

**A Study on Employee Satisfaction among Executives, Staffs and Operators Employed in  
Roots Industries India Limited**

**S.ROSHINI**

**(REG NO: 17PBM027)**

**A major Project Report submitted to  
Avinashilingam Institute for Home Science and Higher Education for Women,  
Coimbatore -43**

**In partial fulfillment of the requirements for the degree of  
Masters in Business Administration  
(IT Organisation Administration)**

**April 2019**

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**CERTIFIED AS BONAFIDE RESEARCH WORK**

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**Signature of the  
Guide**

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**Signature of the  
Head of the Department**

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**Signature of the  
External Examiner**

## **ACKNOWLEDGEMENT**

## ACKNOWLEDGEMENT

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## **SYNOPSIS**

## SYNOPSIS

This report is the outcome of the project entitled **“A Study on employee satisfaction among Executives, Staffs and Operators Employed in Roots Industries India Limited”**.

The objective of this study is to identify the level of job satisfaction of executives, staffs and operators in Roots Industries India Limited. This project also provides suitable suggestions from the analysis outcomes for improving employee satisfaction to increase organisational performance in Roots Industries India Limited.

The research design is descriptive in nature and quantitative research was used for data gathering and analysis. The source of data collection is primary data. The data collected from the executives, staffs and operators in Roots Industries India Limited with well-structured questionnaire. The sample size selected for this study is 234 and in probability method the stratified sampling technique is adopted.

The data collected with the help of well-structured questionnaire and it is classified and analysed using the SPSS version 21 software package and Microsoft Excel. The tools used for the analysis of the data are percentage analysis and mean score value.

This study analyses the various factors such as work environment, relationship with superiors and colleagues, motivation and recognition, salary, job security, grievance handling, performance appraisal, training and development, career counselling for measuring the job satisfaction

The recommendations are made based on the interpretation and findings.

# **INTRODUCTION**

# **CHAPTER I**

## **INTRODUCTION**

### **1.1. BACKGROUND OF THE STUDY**

The concept of Employee Satisfaction can be traced back to Edward Thorndike, who in the early 1900's published an article in the Journal of Applied Psychology where he explored the relationship between work and satisfaction. The concept of Employee Satisfaction has certainly been researched very thoroughly over the years and has been linked to many other issues like employee loyalty, employee commitment, employee engagement and job satisfaction.

One of the most quoted theorists is Herzberg who during the 1950's developed his theory which identified two dimensions of satisfaction, namely motivation and hygiene. Herzberg maintained that the hygiene factors could not motivate employees but rather helped to minimize dissatisfaction levels if addressed. These hygiene factors include topics such as company policies, supervision, salary, interpersonal relationships and working conditions. The motivating factors addressed topics such as the work itself, achievement, recognition, responsibility, and advancement. If continuously good levels are maintained in respect of these topics, a motivated work force is created.

Modern management considers human being as resource and it is an importance for the success of any organization. It is the strength and aid. Therefore employees attitudes, interest, quality, job satisfaction, etc., have a bearing productivity of a firm unless the management is able to recognize employees needs and wants they will lose motivation and morale and it will affect the best interest of the firm. Work is one of the most important activities in a person's life who do have satisfying job rarely have fully satisfying lives. Dissatisfaction in work can lead in many circumstances to lower production and friction on the job. So that it must be considered by the management and steps should be taken to find out the factors which cause job dissatisfaction and to reduce such dissatisfaction. In general employee satisfaction is the attitude towards the work environment, salary, relationship with their colleagues, job security, grievance handling, performance appraisal, training and development, management style, quality policy, career counseling and so on.

The study on employee satisfaction is relatively recent phenomenon. It can perhaps be said to have begun in earnest with the famous Hawthorne experiment conducted by Elton Mayo at western electrical company in 1920s. During the course of their investigation, however they became convinced that the factors of social nature were affecting employee satisfaction with the job and productivity. Since the Hawthorne studies, there has been enormous output of work on the nature, causes, and correct employee satisfaction. The traditional model of employee satisfaction is that it consists of training and development, salary, management style, quality policy than an individual has about his work. The total body of influence of the job, the nature of the job itself, the pay, the promotion prospects, nature of supervision and so on, where the sum total of influences gives rise to the feeling of employee satisfaction, the employee is satisfied, where in total, they give rise to psychological and environmental circumstances that cause a person truly to say "I am Satisfied". Employee satisfaction means a pleasurable positive emotional state resulting from the appraisal of one's feelings.

## 1.2 INDUSTRY PROFILE

The automotive industry in India is one of the largest in the world with an annual production of 23.96 million vehicles in FY (fiscal year) 2017—18, following a growth of 2.57 per cent over the last year. The automobile industry accounts for 7.1 per cent of the country's gross domestic product (GDP). The Two Wheelers segment, with 81 per cent market share, is the leader of the Indian Automobile market, owing to a growing middle class and a young population. Moreover, the growing interest of companies in exploring the rural markets further aided the growth of the sector. The overall Passenger Vehicle (PV) segment has 13 per cent market share.

India is also a prominent auto exporter and has strong export growth expectations for the near future. In FY 2017-18, Automobile exports grew by 15 per cent over the last year. In addition, several initiatives by the Government of India and the major automobile players in the Indian market are expected to make India a leader in the Two Wheeler (2W) and Four Wheeler (4W) market in the world by 2020.

With a scintillating 2.3 million units produced in 2008 the Indian automobile industry bagged the position of being the ninth largest in the world. Following economic liberalization, Indian domestic automobile companies like Tata Motors, Maruti Suzuki and Mahindra and Mahindra expanded their production and export operations in and across the country and since then the industry has only shown signs of growth. The automobile industry comprises of heavy vehicles such as trucks, buses, tempos, tractors, passenger cars, and two-wheelers.

## **1.3 COMPANY PROFILE**

### **Roots Industries Limited**

Roots Industries Ltd is a leading manufacturer of HORNS in India and the 11<sup>th</sup> largest Horn Manufacturing Company in the world. Headquartered in Coimbatore, India, ROOTS has been a dominant player in the manufacture of Horns and other products like Castings and Industrial Cleaning Machines. Since its establishment in 1970, ROOTS has had a vision and commitment to produce and deliver quality products adhering to International Standards.

Roots is a leading supplier to all the major vehicle manufacturers like Ford, Daimler Chrysler, Mitsubishi Lancer, Mahindra & Mahindra, Toyota, Tata Motors, Fiat Uno and Siena, TELCO, TVS Motor Company, Kinetic Honda, etc. Roots Industries India Ltd places a premium on original technology and innovation. Roots' indigenous talent has kicked off a spree of growth unmatched in the history of automobile OE manufacturers.

With a strong innovative base and commitment to Quality, Roots Industries India Ltd (RIL) has occupied a key position in both international and domestic market as suppliers to leading OEMs and aftermarket. Similar to products, Roots has leading edge over competitors on strong quality system base. Now, RIL is the first Indian Company and first horn manufacturing company in the world to get ISO/TS 16949 certification based on effective implementation of QS 9000 and VDA 6.1 system requirement earlier.

#### **Vision:-**

Roots vision is to become a world class company manufacturing world class product, excelling in human relation.

#### **Mission:-**

To be valued as a company that understands quality and integrates it with every level and to assume leadership by offering more value.

## **1.4 NEED FOR THE STUDY**

One of the main roles of Human Resources (HR) departments is to ensure that employees are satisfied with their jobs. Typically research has shown that satisfied employees are thought to be more productive. On the other hand, if workers are dissatisfied with their jobs, they are thought to be less productive and more prone to absenteeism and turnover. So the HR departments need to measure employee job satisfaction

## **1.5 OBJECTIVES OF THE STUDY**

### **Primary Objective:**

- To identify the level of job satisfaction of executives, staffs and operators in Roots Industries India Limited

### **Secondary Objective:**

- To identify and analyze the factors influencing employee satisfaction in Roots Industries India Limited.

## **1.6 SCOPE OF THE STUDY**

The result of the current study can be used by organization to develop policies, practices, and strategies that would enable higher level of employee satisfaction and create greater efficiencies in meeting strategic business objective.

## **1.7 LIMITATION OF THE STUDY**

- The study is conducted for a short period & so in depth analysis is not possible.
- Some respondents were hesitating to give the true response
- There is no equal gender representation due to unequal distribution of male and female employees.
- The study is restricted to RIL in Coimbatore only and the findings may not be applicable to other organization.

## **LITERATURE REVIEW**

## CHAPTER II

### LITERATURE REVIEW

A review of literature helps the researcher to have a detailed knowledge about the area of the study and enables him to get a clear picture of various aspects of study. Various studies carried out elsewhere by others on the related aspects could be reviewed and the researcher could understand the various dimensions of a particular study undertaken by him. It would also help the researcher in filling up the gap in a particular area of research and would also help him in exploring the possibilities of further research on related aspects of the subject of study. In this chapter, an attempt has been made to discuss the review of past studies. The literature on the subject has been reviewed under the job satisfaction of employees.

**Davies, Gary, Melisa Mete, and Susan Whelan (2018)**, examined on the Overtime work has been blamed for the deterioration of employee satisfaction and productivity. However, the organization-level implications of overtime work as a normative expectation remain unclear. In this study, such effects were analyzed through human capital theory and a causal attribution approach. Various organizational outcomes and boundary conditions were explored in explaining these implications. The analysis of time lagged data from 273 firms affirmed that a firm's overtime level was related negatively to employee satisfaction. However, it was positively related to the firm's productivity and curvilinear (inverted U-shaped) related to innovation. The effects of the firm's overtime level on firm productivity and innovation were also moderated by organizational trust. This study highlights the costs and benefits of overtime work as tools for utilizing human capital and reveals the critical contingency of organizational trust that enables firms to attenuate the costs of the overtime level and accentuate its potential benefits.

**G.Davies, M.Mete, & S.Whelan (2018)**, has conducted a study on when employer brand image aids employee satisfaction and engagement. The purpose of this paper is to test whether employee characteristics (age, gender, role and experience) influence the effects of employer brand image, for warmth and competence, on employee satisfaction and engagement. Members of the public were surveyed as to their satisfaction and engagement with their employer and their view of their employer brand image. Half were asked to evaluate their employer's "warmth" and half its "competence". The influence of employee characteristics was tested on a "base model"

linking employer image to satisfaction and engagement using a mediated moderation model. The base model proved valid; satisfaction partially mediates the influence of employer brand image on engagement. Age, experience gender, and whether the role involved customer contact moderate both the influence of the employer brand image and of satisfaction on engagement.

