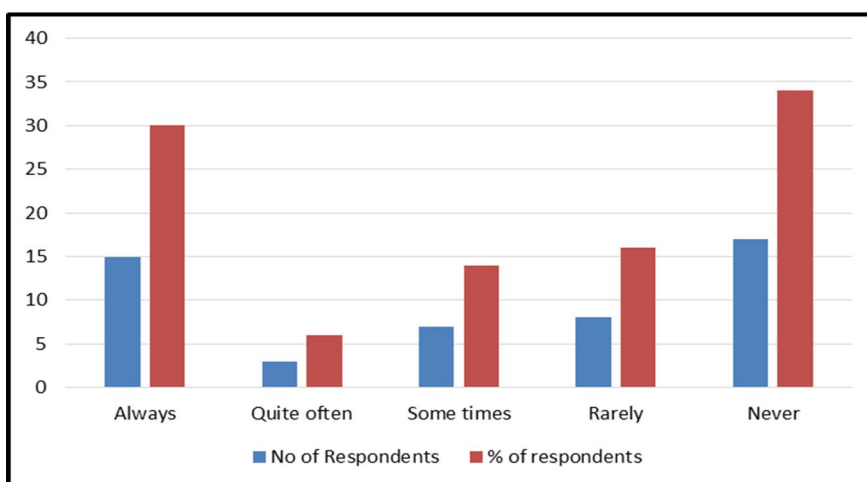
From the above table, it is clear that the working hours prevailing in the Companies from the respondent's i.e. 94 % of the respondents are highly satisfied, 6 % of respondents are not satisfied.

11) Table showing the employees satisfaction towards conflict resolution:

Concept: An attempt has been made to know the satisfaction towards conflict resolution.

Analysis

Responses	No of Respondents	% of respondents
Always	15	30
Quite often	3	6
Some times	7	14
Rarely	8	16
Never	17	34
Total	50	100



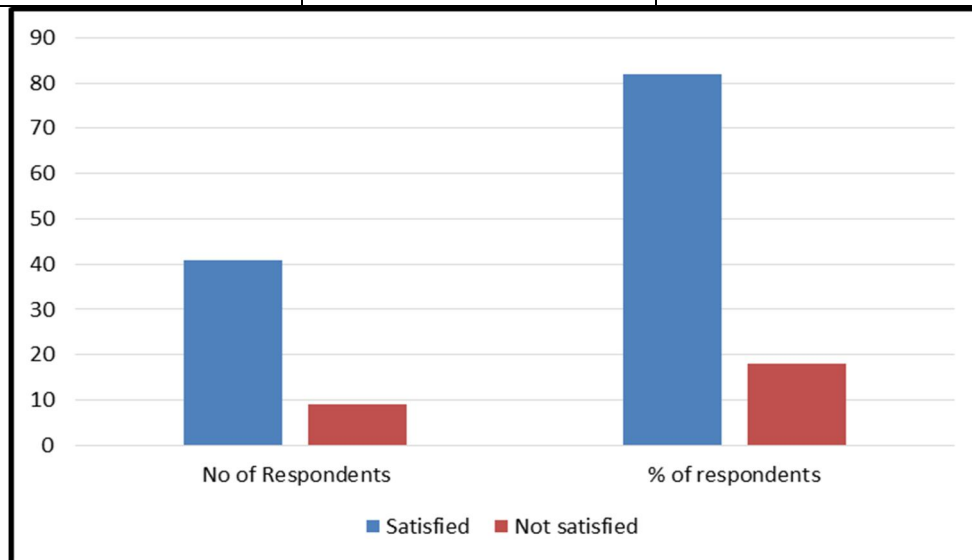
Interpretation:

From the above table, it is clear that conflict resolution was shown from the majority of the respondent's i.e. 30% of the respondents feel that they are always satisfied, 6 % feel quite often and 14 % feel satisfied at sometimes and 16 % are rarely satisfied and 34 % are never satisfied with conflict resolution.

12) Table showing employees satisfaction towards Canteen facilities:

Concept: An attempt is made to know the level of employee's satisfaction towards Canteen facilities.

Responses	No of Respondents	% of respondents
Satisfied	41	82
Not satisfied	9	18
Total	50	100



Interpretation:

From the above table, it is clear that canteen facilities prevailing in the Companies from the respondent's i.e. 82 % of the respondents are highly satisfied, 18% of respondents are not satisfied.

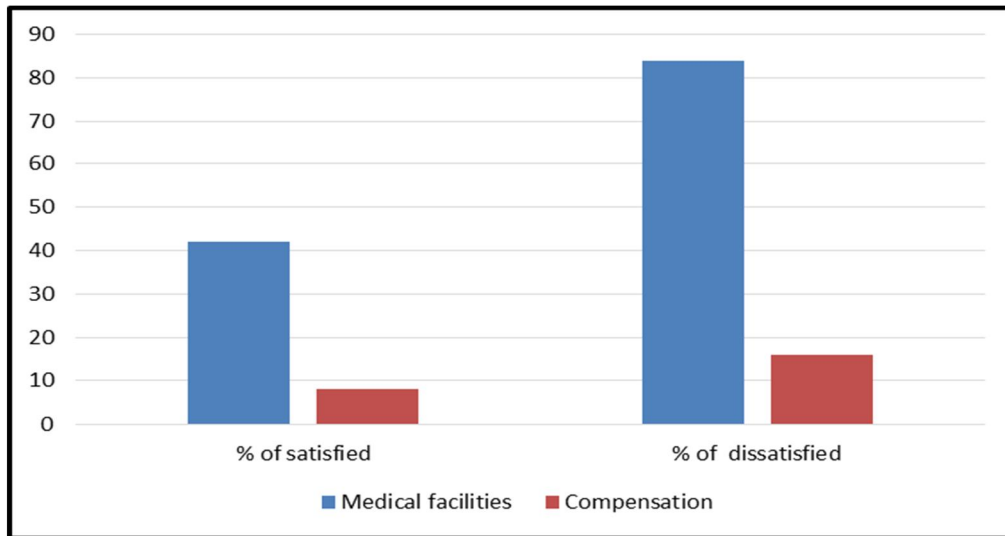
13) Table showing the employees satisfaction towards welfare measures:

A) Table showing satisfaction level of intra mural activities

Concept: An attempt has been made to know the satisfaction level of intra mural activities.

Measures	% of satisfied	% of dissatisfied
Medical facilities	42	84
Compensation	8	16
Total	50	100





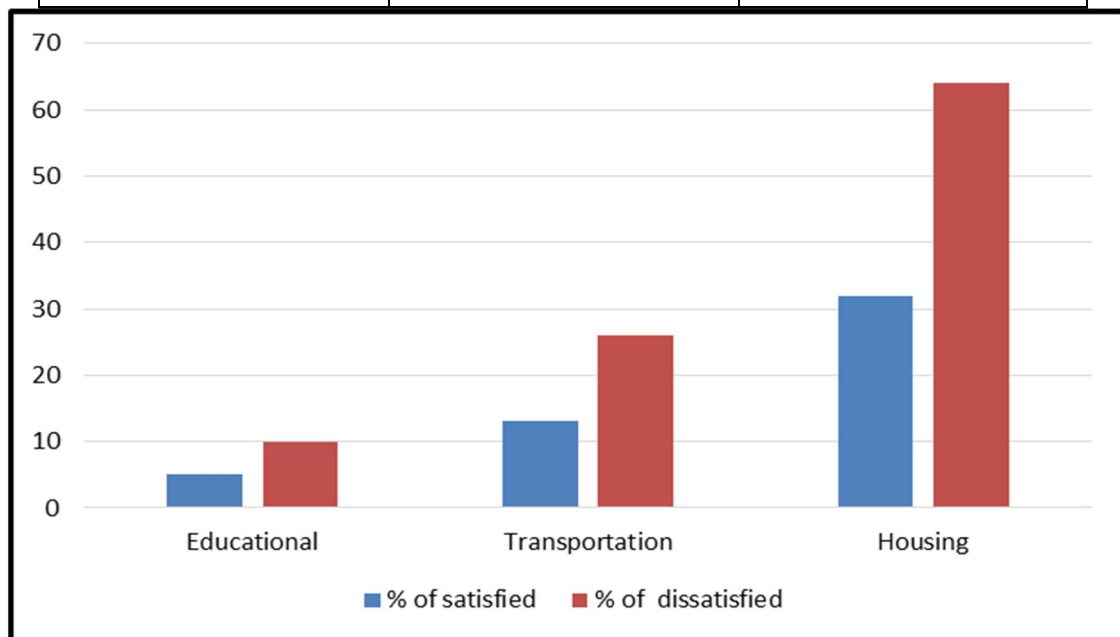
Interpretation:

The facilities provided inside the organisation must be such that they will be satisfied of their job. From the above table, it is evident that 84 % of the respondents are satisfied with medical facilities and 16% of respondents are satisfied with compensation given by organization at the time of accidents.