**Lu Lu, A.C.C Lu, D.Gursoy, & N.R.Neale, (2016).** This study aims to investigate the influence of employee positions (supervisor vs. line-level employee) on work-related variables (e.g. work engagement, job satisfaction and turnover intentions). Data were collected from line-level employees and supervisors of 29 mid- to up-scale hotels. A series of one-way ANCOVA were performed to test the position differences in work engagement, job satisfaction and turnover intentions. Hierarchical regression analyses were conducted to examine the moderating role of employees' positions on the relationships between those variables. Supervisors have significantly higher work engagement and lower turnover intentions than line-level employees, whereas job satisfaction does not differ across positions. Employee positions significantly moderate the relationship between absorption and job satisfaction, and the relationship between dedication and turnover intentions.

**Raziq, A., & Maulabakhsh, R. (2015),** this paper analyses the impact of working environment on employee job satisfaction. The study employed a quantitative methodology. Data was collected through a self-administered survey questionnaire. The questionnaire is adopted from a previous validated survey. The target population consists of educational institutes, banking sector and telecommunication industry operating in the city of Quetta, Pakistan. Simple random sampling is used for collection of data from 210 employees. The results indicate a positive relationship between working environment and employee job satisfaction. The study concludes with some brief prospects that the businesses need to realize the importance of good working environment for maximizing the level of job satisfaction. This paper may benefit society by encouraging people to contribute more to their jobs and may help them in their personal growth and development. Hence, it is essential for an organization to motivate their employees to work hard for achieving the organizational goals and objectives.

**Bharati Deshpande, Kirti Arekar, Rashmi Sharma & Sonam Somaiya (2013)**, in this study they examined that People Management is an important aspect of organization processes. Also this can help to build in employee commitment towards the organization. A well-managed business organization normally considers the average employees as the primary source of productivity gains. The study revealed the relationship between employee satisfaction levels and the performance of the employees on the basis of their satisfaction levels. The sample size taken was 105 across all the departments in a leading of the hospitality sector. The data analysis showed that the satisfaction level of the employees in the organization was very high which resulted in the smooth running of the organization.

**Devina Upadhyay & Anu Gupta (2012)**, this study states that today most of the theorist has emphasized the importance of human resource as single most important factors for sustaining competitive edge. Employee welfare relates to all the benefits which are provided by the organization to provide comfort .This paper seeks to investigate the role played by welfare practices in the process of motivating Employees. The study explored three prominent factors like communication for determining satisfaction.. The paper attempt to answer various questions like is there any relationship between morale and welfare measures. Is there any association between employee welfare measures and satisfaction? Is there any association between employee job satisfaction and employee morale? The findings supported the notion that a relationship exist between employee morale and job satisfaction and so between the welfare measures and satisfaction.

**Meysam Fakharyan, Mohammad Reza Jalilvand, Behrooz Dini & Ebrahim Dehafarin (2012)**, this study states that the performance appraisal (PA) has increasingly become part of a more strategic approach to integrating HR activities and business policies and may now be seen as a generic term covering a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards. In this paper that has been investigated alternative relationships between performance appraisal, satisfaction and employee outcomes among staff of Saman Gostar holding company in Iran, Results showed positive relationships between performance appraisal satisfaction with work performance, affective organizational commitment as well as negative relationship with turnover intention.

**Md. Tofael Hossain Majumder (2012)**, this study states that increasing global competition have created enormous challenges on organizations. To cope with the challenges efficiently, human resource has been considered as one of the most important factors in today's hypercompetitive market place. The focus of this study is to gain an insight into the current HRM practices and its impact on employee's satisfaction on the private banking sector in Bangladesh. The study reveals that all HRM dimensions exercised in the private banking sector of Bangladesh does not satisfied to the employees equally. Most of the employees are dissatisfied with compensation package followed by reward and motivation, career growth, training and development, management style, and job design and responsibilities. So, these HRM dimensions quality should be improved for the betterment of the bank's success.

**Afshan Naseem, Sadia Ejaz Sheikh & Khusro P. Malik (2011)**, this study analyzes that employee satisfaction is considered weighty when it comes to define organizational success. Need to enhance employee satisfaction is critical because it is a key to business success of any organization. The purpose of this study is to observe the relationship between employee satisfaction and customer satisfaction and to examine the impact of both on organizational success. This study scrutinizes the effects of different factors of organization which affects the employee satisfaction. The study confirms indirect relation between organizational success and employee satisfaction which was mediated by customers. In conclusion, it seems reasonable to believe that understanding of employee role is extremely important as it appears key factor in the success of modern organization.

**Alex Edmans, (2011)**, analyzes the relationship between employee satisfaction and long-run stock returns. This paper finds that firms with high levels of employee satisfaction generate superior long-horizon returns, even when controlling for industries, factor risk, or abroad set of observable characteristics .These findings imply that the market fails to incorporate intangible assets fully in to stock valuations—even if the existence of such assets is verified.

**Dr. R. Anitha (2011)**, analyzes that employee is a back bone of every organization, without employee no work can be done. So employee's satisfaction is very important. The main aim of this study is to analyze the satisfaction level of paper mill employees. The organizations lack the relationship between workers and supervisors, working conditions, Canteen, rest room facilities, rewards, recognition and promotion policy, reward system of the employees and promotions

must be given based on merit, educational qualification and experience, and if these factors are given little more care, the company can maintain high level of satisfaction, organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity.

**Daljeet Singh Wadhwa, Manoj Verghese & Dalvinder Singh Wadhwa (2011)**, this study focuses on impact of various factors on job satisfaction. It has been found out that all the three variables that are environmental, organizational and behavioral factors have a positive impact on job satisfaction. It means that if the employees are treated equally and fairly and they are properly supervised, their level of satisfaction can be increased towards their job. Organizational factors will thus contribute to job satisfaction. Hence from this research it can be concluded that organizational factors are the most important aspect for job satisfaction of the employees in a company.

**Faheem Ghazanfar, Shuai Chuanmin, Muhammad Mahroof Khan & Mohsin Bashir (2011)**, this study applies the theoretical framework based on expectancy theory and examined the relationship between satisfaction with compensation and work motivation. The dimensions i.e. fixed pay, flexible pay, and benefits were examined with regard to satisfaction with compensation. The main findings of the study were: 1) satisfaction with compensation can be factor of work motivation. 2) Flexible pay is not a motivating factor in the jobs which the employees were holding. 3) Benefits do not have a significant impact on work motivation.

**Padmakumar Ram, Swapna Bhargavi & Gantasala V. Prabhakar (2011)**, the main objective of this exploratory study was to examine the relationships among service climate, employee job satisfaction, employee engagement, and customer satisfaction. A total of 369 usable questionnaires were analyzed and the findings indicate that work environment influences service climate, which in turn influences employee job satisfaction, employee engagement, and customer satisfaction.

**Dr. Samina Nawad & Komal Bhatti (2011)**, the aim of this research study is to build an understanding regarding the impact of employee compensation on their job satisfaction and employee's organizational commitment among Pakistani university teachers. Enhancing organizational commitment, eventually result in their higher employee commitment, enhancing

retention and they will perform better. This study also aims to develop a course of action for university's administration to come up with practices which would enable them to attract and retain top level faculty at their institutions.

**Sakthivel Rani, Kamalanabhan & Selvarani(2011)**, the aim of this research is to analyze the relationship between employee satisfaction and work/life balance. The study was conducted on a total of 210 respondents working in IT organization. This study makes a contribution to join two distinct research streams, namely employee satisfaction, and work/life balance. Findings suggest that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance.

**Shelly Gandhi & Dr. Lakhwinder Kang(2011)**.the main aim of this paper is to consider the issues that are most important, but has not been given relevant importance in the past i.e. linkage between employee satisfaction and customer satisfaction and employee prominent role to foster customer satisfaction which drive firm's profitability. Most firms who strive to acquire customer satisfaction must satisfy their employee's needs and wants first. In this paper, we discuss how employee satisfaction is linked with customer satisfaction. There is positive relationship between employee satisfaction and customer satisfaction. Moreover, this paper provides suggestions to improve employee satisfaction to foster customer satisfaction.

**Herald Monis & T.N. Sreedhara (2010)**, this paper is based on an empirical study of five foreign MNC BPO firms operating in India, ranked among the top 100 by the International Association of Outsourcing Professionals (IAOP) for the year 2009.The level of satisfaction among the respondents towards the performance appraisal system shows that there is positive relationship between Employee satisfaction and Performance Appraisal System, it is observed that Performance Appraisal System has significantly influencing on the satisfaction level of the employees.

**Kadian W. Wanyama & S.N. Mutsotso (2010)**, this paper is based on a research project carried out on commercial banks in Kakamega central District, Kenya focusing on the influences of employee productivity on organisational performance as how employee satisfaction leads to customer satisfaction. The results from this study add to the individual is physically present at a job and also the degree to which he or she is "mentally present" or efficiently functioning while

present at a job. Companies must address employee's satisfaction, health and moral in order to maintain high work productivity.

**Dr. Navita Nathani , Dr. Simranjeet Kaur Sandhar & Anindita Chakraborty (2010)**, this study analyzes that the main objective of compensation administration are to design a cost-effective pay structure that will attract, motivate and retain competent employees and that will also be viewed as fair by these employees. The purpose of this study is to bring out the importance and impact of effective compensation, which can satisfy the employee, so as to attract, retain and motivate them. This research was an attempt to find out the relationship of employee satisfaction with compensation and employee motivation.

**Petri Bodkerman & Pekka Ilmakunnas (2010)**, this study examine the role of job satisfaction in the determination of establishment-level productivity. We have explored the role of job satisfaction in the determination of establishment-level productivity. The estimates based on the Olley-Pakes approach reveal that job satisfaction is statistically significant determinant of total factor productivity in the manufacturing sector. Furthermore, job satisfaction is not positively related to turnover per employee in a larger sample that covers also non-manufacturing establishments. The pattern prevails in all estimated models. This is an interesting observation, because some of the earlier studies have used turnover or sales per employee as the measure of establishment performance.

**Komal Khalid Bhatti & Tahir Masood Qureshi, (2007)**, this study has widely believed that the employee participation may affect employee's job satisfaction; employee productivity, employee commitment and they all can create comparative advantage for the organization. The main intention of this study was to find out relationship among employee participation, job satisfaction, and employee productivity and employee commitment. Increasing employee participation will have a positive effect on employee's job satisfaction, employee commitment and employee productivity.

**Daniel E. Hallock, Ronald J. Salazar & Sandy Venneman(2004)**, In this study the literature review indicated that prior ESOP related studies and management theory suggests that an ESOP may be associated with numerous favourable individual-level (e.g. job satisfaction, absenteeism, turnover) and firm-level (e.g. productivity, profitability, stock performance) outcomes to the

sponsoring organization. The results of this study suggest that various employee perceptions and to a lesser extent, specified employee demographics, help to explain employee satisfaction with the ESOP. The potential impact that an ESOP may have on employee attitudes and behaviours should also be of interest to managers. In today's highly competitive marketplace it is necessary for managers to examine any and all techniques that may improve employee attitudes, and therefore, overall corporate performance.