14) Table showing employee satisfaction level towards extra mural activities

Concept: An attempt has been made to know the satisfaction level of extra mural activities.

Measures	% of satisfied	% of dissatisfied
Educational	5	10
Transportation	13	26
Housing	32	64
Total	50	100



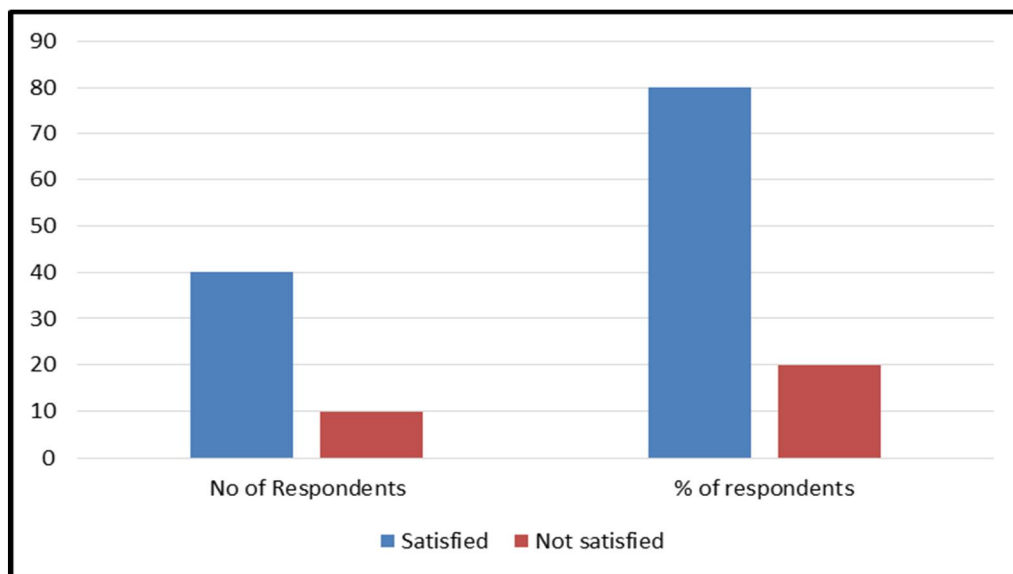
Interpretation:

Not only the inside organisation facilities but outside facilities must also be provided. From the above table, it is evident that 64% of the respondents are satisfied with housing accommodation, 10 % of respondents with education facilities have great dissatisfaction and with transportation facilities have 26% fair satisfaction.

15) Table showing employee's satisfaction level towards bonus schemes:

Concept: An attempt is made to know the satisfaction level of employees towards provision of bonus.

Responses	No of Respondents	% of respondents
Satisfied	40	80
Not satisfied	10	20
Total	50	100



Interpretation:

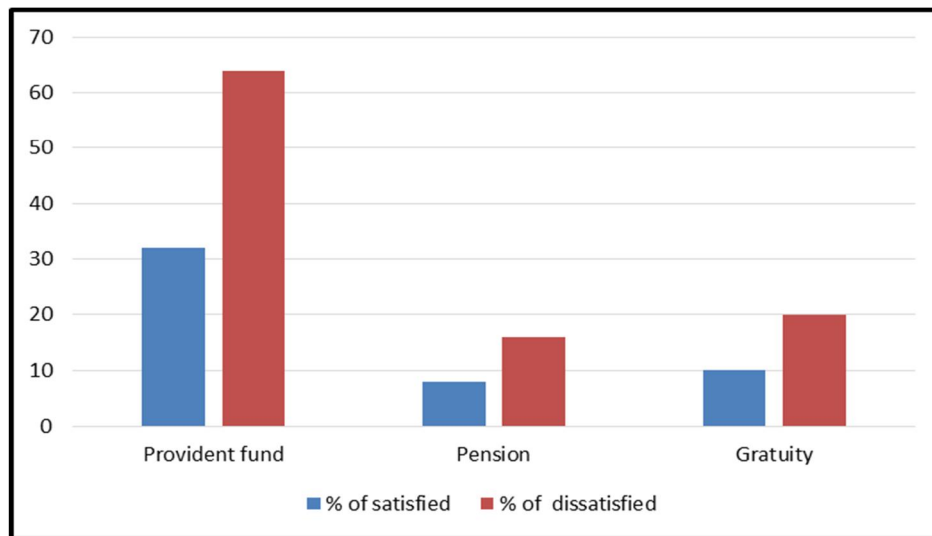
Provision of bonus will gives more encouragement to employees for better utilization of their skills. From the above table, 'it is clear that 80 % of the respondents are satisfied with the present bonus facilities and the 20 % of them belongs to unsatisfied category.