**Dr. William J. Feuss, Dr. Joel Hamon , Dr. Jeana Wirtenberg & Dr. Jeffrey Wides(2004).** this study examines the effects of budgetary actions on aspects of business performance such as quality levels, employee commitment, customer perceptions, future revenues, and costs are often unknown and invisible. This article presents specific approaches and lessons from four organizations. It aims to make the relationships among various types of non -financial and financial data the results support the notion that the people-service-profit chain is alive and well. They show how leadership behavior and organization factors mirroring high-involvement work systems are strongly associated not only with employee and customer satisfaction, but also with important business outcomes, such as service quality, cost, and financial performance.

## **RESEARCH METHODOLOGY**

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

Research design is a framework for conducting research projects. It specifies the details of the procedures necessary for obtaining the information needed to structure and solve the research problems. The current research can be identified as analytical research which includes analyzing the problem of definition. In fact research is an art of scientific investigation, This research helps to measure the satisfaction level of employees towards their job in the organization.

#### **3.1 RESEARCH DESIGN**

Descriptive research design is used for this study. It describes the state of affairs as it exists at present. Descriptive research includes surveys and fact –finding and enquires of different kinds.

#### **3.2 SOURCES OF DATA**

The primary data is collected for this study. The primary data was collected from employees through structured questionnaire.

##### **3.2.1 Method of data collection**

The researcher has collected data from executives, staffs and operators through three different structured questionnaires

#### **3.3 PERIOD OF STUDY**

The study is an attempt to analyses the employee satisfaction among executives, staffs, operators employed in Roots Industries India Limited, Coimbatore conducted for a period of three months (January to March 2019).

#### **3.4 POPULATION OF THE STUDY**

600 employees are in the Roots Industries India Limited, Coimbatore

### **3.5 SAMPLE DESIGN**

A sample design is a definite plan for obtaining a sample from given population. Sampling design is the method of selecting items to be observed for the given study. The sample size is determined before data are collected.

#### **3.5.1 Sampling Technique**

Stratified random sampling is adopted for this study (Probability method).

#### **3.5.2 Sample Size**

Sample size is 234 employees are selected using stratified random sampling method

### **3.6 STATISTICAL TOOLS USED**

- Percentage analysis
- Mean score values

#### **3.6.1 Percentage Analysis**

Percentage analysis is the method to represent raw streams of data as a percentage (a part in 100 percent) for better understanding of collected data. Percentage Analysis is applied to create a contingency table from the frequency distribution and represent the collected data for better understanding.

$$\text{Percentage} = (\text{No of respondents}/\text{Total respondents})*100$$

### **3.6.2 Means score value**

The satisfaction in the question in the survey where they are asked to rate something on a scale, they can convert this into useful mean by analyzing the responses using a score. It can then have a column that summarizes the satisfaction value of all the data

$$\text{Mean score} = \frac{\text{Sum of observed respondents}}{\text{Total number of respondents}}$$

## **ANALYSIS AND INTERPRETATION**

## **CHAPTER 4**

### **ANALYSIS AND INTERPRETATION**

In this chapter an attempt has been made to identify and analyze the factors influencing employee satisfaction in Roots Industries India Limited by the selected sample employees of the RIL. In order to achieve this, a field survey method was employed to collect the first hand information from the 234 respondents. The collected data was arranged in the form of tables. The statistical tool used for the study includes percentage analysis and mean score. The details of the study are presented in results and discussion

### **RESULTS AND DISCUSSION**

#### **4.1 DEMOGRAPHIC PROFILE OF THE EXECUTIVES**

Demographic profile of the executives includes age, gender, marital status and number of year of experience. Age is one of the factors which may determine the experience of the employees in the work. It determines the level of satisfaction in different age groups. Opinion differs for all types of human beings. Men may have different set of opinions about satisfaction and women may have different set of opinions. Marital status is one of the factors which may determine the different opinions and experiences from the employee in both level of married and unmarried. It determines the different view from both of the employee groups. Work experience is a measure of how much knowledge and skill a worker has gained in his/her chosen profession. Experience is empirical knowledge, knowledge by means of connected perceptions.

**Table 4.1**

## DEMOGRAPHIC PROFILE OF THE EXECUTIVES

S.No	Demographic Profile	Variables	Frequency	Percent
1	Age	21-30	1	3.8
		31-40	9	34.6
		41-50	13	50.0
		Above 50	3	11.5
		<b>Total</b>	<b>26</b>	<b>100</b>
2	Gender	Male	23	88.5
		Female	3	11.5
		<b>Total</b>	<b>26</b>	<b>100.0</b>
3	Marital Status	Married	26	100.0
4	Number of Years of Service	0 to 10 years	2	7.7
		11 to 20 years	12	42
		above 20 years	13	50
		<b>Total</b>	<b>26</b>	<b>100.0</b>

From the above table 4.1 it is interpreted that, 3.8% of the executives belongs to the age group of 21 to 30 years, 34.6% of the executives belongs to the age group of 31 to 40 years, 50% of the executives belongs to the age group of 41 to 50 years ,11.5% of the executives belongs to the age group of above 50 years ,88.5% of the executives are male , 11.5% of the executives are female,100% of executives were married, 7.7% of the executives has an experience of 0-10 years, 42% of the executives has an experience of 11-20 years and 50% of the executives has an experience of above 20 years

Majority of the executives belongs to the age group of 41-50 years, majority of the executives are male, all the executives are married and majority of the executives has an experience of 11-20 years.

### 4.2 DEMOGRAPHIC PROFILE OF THE STAFFS

Demographic profile of the executives includes age, gender, marital status and number of year of experience. Age is one of the factors which may determine the experience of the employees in the work. It determines the level of satisfaction in different age groups. Opinion differs for all types of human beings. Men may have different set of opinions about satisfaction and women may have different set of opinions. Marital status is one of the factors which may determine the different opinions and experiences from the employee in both level of married and unmarried. It determines the different view from both of the employee groups. Work experience is a measure of how much knowledge and skill a worker has gained in his/her chosen profession. Experience is empirical knowledge, knowledge by means of connected perceptions.

**Table 4.2**  
**DEMOGRAPHIC PROFILE OF THE STAFFS**

<b>S.No</b>	<b>Demographic Profile</b>	<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
1	Age	21 to 30	50	45.5
		31 to 40	46	41.8
		41 to 50	9	8.2
		above 50	5	4.5
		<b>Total</b>	<b>110</b>	<b>100.0</b>
2	Gender	Male	99	90.0
		Female	11	10.0
		<b>Total</b>	<b>110</b>	<b>100.0</b>
3	Marital Status	Married	34	30.9
		Unmarried	76	69.1
		<b>Total</b>	<b>110</b>	<b>100.0</b>
4	Number of Years of Service	0-10yrs	68	61.8
		10-20yrs	32	29.1
		above 20yrs	10	9.1
		<b>Total</b>	<b>110</b>	<b>100.0</b>

From the above table 4.2 it is interpreted that, 45.5% of the staffs belongs to the age group of 21 to 30 years, 41.8% of the staffs belongs to the age group of 31 to 40 years, 8.2% of the staffs belongs to the age group of 41 to 50 years ,4.5% of the staffs belongs to the age group of above 50 years ,90% of the staffs are male , 10% of the staffs are female,30.9% of staffs were married, 69.1% of staffs were unmarried, 61.8% of the staffs has an experience of 0-10 years, 29.1% of the staffs has an experience of 11-20 years and 9.1% of the staffs has an experience of above 20 years

Majority of the staffs belongs to the age group of 21-30 years, majority of the staffs are male, majority of the staffs were unmarried and majority of the staffs has an experience of 0-10 years.

#### **4.3 DEMOGRAPHIC PROFILE OF THE OPERATORS**

Demographic profile of the executives includes age, gender, marital status and number of year of experience. Age is one of the factors which may determine the experience of the employees in the work. It determines the level of satisfaction in different age groups. Opinion differs for all types of human beings. Men may have different set of opinions about satisfaction and women may have different set of opinions. Marital status is one of the factors which may determine the different opinions and experiences from the employee in both level of married and unmarried. It determines the different view from both of the employee groups. Work experience is a measure of how much knowledge and skill a worker has gained in his/her chosen profession. Experience is empirical knowledge, knowledge by means of connected perceptions.

**Table 4.3**

**Demographic Profile of the Operators**

<b>S.No</b>	<b>Demographic Profile</b>	<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
1	Age	below 20	1	1.0
		21 to 30	7	7.1
		31 to 40	50	51.0
		41 to 50	35	35.7
		above 50	5	5.1

		<b>Total</b>	<b>98</b>	<b>100.0</b>
2	Gender	Male	84	85.7
		Female	14	14.3
		<b>Total</b>	<b>98</b>	<b>100.0</b>
3	Marital Status	Married	92	93.9
		Unmarried	6	6.1
		<b>Total</b>	<b>98</b>	<b>100.0</b>
4	Number of Years of Service	0 to 10 years	12	12.2
		11 to 20 years	49	50.0
		above 20 years	37	37.8
		<b>Total</b>	<b>98</b>	<b>100.0</b>

From the above table 4.1 it is interpreted that, 1% of the operators belongs to the age group of below 20 years, 7.1% of the operators belongs to the age group of 21 to 30 years, 51% of the operators belongs to the age group of 31 to 40 years, 35.7% of the operators belongs to the age group of 41 to 50 years ,5.1% of the operators belongs to the age group of above 50 years ,84% of the operators are male , 14% of the operators are female,93.9% of operators were married, 6.1% of operators were unmarried, 12.2% of the operators has an experience of 0-10 years, 50% of the operators has an experience of 11-20 years and 37.8% of the operators has an experience of above 20 years

Majority of the operators belongs to the age group of 31-40 years, majority of the operators are male, majority of the operators are married and majority of the operators has an experience of 11-20 years.

**4.4 ANALYSIS OF THE MEAN SCORE TO IDENTIFY THE FACTORS  
INFLUENCING THE OVERALL SATISFACTION OF THE EXECUTIVES IN ROOTS  
INDUSTRIES INDIA LIMITED**

**4.4.1 Work Environment**

Work environment is the atmosphere to which the employee is actually exposed. This constitutes a major portion of the influence on the employee's satisfaction. This typically included the quantum of work allotted, nature and complexities, system being followed etc. There are 7 variables which is used to measure the work environment and the table shown below

**Table 4.4.1**

**Result of mean score value on executive's opinion on the work environment**

<b>S.No</b>	<b>Work environment</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	I am satisfied with the physical / technical working environment	3.79	1.243
2	I am comfortable with the machinery and materials handling equipment	3.88	1.033
3	I am comfortable with the space allotted between the Furniture and Equipment	4.00	1.095
4	My department is adequately illuminated	3.96	1.183
5	My department is adequately ventilated	3.96	1.280
6	I am satisfied with the infrastructure provided by the organization	3.92	1.262
7	I find my working hours comfortable	4.08	1.093
<b>Average mean</b>		<b>3.941</b>	

From the above table it is observed that the average mean value is 3.941 and variable *I find my working hours comfortable* scores a highest mean with 4.08 with the standard deviation of 1.093. Variable *I am satisfied with the physical / technical working environment* scores lower mean with 3.79 with the standard deviation of 1.243.

The variable *I am comfortable with the machinery and materials handling equipment* scores a lower standard deviation of 1.033 whereas the variable *my department is adequately ventilated* scores a highest standard deviation of 1.280.

Thus it is interpreted that the majority of the executives agree that the organization provides the good working environment where *I find my working hours comfortable* has contributed more on the work environment with low standard deviation. This means that the executives had very closer opinions on *I find my working hours comfortable*.

#### 4.4.2 Relationship with superior and subordinates

Healthy and cordial relationship with the superior and subordinates in the department will not only provide healthy environment but also paves way for smooth flow of work, increases productivity and qualitative performance. There are 6 variables which is used to measure the relationship with superior and subordinate and the table shown below

**4.4.2 Table**

**Result of mean score value on executive's opinion on the relationship with superior and subordinates**

<b>S.No</b>	<b>Relationship with superior and subordinates</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	I have a good rapport with my superiors	3.96	1.280
2	I am able to maintain cordial relationship with my subordinates and colleagues	4.00	1.386
3	I am able to maintain control over my subordinates	4.04	1.216
4	I am consulted and respected in major decision making (by both subordinates and superiors)	3.88	1.143
5	I am comfortable with the delegation of responsibility among my subordinates	3.96	1.183
6	I do not find overlapping of authority among departments	3.81	1.132
	<b>Average mean</b>		3.941

From the above table it is observed that the average mean value is 3.941 and the variable *I am able to maintain control over my subordinates* scores a higher mean with 4.04 with the standard deviation of 1.216. Variable *I do not find overlapping of authority among departments* scores lower mean with 3.81 with the standard deviation of 1.132.

The variable *I do not find overlapping of authority among departments* scores a lower standard deviation of 1.132 whereas the variable *I am able to maintain cordial relationship with my subordinates and colleagues* scores a highest standard deviation of 1.386.

Thus it is interpreted that the majority of the executives agree that there is a strong relationship with their superiors and the subordinates where, *I am able to maintain control over my subordinates* has contributed more on the relationship with superior and subordinates. *However I am able to maintain control over my subordinates* had a high standard deviation. This means that the executives had much different opinions on *I am able to maintain control over my subordinates*.

#### 4.4.3 Motivation

The level of performance of an employee is a function of his abilities. If there is a strong positive motivation, the output increases and decreases if it is negative. Motivation is a core element of management which shows that every human being earnestly seeks a secure, friendly and supportive relationship that gives him a sense of warmth and recognition in groups that are most important to him. There are 3 variables which is used to measure the motivation and the table shown below

**Table 4.4.3**  
**Result of mean score value on executive’s opinion on the motivation**

S.No	Motivation	Mean	Std. Deviation
1	I am duly recognized for my efforts and hard work	3.77	1.366
2	I am rewarded for innovative ideas / suggestions by the organization	3.85	1.156
3	I am satisfied with the promotion policies of my organization	3.54	1.240

4	I am happy with my present job / it holds good future prospects	3.96	1.280
<b>Average mean</b>		3.78	

From the above table it is observed that average mean value is 3.78 and the variable *I am happy with my present job / it holds good future prospects* scores a higher mean with 3.96 with the standard deviation of 1.280. Variable *I am satisfied with the promotion policies of my organization* scores lower mean with 3.54 with the standard deviation of 1.240.

The variable *I am rewarded for innovative ideas / suggestions by the organization* scores a lower standard deviation of 1.156 whereas the variable *I am duly recognized for my efforts and hard work* scores a highest standard deviation of 1.366.

Thus it is interpreted that the majority of the executives agree that the organization motivates them where *I am happy with my present job / it holds good future prospects* has contributed more on the motivation. However *I am happy with my present job / it holds a good future prospect* had a high standard deviation. This means that the executives had different opinions on *I am happy with my present job / it holds good future prospects*.

#### **4.4.4 Remuneration**

Remuneration are influenced by the size of the company, by a specific industry and in part by the contribution of the incumbent to the process of decision making. The bigger the firm, the greater is the compensation to the employees. The more attractive the remuneration, the more attractive will be the performance of the employees. There are 2 variables which is used to measure the remuneration and the table shown below

**Table 4.4.4**

**Result of mean score value on executive's opinion on the remuneration**

<b>S.No</b>	<b>Remuneration</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	I find the present pay scale commensurate with my efforts	3.50	1.273
2	I am satisfied with the fringe benefits the organization provides	3.73	1.185
<b>Average mean</b>		3.615	

From the above table it is observed that average mean value is 3.615 and the variable, *I am satisfied with the fringe benefits the organization provides* scores a higher mean with 3.73 with the standard deviation of 1.185. Variable *I find the present pay scale commensurate with my efforts* scores lower mean with 3.50 with the standard deviation of 1.273.

The variable *I am satisfied with the fringe benefits the organization provides* scores a lower standard deviation of 1.185 whereas the variable *I find the present pay scale commensurate with my efforts* scores a highest standard deviation of 1.366.

Thus it is interpreted that the majority of the executives agree that the organization provides good remuneration for their work where *I am satisfied with the fringe benefits the organization provides* has contributed more on the remuneration. However *I am satisfied with the fringe benefits the organization provides* has a low standard deviation. This means that the executives had very close opinions on *I am satisfied with the fringe benefits the organization provides*.

#### **4.4.5 Perks**

Businesses that offer employee perks help their workers create work-life balance, learn career skills, and take control of their schedules and these show workers that businesses care about their wellbeing and also found that perks increase employee's satisfaction. There is 1 variable which is used to measure the perks and the table shown below

**Table 4.4.5**

**Result of mean score value on executive's opinion on the perks**

<b>S.NO</b>	<b>Perks</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	I am satisfied with the perks the organization provides	3.81	1.021

From the above table it is observed that the mean score value of perks is 3.81 with the standard deviation of 1.021. So it is interpreted that the organization offers perks to the executives which helps in motivating the executives and also helps in achieving the job satisfaction between the executives.

**4.4.6 Job security**

A person who is satisfied with the current job would continue to remain in the same job. So job security plays a crucial role in the maintenance of job satisfaction among employees. There are 2 variables which is used to measure the job security and the table shown below

**Table 4.4.6**

**Result of mean score value on executive's opinion on the job security**

<b>S.No</b>	<b>Job security</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	My organization provides me job security	3.81	1.266
2	My job security is based on my performance	3.69	1.350
<b>Average mean</b>		3.75	

From the above table it is observed that the average mean value is 3.75 and the variable *my organization provides me job security* scores a higher mean with 3.81 with the standard deviation of 1.266. Variable *my job security is based on my performance* scores lower mean with 3.69 with the standard deviation of 1.350.

The variable *my organization provides me job security* scores a lower standard deviation of 1.266 whereas the variable *my job security is based on my performance* scores a highest standard deviation of 1.350.

Thus it is interpreted that the majority of the executives agree that the organization provides them the job security where *my organization provides me job security* has contributed more on the job security. However *my organization provides me job security* has a low standard deviation. This means that the executives had very close opinions on *my organization provides me job security*.

#### 4.4.7 Grievance Handling

Having proper Grievance Handling Procedures will also help mitigate the impact of grievances on employee morale and productivity, maintain workplace harmony and safeguard company's image and brand name. There are 2 variables which is used to measure the grievance handling and the table shown below

**Table 4.4.7**

**Result of mean score value on executive's opinion on the grievance handling**

S.NO	Grievance Handling	Mean	Std. Deviation
1	The grievance handling procedure in my organization is effective	3.73	1.151
2	I am able to freely communicate my grievance	3.77	1.210
<b>Average mean</b>		3.75	

From the above table it is observed that the average mean value is 3.75 and the variable *I am able to freely communicate my grievance* scores a higher mean with 3.77 with the standard deviation of 1.210. Variable *the grievance handling procedure in my organization is effective* scores lower mean with 3.73 with the standard deviation of 1.151.

The variable *I am able to freely communicate my grievance* scores a highest standard deviation of 1.210 whereas the variable *the grievance handling procedure in my organization is effective* scores a lowest standard deviation of 1.151.

Thus it is interpreted that the majority of the executives agree that organization has an effective grievance handling mechanism where *I am able to freely communicate my grievance* has contributed more on the grievance handling. However *I am able to freely communicate my grievance* has a highest standard deviation. This means that the executives had a much different opinions on *I am able to freely communicate my grievance*.

#### 4.4.8 Performance Appraisal

Performance appraisal should be viewed as a process or mechanism to motivate and reward the employees. The satisfaction and positive perception towards performance appraisal is very important in order to get job satisfaction for employees. There are 2 variables which is used to measure the performance appraisal and the table shown below

**Table 4.4.8**

**Result of mean score value on executive’s opinion on the performance appraisal**

S.NO	Performance Appraisal	Mean	Std. Deviation
1	I am satisfied with the organization’s techniques for evaluating my performance	3.65	1.198
2	I find the policies to favor individuals and organizational development	3.50	1.273
<b>Average mean</b>		3.575	

From the above table it is observed that the average mean value is 3.575 and the variable *I am satisfied with the organization’s techniques for evaluating my performance* scores a higher mean with 3.65 with the standard deviation of 1.198. Variable *I find the policies to favor individuals and organizational development* scores lower mean with 3.50 with the standard deviation of 1.273.

The variable *I am satisfied with the organization's techniques for evaluating my performance* scores a lowest standard deviation of 1.198 whereas the variable *I find the policies to favor individuals and organizational development* scores a highest standard deviation of 1.273.

Thus it is interpreted that the majority of the executives agree that they are satisfied with the performance appraisal that the organization provides where *I am satisfied with the organization's techniques for evaluating my performance* has contributed more on the performance appraisal. However *I am satisfied with the organization's techniques for evaluating my performance* had a lowest standard deviation. This means that the executives had a very much closer opinions on *I am satisfied with the organization's techniques for evaluating my performance*.

#### 4.4.9 Training and Development

Training and development is essential for any organization for the development of employees personally and for the growth of the organization. There is 1 variable which is used to measure the training and development and the table shown below

**Table 4.4.9**

**Result of mean score value on executive's opinion on the training and development**

<b>S.NO</b>	<b>Training and Development</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	I am highly satisfied with the training and development program the organization provides	3.58	1.102

From the above table it is observed that the mean score value of training and development is 3.58 with the standard deviation of 1.102. So it is interpreted that the organization offers good training and development to the executives who helps in motivating the executives and also helps in achieving the job satisfaction between the executives.