16) Table showing employee satisfaction towards social security measures

Concept: An attempt has been made to know the satisfaction towards social security measures.

Measures	% of satisfied	% of dissatisfied
Provident fund	32	64
Pension	8	16
Gratuity	10	20
Total	50	100





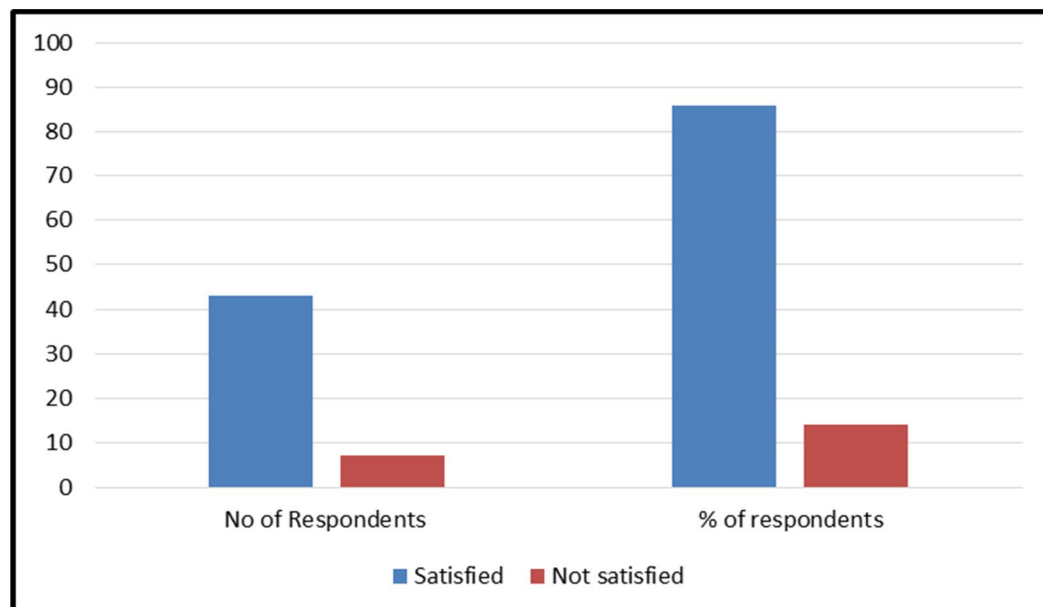
Interpretation:

Job security will be provided through these measures. From the above table, It is depicted that most of the 64 % satisfied responses belong to Provident funds, 16 % say yes to pension plans and 20 % say yes to Gratuity.

17) Table showing the employee satisfaction towards safety measures

Concept: An attempt has been made to know the satisfaction towards safety measures.

Responses	No of Respondents	% of respondents
Satisfied	43	86
Not satisfied	7	14
Total	50	100



Interpretation:

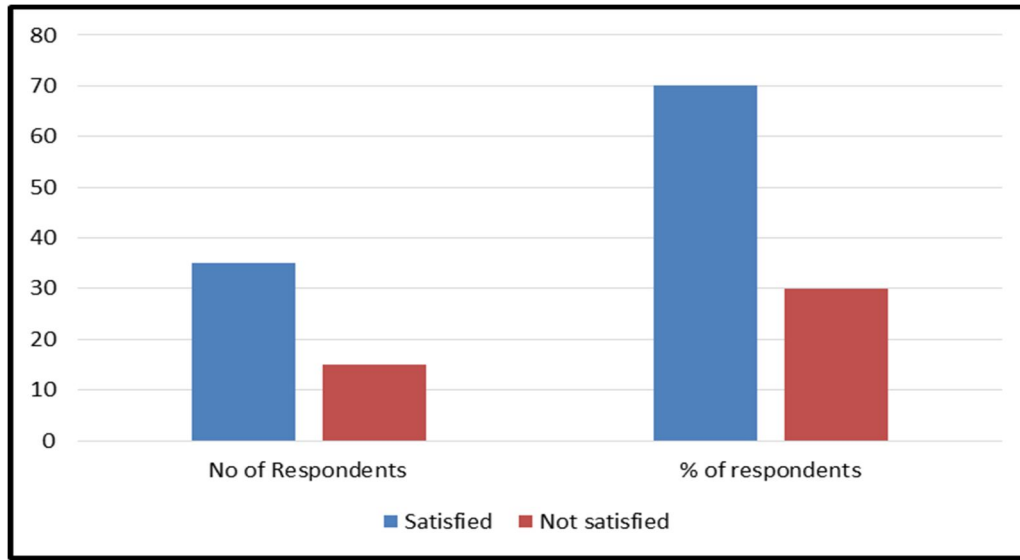
Satisfaction of safety measures gives a feeling to employees that they are out of danger. From the above table, it clears that 86 % of the employees expressed their satisfaction with the existing safety measures in the organisation



18) Table showing employee satisfaction towards overtime allowances

Concept: An attempt has been made to know the satisfaction towards overtime allowance.

Responses	No of Respondents	% of respondents
Satisfied	35	70
Not satisfied	15	30
Total	50	100



Interpretation:

Over time allowances must be provided to employees and it indirectly increases productivity. From the above table, it is depicted that 30 % of the respondents in the organisation expressed that their overtime allowances are not satisfactory followed by the rest of the respondents i.e., 70% are satisfied.

V. FINDINGS

Majority of the employees are satisfied with present job

Employees are satisfied with good pay as the key motivating factor for work efficiency.

Employees are satisfied with Salary offerings at Hind Gear Industries, Shirol

Majority of the employees don't have other sources of income.

Majority of the employees are placed by direct appointment at Hind Gear Industries, Shirol

Majority of employees are satisfied with employment conditions prevailing in the Organization.

Majority of employees are satisfied with the Promotion and Transfer policy.

Employees are satisfied with Physical working conditions at Hind Gear Industries, Shirol

Employees have a Good chemistry between work groups i.e. between different classes of work designation.

Employees are satisfied with working hours at Hind Gear Industries, Shirol

There is a mixture of opinions for Conflicts being resolved at Hind Gear Industries, Shirol with maximum poll towards dissatisfaction.

Maximum Employees are satisfied with existing canteen facilities. Which provides good foods with quality to employees.

As part of the Intra mural facility, they prefer medical facilities to accident compensation.

Employees feel that they require housing accommodations more than educational and transportation facilities.

Most of the employees feel that salary is not sufficient and salary offerings play a key role in employee satisfaction, in turn industrial growth.



VI. SUGGESTIONS/ RECOMMENDATIONS

Provision of reasonable wages plays an important role in improving the standard of living. This single factor is more important for an employee than any other. So, the company must provide adequate wages to the employees.

Systematic planning reduces hurdles at the workplace and it ensures smooth flow of work methods. So, the present method of planning the work would be maintained as before to attain the goals very effectively.

The mutual cooperation between employees at the workplace is very important to carry out the work at the right time, so, the organisation should take care of providing scope for communication with other departments.

Extra and intra mural facilities are also the boosting factors for efficient work source.

Overtime allowances are sometimes resourceful factors for organisational value and its hike factors.

VII. CONCLUSIONS

Findings and suggestions are based on the survey conducted and these points are to be looked into and steps are to be taken in this regard for higher growth.

From the analysis I conclude that the job provides the opportunity to the employees to exercise his/her skills at the workplace. Number of the employees accepted that at times there is a considerable flexibility in co-coordinating with work and they are satisfied with the existing interpersonal communication. In Hind Gear Industries, Shirolu they follow the systematic planning and review process to evaluate the performance of employees.

From analysis it was also observed that if there is a scope for the improvement of working conditions in Hind Gear Industries, Shirolu, salary package would hike so that it can be with market rate.

Finally I would like to conclude that the employees of Hind Gear Industries, Shirolu are satisfied with their work and organisation.

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