#### 4.4.10 Management style

Employee job satisfaction depends upon the leadership style of managers. Nevertheless, participative management is not always a good management style. Managers should select the best leadership style according to the organizational culture and employees' organizational maturity. There are 3 variables which is used to measure the management style and the table shown below

**Table 4.4.10**

**Result of mean score value on executive's opinion on the management style**

<b>S.No</b>	<b>Management style</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	I am satisfied with the line of management in my concern	3.81	1.132
2	I am satisfied with the decision making standards and plan of the organization	3.77	1.107
3	Opinion given is given due importance in decision making and for any change in respective department	3.78	1.142
<b>Average mean</b>		3.786	

From the above table it is observed that the average mean value is 3.786 and the variable *I am satisfied with the line of management in my concern* scores a higher mean with 3.81 with the standard deviation of 1.132. Variable *I am satisfied with the decision making standards and plan of the organization* scores lower mean with 3.77 with the standard deviation of 1.107.

The variable *I am satisfied with the decision making standards and plan of the organization* scores a lowest standard deviation of 1.107 whereas the variable *Opinion given is given due importance in decision making and for any change in respective department* scores a highest standard deviation of 1.142.

Thus it is interpreted that the majority of the executives agree that they are satisfied with the organization's management style where *I am satisfied with the line of management in my concern* has contributed more on the management style. However *I am satisfied with the line of*

*management in my concern* has a high standard deviation. This means that the executives had a much different opinions on *I am satisfied with the line of management in my concern*.

#### 4.4.11 Quality Policy

Quality is a core concept that rules today’s business. It is a non-comprising factor of any industry in today’s business world. Companies would adopt themselves to the recognize quality standards to sustain in the market and to provide a better working condition to the employees and job security. There are 5 variables which is used to measure the quality policy and the table shown below

**Table 4.4.11**

**Result of mean score value on executive’s opinion on the quality policy**

S.NO	Quality Policy	Mean	Std. Deviation
1	I am aware of the quality standards of the organization	4.00	1.200
2	I am satisfied with the ISO / QS certificate of the company	4.04	1.216
3	I am adaptable to the changes due to ISO / QS certification	4.12	1.143
4	I have wide prospects due to ISO / QS certification	4.08	1.129
5	The quality policy of the company is challenging yet	3.96	1.113
	<b>Average mean</b>	4.04	

From the above table it is observed that the average mean value is 4.04 and the variable *I am adaptable to the changes due to ISO / QS certification* scores a higher mean with 4.12 with the standard deviation of 1.143. Variable *the quality policy of the company is challenging yet* scores lower mean with 3.96 with the standard deviation of 1.113.

The variable *the quality policy of the company is challenging yet* scores a lowest standard deviation of 1.113 whereas the variable *I am satisfied with the ISO / QS certificate of the company* scores a highest standard deviation of 1.216.

Thus it is interpreted that the majority of the executives agree that they are satisfied with the organization’s quality policy where *I am adaptable to the changes due to ISO / QS certification*

has contributed more on the quality policy. However *I am adaptable to the changes due to ISO / QS certification* has a high standard deviation. This means that the executives had a much different opinions on *I am adaptable to the changes due to ISO / QS certification*.

#### 4.4.12 Career counseling

Career counseling is an attempt to determine individual’s interests, desires, aspirations and skills and competencies in various occupations and jobs. Employment counseling is beneficial for both employees as well as employers as it has a positive impact on them and helps both the parties achieve their short-term and long-term goals. There are 2 variables which is used to measure the work environment and the table shown below

**Table 4.4.12**  
**Result of mean score value on executive’s opinion on the career counseling**

S.NO	Career counseling	Mean	Std. Deviation
1	I am aware of the career counseling program the organization offers	3.46	.948
2	Career counseling helps in career planning	3.47	.905
<b>Average mean</b>		3.465	

From the above table it is observed that average mean value is 3.465 and the variable *Career counseling helps in career planning* scores a higher mean with 3.47 with the standard deviation of 0.905. Variable *I am aware of the career counseling program the organization offers* scores lower mean with 3.46 with the standard deviation of 0.948.

The variable *Career counseling helps in career planning* scores a lowest standard deviation of 0.905 whereas the variable *I am aware of the career counseling program the organization offers* scores a highest standard deviation of 0.948.

Thus it is interpreted that the majority of the executives agree that they are satisfied with the career counseling that the organization provides where *Career counseling helps in career planning* has contributed more on the career counseling. However *Career counseling helps in*

*career planning* has a lowest standard deviation. This means that the executives had very much closer opinions on *Career counseling helps in career planning*.

#### 4.4.13 Individual's growth opportunities

Opportunities for growth and development help employees expand their knowledge, skills and abilities, and apply the competencies they have gained to new situations. The opportunity to gain new skills and experiences can increase employee motivation and job satisfaction and help workers more effectively manage job stress. There are 5 variables which is used to measure the individual's growth opportunities and the table shown below.

**Table 4.4.13**

#### **Result of mean score value on executive's opinion on the individual's growth opportunities**

<b>S.NO</b>	<b>Individual's growth opportunities</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	I feel that there is adequate opportunity for me to grow further	3.69	1.192
2	I am provided with ample opportunities by the management for my development	3.73	1.116
3	I find my job interesting and prospective	3.81	1.201
4	If I enhance my skills, I will be given additional responsibility	3.85	1.156
5	Internal promotions are encouraged based on the individual performance	3.50	1.393
<b>Average mean</b>		3.716	

From the above table it is observed that the average mean score value is 3.716 and the variable *If I enhance my skills, I will be given additional responsibility* scores a higher mean with 3.85 with the standard deviation of 1.156. Variable *Internal promotions are encouraged based on the individual performance* scores lower mean with 3.50 with the standard deviation of 1.396.

The variable *I am provided with ample opportunities by the management for my development* scores a lowest standard deviation of 1.116 whereas the variable *internal promotions are encouraged based on the individual performance* scores a highest standard deviation of 1.393.

Thus it is interpreted that the majority of the executives agree that the organization provides the individual's growth opportunities where *if I enhance my skills, I will be given additional responsibility* has contributed more on the individual's growth opportunities. However *If I enhance my skills, I will be given additional responsibility* has a low standard deviation. This means that the executives had a much closer opinions on *if I enhance my skills, I will be given additional responsibility*.

#### 4.4.14 Goals and Responsibilities

For employees in the organization, organization should provide a proper goals and responsibilities to them which will increase the job satisfaction when they are clear with their and organizational goals. The following table determines the goals and responsibilities in the organization. There are 5 variables which is used to measure the goals and responsibilities and the table shown below

**Table 4.4.14**  
**Result of mean score value on executive's opinion on the goals and responsibilities**

S.NO	Goals and Responsibilities	Mean	Std. Deviation
1	The job descriptions are clearly given to me by the management	3.88	1.177
2	My individual goals are clear	3.85	1.255
3	Organizational goals are clearly defined	3.88	1.275
4	My contribution for the achievement of the organizational goal is clear to me	3.92	1.164
5	I have been given adequate authority to fulfill my responsibility	3.88	1.177
<b>Average mean</b>		3.882	

From the above table it is observed that the average mean value is 3.882 and the *variable my contribution for the achievement of the organizational goal is clear to me* scores a higher mean with 3.92 with the standard deviation of 1.164. Variable *My individual goals are clear* scores lower mean with 3.85 with the standard deviation of 1.255.

The variable *my contribution for the achievement of the organizational goal is clear to me* scores a lowest standard deviation of 1.164 whereas the variable *Organizational goals are clearly defined* scores a highest standard deviation of 1.275.

Thus it is interpreted that the majority of the executives agree that they are clear with the organization and their individual's goals and responsibilities where *my contribution for the achievement of the organizational goal is clear to me* has contributed more on the goals and responsibilities. However *my contribution for the achievement of the organizational goal is clear to me* had a lowest standard deviation. This means that the executives had a much closer opinions on *my contribution for the achievement of the organizational goal is clear to me*.

#### **4.4.15 Image of the organization**

Organizational image refers to people's global impressions of an organization. Organizational image is closely related to other constructs such as organizational reputation and organizational identity. If the organization had good reputation and identity among the public it will improve the job satisfaction of the employee. There are 4 variables which is used to measure the image of the organisation and the table shown below.

**Table 4.4.15**

**Result of mean score value on executive's opinion on the image of the organization**

<b>S.NO</b>	<b>Image of the organization</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	The job in this organization gives me a better status in the society	4.08	1.324
2	I feel proud to work in my organization	4.12	1.336
3	My organization's products have good name among the public	4.23	1.366
4	I am happy about the growth of my organization	4.19	1.357
<b>Average mean</b>		4.155	

From the above table it is observed that the average mean value is 4.155 and the variable *my organization's products have good name among the public* scores a higher mean with 4.23 with the standard deviation of 1.366. Variable *the job in this organization gives me a better status in the society* scores lower mean with 4.08 with the standard deviation of 1.324.

The variable *the job in this organization gives me a better status in the society* scores a lowest standard deviation of 1.324 whereas the variable *my organization's products have good name among the public* scores a highest standard deviation of 1.366.

Thus it is interpreted that the majority of the executives agree that there is good image for the RIL among the public where *my organization's products have good name among the public* has contributed more on the image of the organization. However *my organization's products have good name among the public* has a high standard deviation. This means that the executives had a much different opinions on *my organization's products have good name among the public*.

**4.5 ANALYSIS OF THE MEAN SCORE TO IDENTIFY THE FACTORS  
INFLUENCING THE OVERALL SATISFACTION OF THE STAFFS IN THE ROOTS  
INDUSTRIES INDIA LIMITED**

**4.5.1 Work Environment**

Work environment is the atmosphere to which the employee is actually exposed. This constitutes a major portion of the influence on the employee’s satisfaction. This typically included the quantum of work allotted, nature and complexities, system being followed etc. There are 5 variables which is used to measure the work environment and the table shown below

**Table 4.5.1  
Result of mean score value on staff’s opinion on the work environment**

<b>S.NO</b>	<b>Work environment</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	The working hours are comfortable	3.9091	1.33235
2	The work load is excessive	3.0818	1.05040
3	The rest intervals are adequate	3.4818	1.14925
4	Adequate facilities are provided to attend my job	3.3545	1.18543
5	The work place is free from dust, pollution, noise and there is proper lighting/ ventilation	3.3636	1.20950
<b>Average mean</b>		3.46	

From the above table it is observed that the average mean value is 3.46 and the variable *the working hours are comfortable* scores a higher mean with 3.91 with the standard deviation of 1.33. Variable *the work load is excessive* scores lower mean with 3.08 with the standard deviation of 1.05.

The variable *the work load is excessive* scores a lower standard deviation of 1.05 whereas the variable *the working hours are comfortable* scores a highest standard deviation of 1.33.

Thus it is interpreted that the majority of the staffs agree that the organization provides the good working environment where *the working hours are comfortable* has contributed more on the work environment. However *the working hours are comfortable* has a low standard deviation. This means that the staffs had very close opinions on *the working hours are comfortable*.

#### 4.5.2 Relationship with superiors

Healthy and cordial relationship with the superior in the department will not only provide healthy environment but also paves way for smooth flow of work, increases productivity and qualitative performance. There are 5 variables which is used to measure the relationship with superiors and the table shown below

**Table 4.5.2**  
**Result of mean score value on staff's opinion on the relationship with superiors**

<b>S.NO</b>	<b>Relationship with superiors</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	I have got an easy approach to my boss	3.4182	1.41669
2	My superiors appreciate my performance	3.3909	1.31397
3	My superiors treat me properly	3.3818	1.32708
4	My superior is competent enough to guide me	3.3455	1.34394
5	My superiors respects my opinion	3.4000	1.27214
<b>Average mean</b>		3.388	

From the above table it is observed that the average mean value is 3.388 and the variable *I have got an easy approach to my boss* scores a higher mean with 3.41 with the standard deviation of 1.416. Variable *my superior is competent enough to guide me* scores lower mean with 3.34 with the standard deviation of 1.343.

The variable *My superiors respects my opinion* scores a lower standard deviation of 1.27 whereas the variable *I have got an easy approach to my boss* scores a highest standard deviation of 1.33.

Thus it is interpreted that the majority of the staffs neither agree nor disagree that they have good relationship with their superiors where *I have got an easy approach to my boss* has contributed more on the relationship with superiors. However *I have got an easy approach to my boss* has a highest standard deviation. This means that the staffs had very closer opinions on *I have got an easy approach to my boss*

#### 4.5.3 Relationship with colleagues

Healthy and cordial relationship with the colleagues in the department will not only provide healthy environment but also paves way for smooth flow of work, increases productivity and qualitative performance. There are 2 variables which is used to measure the relationship with colleagues and the table shown below

**Table 4.5.3**

**Result of mean score value on staff's opinion on the relationship with colleagues**

S.NO	Relationship with colleagues	Mean	Std. Deviation
1	There is cordial working environment in my department	3.4545	1.23137
2	My colleagues are helpful	3.4727	1.29720
<b>Average mean</b>		3.46	

From the above table it is observed that average mean value is 3.46 and the variable *my colleagues are helpful* scores a higher mean with 3.47 with the standard deviation of 1.29. Variable *There is cordial working environment in my department* scores lower mean with 3.45 with the standard deviation of 1.23.

The variable *there is cordial working environment* in my department scores a lower standard deviation of 1.23 whereas the variable *my colleagues are helpful* scores a highest standard deviation of 1.29.

Thus it is interpreted that the majority of the staffs agree that they have good relationship with colleagues where *my colleagues are helpful* has contributed more on the relationship with colleagues. However *my colleagues are helpful* had a highest standard deviation. This means that the staffs had a different opinions on *my colleagues are helpful*.

#### 4.5.4 Motivation and Recognition

The level of performance of an employee is a function of his abilities. If there is a strong positive motivation, the output increases and decreases if it is negative. Motivation is a core element of management which shows that every human being earnestly seeks a secure, friendly and supportive relationship that gives him a sense of warmth and recognition in groups that are most important to him. There are 4 variables which is used to measure the motivation and recognition and the table shown below

**Table 4.5.4**  
**Result of mean score value on staff's opinion on the motivation and recognition**

S.NO	Motivation and Recognition	Mean	Std. Deviation
1	I feel satisfied when my performance is recognized	3.4000	1.25032
2	My good performance is recognized by promotion	3.2455	1.21298
3	My performance is recognized by increment in my salary	3.2091	1.12597
4	I am satisfied with the promotion policies	3.1818	1.09362
<b>Average mean</b>		3.26	

From the above table it is observed that the average mean value is 3.26 and the variable *I feel satisfied when my performance is recognized* scores a higher mean with 3.4 with the standard deviation of 1.25. Variable *I am satisfied with the promotion policies* scores the lower mean with 3.18 with the standard deviation of 1.09.

The variable *I am satisfied with the promotion policies* scores a lower standard deviation of 1.09 whereas the variable *I feel satisfied when my performance is recognized* scores a highest standard deviation of 1.25.

Thus it is interpreted that the majority of the staff neither agree nor disagree that their organization provides good motivation and recognition where *I feel satisfied when my performance is recognized* has contributed more on the motivation and recognition. However *I feel satisfied when my performance is recognized* has a low standard deviation. This means that the staffs had much different opinions on *I feel satisfied when my performance is recognized*.

#### 4.5.5 Salary

Salary is influenced by the size of the company, by a specific industry and in part by the contribution of the incumbent to the process of decision making. The bigger the firm, the greater is the compensation to the employees. The more attractive the salary, the more attractive will be the performance of the employees. There are 2 variables which is used to measure the salary and the table shown below

**Table 4.5.5**  
**Result of mean score value on staff's opinion on the salary**

S.NO	Salary	Mean	Std. Deviation
1	My salary commensurate with my efforts	3.1182	1.00212
2	I want a change in my present pay scale	3.2000	1.23259
<b>Average mean</b>		3.16	

From the above table it is observed that average mean is 3.16 and the variable *I want a change in my present pay scale* scores a higher mean with 3.2 with the standard deviation of 1.23. Variable *my salary commensurate with my efforts* scores lower mean with 3.11 with the standard deviation of 1.002.

The variable *my salary commensurate with my efforts* scores a lower standard deviation of 1.002 whereas the variable *I want a change in my present pay scale* scores a highest standard deviation of 1.23.

Thus it is interpreted that the majority of the staffs neither agree nor disagree that they are satisfied with the salary that the organization provides where *I want a change in my present pay scale* has contributed more on the salary. However *I want a change in my present pay scale* has a highest standard deviation. This means that the staffs had much different opinions on *I want a change in my present pay scale*.

#### 4.5.6 Welfare Facilities

The management provides all the welfares facilities such as health, safety, canteen, transport and loan facilities which will increase the job satisfaction of the employees and also that will help employee to produce better performance in the work and working environment. There are 5 variables which is used to measure the welfare facilities and the table shown below

**Table 4.5.6**  
**Result of mean score value on staff's opinion on the welfare facilities**

S.NO	Welfare Facilities	Mean	Std. Deviation
1	The canteen facilities are adequate	2.8909	1.16008
2	The transport facilities are adequate	3.2455	1.19775
3	The safety provisions are adequate	3.4000	1.32166
4	Medical facilities are adequate	3.3364	1.15160
5	Loans are provided by the organization	3.3091	1.08995
<b>Average mean</b>		3.238	

From the above table it is observed that average mean value is 3.238 and the variable *the safety provisions are adequate* scores a higher mean with 3.4 with the standard deviation of 1.32. Variable *the canteen facilities are adequate* scores lower mean with 2.8909 with the standard deviation of 1.16.

The variable *Loans are provided by the organization* scores a lower standard deviation of 1.089 whereas the variable *the safety provisions are adequate* scores a highest standard deviation of 1.32.

Thus it is interpreted that the majority of the staffs neither agree nor disagree that they are satisfied with the welfare facilities provided by the organization where *the safety provisions are adequate* has contributed more on the welfare facilities. However *the safety provisions are adequate* has a highest standard deviation. This means that the staffs had much different opinions on *the safety provisions are adequate*

#### **.4.5.7 Job security**

A person who is satisfied with the current job would continue to remain in the same job. So job security plays a crucial role in the maintenance of job satisfaction among employees. There are 2 variables which is used to measure the job security and the table shown below

**Table 4.5.7**  
**Result of mean score value on staff's opinion on the job security**

<b>S.NO</b>	<b>Job security</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	I am happy with the company policies	3.5727	1.14025
2	Job security is based on performance	3.4818	1.22011
<b>Average mean</b>		3.525	

From the above table it is observed that the average mean is 3.525 and the variable *I am happy with the company policies* scores a higher mean with 3.57 with the standard deviation of 1.14. Variable *Job security is based on performance* scores lower mean with 3.48 with the standard deviation of 1.22.

The variable *I am happy with the company policies* scores a lower standard deviation of 1.14 whereas the variable *Job security is based on performance* scores a highest standard deviation of 1.22.

Thus it is interpreted that the majority of the staffs agree that organization provides them job security where *I am happy with the company policies* has contributed more on the job security. However *I am happy with the company policies* has a low standard deviation. This means that the staffs had very close opinions on *I am happy with the company policies*.

#### 4.5.8 Grievance Handling

Having proper grievance handling Procedures will also help mitigate the impact of grievances on employee morale and productivity, maintain workplace harmony and safeguard company's image and brand name. There are 2 variables which is used to measure the grievance handling and the table shown below

**Table 4.5.8**  
**Result of mean score value on staff's opinion on the grievance handling**

S.NO	Grievance Handling	Mean	Std. Deviation
1	I am satisfied with the grievance handling procedures of the organization	3.2818	1.08477
2	I am able to freely communicate my grievance	3.3000	1.05404
<b>Average mean</b>		3.29	

From the above table it is observed that the average mean is 3.29 and the variable *I am able to freely communicate my grievance* scores a higher mean with 3.3 with the standard deviation of 1.05. Variable *I am satisfied with the grievance handling procedures of the organization* scores lower mean with 3.28 with the standard deviation of 1.08.

The variable *I am able to freely communicate my grievance* scores a lower standard deviation of 1.05 whereas the variable *I am satisfied with the grievance handling procedures* of the organization scores a highest standard deviation of 1.08.

Thus it is interpreted that the majority of the staffs neither agree nor disagree that they are satisfied with the organization's grievance handling mechanism where *I am able to freely*

*communicate my grievance* has contributed more on the grievance handling. However *I am able to freely communicate my grievance* has a low standard deviation. This means that the staffs had very close opinions on *I am able to freely communicate my grievance*.

#### 4.5.9 Performance Appraisal

Performance appraisal should be viewed as a process or mechanism to motivate and reward the employees. The satisfaction and positive perception towards performance appraisal is very important in order to get job satisfaction for employees. There are 4 variables which is used to measure the performance appraisal and the table shown below.

**Table 4.5.9**  
**Result of mean score value on staff's opinion on the performance appraisal**

S.NO	Performance Appraisal	Mean	Std. Deviation
1	Performance appraisal is essential	3.4182	1.18385
2	Performance appraisal should be confidential	3.3091	1.19437
3	Performance appraisal is open type	3.2000	.95591
4	Performance appraisal improves my performance	3.3636	1.10651
<b>Average mean</b>			3.3225

From the above table it is observed that the average mean value is 3.3225 and the variable *Performance appraisal is essential* scores a higher mean with 3.41 with the standard deviation of 1.18. Variable *Performance appraisal is open type* scores lower mean with 3.2 with the standard deviation of 0.955.

The variable *Performance appraisal is open type* scores a lower standard deviation of 0.955 whereas the variable *Performance appraisal should be confidential* scores a highest standard deviation of 1.194.

Thus it is interpreted that the majority of the staffs neither agree nor disagree that the performance appraisal provided by the organization is satisfactory where *Performance appraisal is essential* has contributed more on the performance appraisal. However *the Performance*

*appraisal is essential* has a high standard deviation. This means that the staffs had much different opinions on *Performance appraisal is essential*.

#### 4.5.10 Training

Training and development is essential for any organization for the development of employees personally and for the growth of the organization. There are 3 variables which is used to measure the training and the table shown below.

**Table 4.5.10**  
**Result of mean score value on staff’s opinion on the training**

S.NO	Training	Mean	Std. Deviation
1	I am provided with adequate training/development programs to adapt to the latest environment	3.4145	1.14863
2	The training given is helpful at work	3.3727	1.18754
3	Training helps to increase my performance	3.3364	1.22869
<b>Average mean</b>		3.37	

From the above table it is observed that average mean value is 3.37 and the variable *I am provided with adequate training/development programs to adapt to the latest environment* scores a higher mean with 3.41 with the standard deviation of 1.14. Variable *Training helps to increase my performance* scores lower mean with 3.33 with the standard deviation of 1.22.

The variable *I am provided with adequate training/development programs to adapt to the latest environment* scores a lower standard deviation of 1.14 whereas the variable *Training helps to increase my performance* scores a highest standard deviation of 1.22.

Thus it is interpreted that the majority of the staffs neither agree nor disagree that training provided by the organization is satisfactory where *I am provided with adequate training/development programs to adapt to the latest environment* has contributed more on the training. However *I am provided with adequate training/development programs to adapt to the*

*latest environment* has a low standard deviation. This means that the staffs had much closer opinions on *I am provided with adequate training/development programs to adapt to the latest environment*.

#### 4.5.11 Management Style

Employee job satisfaction depends upon the leadership style of managers. Nevertheless, participative management is not always a good management style. Managers should select the best leadership style according to the organizational culture and employees' organizational maturity. There are 3 variables which is used to measure the performance appraisal and the table shown below

**Table 4.5.11**  
**Result of mean score value on staff's opinion on the management style**

S.NO	Management Style	Mean	Std. Deviation
1	I am satisfied with the line of management in my concern	3.324	1.10137
2	I am satisfied with the decision making standards and plans of the organization	3.3364	1.09442
3	Your opinion is given due importance in decision making and for any change in respective department	3.3273	1.07609
<b>Average mean</b>		3.33	

From the above table it is observed that average mean value is 3.33 and the variable *I am satisfied with the decision making standards and plans of the organization* scores a higher mean with 3.33 with the standard deviation of 1.094. Variable *I am satisfied with the line of management in my concern* scores lower mean with 3.324 with the standard deviation of 1.101.

The variable *Your opinion is given due importance in decision making and for any change in respective department* scores a lower standard deviation of 1.076 whereas the variable *I am satisfied with the line of management in my concern* scores a highest standard deviation of 1.103.

Thus it is interpreted that the majority of the staffs neither agree nor disagree that they are satisfied with the management style where *I am satisfied with the decision making standards and plans of the organization* has contributed more on the management style. However *I am satisfied with the decision making standards and plans of the organization* has a low standard deviation. This means that the staffs had very close opinions on *I am satisfied with the decision making standards and plans of the organization*.

#### 4.5.12 Quality Policy

Quality is a core concept that rules today's business. It is a non-comprising factor of any industry in today's business world. Companies would adopt themselves to the recognize quality standards to sustain in the market and to provide a better working condition to the employees and job security. There are 4 variables which is used to measure the quality policy and the table shown below.

**Table 4.5.12**  
**Result of mean score value on staff's opinion on the quality policy**

S.NO	Quality Policy	Mean	Std. Deviation
1	I am aware of the quality standards of the organization	3.5545	1.28246
2	I am satisfied with the ISO certificate of the company	3.4364	1.30298
3	I am happy and adaptable to the changes due to ISO/QS certification	3.4364	1.24538
4	I have wide prospects due to ISO/QS certification	3.3273	1.21239
	<b>Average mean</b>	3.455	

From the above table it is observed that average mean value is 3.455 and the variable *I am aware of the quality standards of the organisation* scores a higher mean with 3.55 with the standard deviation of 1.28. Variable *I have wide prospects due to ISO/QS certification* scores lower mean with 3.3273 with the standard deviation of 1.212.

The variable *I have wide prospects due to ISO/QS certification* scores a lower standard deviation of 1.212 whereas the variable *I am satisfied with the ISO certificate of the company* scores a highest standard deviation of 1.302.

Thus it is interpreted that the majority of the staffs agree that they are satisfied with the quality policy followed in the organization where *I am aware of the quality standards of the organization* has contributed more on the quality policy. However *I am aware of the quality standards of the organisation* has a high standard deviation. This means that the staffs had much different opinions on *I am aware of the quality standards of the organisation*.

#### 4.5.13 Career Counseling

Career counseling is an attempt to determine individual's interests, desires, aspirations and skills and competencies in various occupations and jobs. Employment counseling is beneficial for both employees as well as employers as it has a positive impact on them and helps both the parties achieve their short-term and long-term goals.

**Table 4.5.13**  
**Result of mean score value on staff's opinion on the career counseling**

S.NO	Career Counseling	Mean	Std. Deviation
1	I am aware of the career counseling program the organization offers	3.1727	1.03036
2	I am given due instruction in taking up career counseling	3.1909	1.00909
3	I am happy with the career counseling program	3.2182	.98037
4	Career counseling helps in career planning	3.1909	.99996
<b>Average mean</b>		3.195	

From the above table it is observed that the average mean value is 3.195 and the variable *I am happy with the career counseling program* scores a higher mean with 3.21 with the standard

deviation of 0.98. Variable *I am aware of the career counseling program the organization offers* scores lower mean with 3.1727 with the standard deviation of 1.03.

The variable *I am happy with the career counseling program* scores a lower standard deviation of 0.98 whereas the variable *I am aware of the career counseling program the organization offers* scores a highest standard deviation of 1.03.

Thus it is interpreted that the majority of the staffs neither agree nor disagree that the career counseling conducted by the organization was satisfactory where *I am happy with the career counseling program* has contributed more on the career counseling. However *I am happy with the career counseling program* has a low standard deviation. This means that the staffs had much closer opinions on *I am happy with the career counseling program*.

#### 4.5.14 Individual's Growth Opportunities

Opportunities for growth and development help employees expand their knowledge, skills and abilities, and apply the competencies they have gained to new situations. The opportunity to gain new skills and experiences can increase employee motivation and job satisfaction and help workers more effectively manage job stress.

**Table 4.5.14**

**Result of mean score value on staff's opinion on the individual's growth opportunities**

S.NO	Individual's Growth Opportunities	Mean	Std. Deviation
1	I feel that there is an adequate opportunity for me to grow further	3.3273	1.15821
2	I am provided with ample opportunities by the management for my development	3.2727	1.17238
3	I find my job interesting and prospective	3.2818	1.18191
4	If I enhance my skills, I will be given additional responsibility	3.3182	1.17256
5	Internal promotions are encouraged based on the individual performance	3.2636	1.14681
<b>Average mean</b>		3.292	

From the above table it is observed that the average mean value is 3.292 and the variable *I feel that there is an adequate opportunity for me to grow further* scores a higher mean with 3.327 with the standard deviation of 1.158. Variable *Internal promotions are encouraged based on the individual performance* scores lower mean with 3.26 with the standard deviation of 1.14.

The variable *Internal promotions are encouraged based on the individual performance* scores a lower standard deviation of 1.146 whereas *the variable I find my job interesting and prospective* scores a highest standard deviation of 1.181.

Thus it is interpreted that the majority of the staffs neither agree nor disagree that the organization provides the all opportunities for the growth of an individual employee where *I feel that there is an adequate opportunity for me to grow further* has contributed more on the individual's growth opportunity. However *I feel that there is an adequate opportunity for me to grow further* has a low standard deviation. This means that the staffs had much closer opinions on *I feel that there is an adequate opportunity for me to grow further*.

#### 4.5.15 Goals and Responsibilities

For employees in the organization, organization should provide a proper goals and responsibilities to them which will increase the job satisfaction when they are clear with their and organizational goals. The following table determines the goals and responsibilities in the organization

**Table 4.5.15**  
**Result of mean score value on staff's opinion on the goals and responsibilities**

S.NO	Goals and Responsibilities	Mean	Std. Deviation
1	The job description are clearly given to me by the management	3.4000	1.23556
2	My individual goals are clear	3.4091	1.27283
3	Organizational goals are clearly defined	3.4364	1.30298
4	My contribution for the achievement of the organizational goal is clear to me	3.3636	1.30438

5	I have been given adequate authority to fulfill my responsibility	3.3182	1.19580
<b>Average mean</b>		3.386	

From the above table it is observed that the average mean value is 3.386 and the variable *Organizational goals are clearly defined* scores a higher mean with 3.43 with the standard deviation of 1.302. Variable *I have been given adequate authority to fulfill my responsibility* scores lower mean with 3.318 with the standard deviation of 1.195.

The variable *I have been given adequate authority to fulfill my responsibility* scores a lower standard deviation of 1.195 whereas *the variable my contribution for the achievement of the organizational goal is clear to me* scores a highest standard deviation of 1.304.

Thus it is interpreted that the majority of the staffs are neither agree nor disagree that the their and organization goals and responsibilities are clear to them where *Organizational goals are clearly defined* has contributed more on the goals and responsibilities. However *Organizational goals are clearly defined* has a high standard deviation. This means that the staffs had much different opinions on *Organizational goals are clearly defined*.

#### **4.5.16 Image of the organization**

Organizational image refers to people's global impressions of an organization. Organizational image is closely related to other constructs such as organizational reputation and organizational identity. If the organization had good reputation and identity among the public it will improve the job satisfaction of the employee. There are 5 variables which is used to measure the image of the organisation and the table shown below

**Table 4.5.16**

**Result of mean score value on staff's opinion on the image of the organization**

<b>S.NO</b>	<b>Image of the organization</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	The job in the organization gives me a better status in the society	3.4636	1.35238
2	I feel proud to work in my organization	3.4727	1.39927
3	My organization's products have good name among the public	3.5545	1.46886
4	I am happy about the growth of my organization	3.4909	1.44467
5	Goodwill of the organization is increasing	3.4909	1.44467
<b>Average mean</b>			3.496

From the above table it is observed that the average mean value is 3.496 and the variable *my organization's products have good name among the public* scores a higher mean with 3.55 with the standard deviation of 1.46. Variable *The job in the organization gives me a better status in the society* scores lower mean with 3.46 with the standard deviation of 1.35.

The variable *the job in the organization gives me a better status in the society* scores a lower standard deviation of 1.35 whereas the variable *my organization's products have good name among the public* scores a highest standard deviation of 1.46.

Thus it is interpreted that that the majority of the staffs are agree that there is good image for the organization among the public where *my organization's products have good name among the public* has contributed more on the image of the organization. However *my organization's products have good name among the public* has a high standard deviation. This means that the staffs had much different opinions on *my organization's products have good name among the public*.

**4.6 ANALYSIS OF THE MEAN SCORE TO IDENTIFY THE FACTORS  
INFLUENCING THE OVERALL SATISFACTION OF THE OPERATORS EMPLOYED  
IN THE ROOTS INDUSTRIES INDIA LIMITED**

**4.6.1 Work Environment**

Work environment is the atmosphere to which the employee is actually exposed. This constitutes a major portion of the influence on the employee's satisfaction. This typically included the quantum of work allotted, nature and complexities, system being followed etc. There are 6 variables which is used to measure the work environment and the table shown below

**Table 4.6.1**

**Result of mean score value on operator's opinion on the work environment**

<b>S.NO</b>	<b>Work Environment</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Working hours are flexible	3.62	0.666
2	Excessive work load	4.53	1.057
3	Adequate rest intervals	3.90	0.725
4	Adequate safety facilities	3.41	0.514
5	The work place is free from dust, pollution, noise and there is proper lighting or ventilation	3.50	0.736
6	I am Satisfied with my work environment	3.51	0.613
<b>Average mean</b>		3.745	

From the above table it is observed that the average mean value is 3.745 and the variable *Excessive work load* scores a higher mean with 4.53 with the standard deviation of 1.057. And the variable *adequate safety facility* scores lower mean with 3.41 with the standard deviation of 0.514.

The variable *adequate safety facilities* scores a lower standard deviation of 0.514 whereas the variable *Excessive work load* scores a highest standard deviation of 1.057

Thus it is interpreted that the majority of the operators agree that the organization provides the good working environment where the *excessive work load* has contributed more on the work environment. However *excessive work load* has a high standard deviation. This means that the operators had much different opinions on the *excessive work load*

#### 4.6.2 Relationship with superiors

Healthy and cordial relationship with the superior in the department will not only provide healthy environment but also paves way for smooth flow of work, increases productivity and qualitative performance. There are 8 variables which is used to measure the relationship with superiors and the table shown below

**Table 4.6.2**

**Result of mean score value on operator's opinion on the relationship with superiors**

S.NO	Relationship with superiors	Mean	Std. Deviation
1	Superiors used to help me whenever needed	3.68	0.652
2	Superiors used to discuss about the decisions related to work	3.91	0.733
3	Superiors treat me properly.	3.74	0.614
4	Superiors encourage me.	3.85	0.737
5	Superiors encourage me for the contribution towards my department	3.70	0.615
6	I feel comfortable when I ask help from superiors	3.65	0.539
7	Superiors are eligible to guide me	3.55	0.558
8	I am using my entire skills in the work	3.51	0.542
<b>Average mean</b>		3.69875	

From the above table it is observed that the average mean is 3.7 and the variable *Superiors used to discuss about the decisions related to work* scores highest mean with 3.91 with the standard deviation of 0.733. Variable *I am using my entire skills in the work* scores lower mean with 3.51 with the standard deviation of 0.54.

The variable *I feel comfortable when I ask help from superiors* scores a lower standard deviation of 0.539 whereas the variable *Superiors encourage me* scores a highest standard deviation of 0.737.

Thus it is interpreted that the majority of the operators agree that they have strong relationship with their superiors where *Superiors used to discuss about the decisions related to work* has contributed more on the relationship with superiors. However *Superiors used to discuss about the decisions related to work* has a high standard deviation. This means that the operators had much different opinions on *Superiors used to discuss about the decisions related to work*.

#### 4.6.3 Relationship with the colleagues

Healthy and cordial relationship with the colleagues in the department will not only provide healthy environment but also paves way for smooth flow of work, increases productivity and qualitative performance. There are 3 variables which is used to measure the relationship with the colleagues and the table shown below

**Table 4.6.3**

**Result of mean score value on operator's opinion on the relationship with colleagues**

S.NO	Relationship with the colleagues	Mean	Std. Deviation
1	My colleagues are friendly to me	3.48	0.542
2	There is cordial working environment in my department	3.62	0.547
3	My colleagues are helpful	3.58	0.555
	<b>Average mean</b>	3.56	

From the above table it is observed that the average mean is 3.56 and the variable *there is cordial working environment in my department* scores a higher mean with 3.62 with the standard deviation of 0.547. Variable *my colleagues are friendly to me* scores lower mean with 3.48 with the standard deviation of 0.542.

The variable *my colleagues are friendly to me* scores a lower standard deviation of 0.542 whereas the variable *my colleagues are helpful* scores a highest standard deviation of 0.555

Thus it is interpreted that the majority of the operators agree that there is a strong relationship with their colleagues where *there is cordial working environment in my department* has contributed more on the relationship with the colleagues. However *there is cordial working environment in my department* has a high standard deviation. This means that the operators had much different opinions on *There is cordial working environment in my department*.

#### 4.6.4 Motivation and Recognition

The level of performance of an employee is a function of his abilities. If there is a strong positive motivation, the output increases and decreases if it is negative. Motivation is a core element of management which shows that every human being earnestly seeks a secure, friendly and supportive relationship that gives him a sense of warmth and recognition in groups that are most important to him. There are 5 variables which is used to measure the motivation and recognition and the table shown below

**Table 4.6.4**

**Result of mean score value on operator’s opinion on the motivation and recognition**

S.NO	Motivation and Recognition	Mean	Std. Deviation
1	I am satisfied when my work is recognized.	3.60	0.551
2	I am satisfied when I get rewards for my work.	3.81	0.713
3	I like Canons of worker’s contribution.	3.76	0.593
4	My skills and ideas are recognized by superiors.	3.74	0.597
5	I am satisfied with the incentive system	3.17	0.774
	<b>Average mean</b>	3.616	

From the above table it is observed that the average mean value is 3.616 and the variable *I am satisfied when I get rewards for my work* scores a higher mean with 3.81 with the standard deviation of 0.713. Variable *I am satisfied with the incentive system* scores lower mean with 3.17 with the standard deviation of 0.774.

The variable *I am satisfied when my work is recognized* scores a lower standard deviation of 0.551 whereas the variable *I am satisfied with the incentive system* scores a highest standard deviation of 0.774

Thus it is interpreted that the majority of the operators agree that the organization motivates and recognize them where *I am satisfied when I get rewards for my work* has contributed more on the motivation and recognition. However *I am satisfied when I get rewards for my work* has a high standard deviation. This means that the operators had different opinions on *I am satisfied when I get rewards for my work*.

#### 4.6.5 Salary

Salary is influenced by the size of the company, by a specific industry and in part by the contribution of the incumbent to the process of decision making. The bigger the firm, the greater is the compensation to the employees. The more attractive the salary, the more attractive will be the performance of the employees. There are 3 variables which is used to measure the salary and the table shown below

**Table 4.6.5**

**Result of mean score value on operator’s opinion on the salary**

<b>S.NO</b>	<b>Salary</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	I receive adequate salary	3.40	1.023
2	I am satisfied with the salary	4.36	1.008
3	I want my salary to get increased	3.86	0.885
<b>Average mean</b>		3.87	

From the above table it is observed that the average mean value is 3.87 and the variable *I am satisfied with the salary* scores a higher mean with 4.36 with the standard deviation of 1.008. Variable *I receive adequate salary* scores lower mean with 3.40 with the standard deviation of 1.023.

The variable *I want my salary to get increased* scores a lower standard deviation of 0.885 whereas the variable *I receive adequate salary* scores a highest standard deviation of 1.023.

Thus it is interpreted that the majority of the operators agree that the salary provided by the organization was satisfactory where *I am satisfied with the salary* has contributed more on the work environment. However *I am satisfied with the salary* has a low standard deviation. This means that the operators had same opinions on *I am satisfied with the salary*.

#### 4.6.6 Welfare facilities

The management provides all the welfares facilities such as health, safety, canteen, transport and loan facilities which will increase the job satisfaction of the employees and also that will help employee to produce better performance in the work and working environment. There are 6 variables which is used to measure the welfare facilities and the table shown below

**Table 4.6.6**

**Result of mean score value on operator’s opinion on the welfare facilities**

S.NO	Welfare facilities	Mean	Std. Deviation
1	Adequate transport facilities	3.85	0.829
2	Adequate canteen facilities	4.04	0.941
3	Adequate medical facilities	3.90	0.793
4	Loans are provided by the organization	3.99	0.855
5	Adequate Residential facilities	4.28	0.917
6	Management gives suggestions for family issues	4.20	1.025
<b>Average mean</b>		4.043	

From the above table it is observed that the average mean value is 4.043 and the variable *Adequate Residential facilities* score a higher mean with 4.28 with the standard deviation of 0.917. Variable *Adequate transport facilities* scores lower mean with 3.85 with the standard deviation of 0.829.

The variable *Adequate medical facilities* scores a lower standard deviation of 0.793 whereas the variable *Management gives suggestions for family issues* scores a highest standard deviation of 1.025.

Thus it is interpreted that the majority of the operators agree that the welfare facilities provided by organization was satisfactory where *the Adequate Residential facilities* has contributed more on the welfare facilities. However an *Adequate Residential facility* has a low standard deviation. This means that the operators had much closer opinions on *Adequate Residential facilities*.

#### 4.6.7 Job security

A person who is satisfied with the current job would continue to remain in the same job. So job security plays a crucial role in the maintenance of job satisfaction among employees. There are 4 variables which is used to measure the job security and the table shown below

**Table 4.6.7**

**Result of mean score value on operator’s opinion on the job security**

<b>S.NO</b>	<b>Job security</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Assurance of my job makes me to feel happy.	3.74	0.597
2	My job skill assures me the job security	3.745	0.647
3	I am satisfied with the company’s policies	3.83	0.658
4	I am satisfied with the demands that fulfilled by the management	3.89	0.702
<b>Average mean</b>		3.801	

From the above table it is observed that average mean value is 3.801 and the variable *I am satisfied with the demands that fulfilled by the management* scores a higher mean with 3.89 with the standard deviation of 1.057. Variable *Assurance of my job makes me to feel happy* scores lower mean with 3.74 with the standard deviation of 0.597.

The variable *Assurance of my job makes me to feel happy* scores a lower standard deviation of 0.597 whereas the variable *I am satisfied with the demands that fulfilled by the management* scores a highest standard deviation of 0.702.

Thus it is interpreted that the majority of the operators agree that the organization provides them a job security where *I am satisfied with the demands that fulfilled by the management* has contributed more on the job security. However *I am satisfied with the demands that fulfilled by the management* has a high standard deviation. This means that the operators had different opinions on *I am satisfied with the demands that fulfilled by the management*.

#### **4.6.8 Grievance handling and Performance appraisal**

Having proper Grievance Handling Procedures will also help mitigate the impact of grievances on employee morale and productivity, maintain workplace harmony and safeguard company's image and brand name.

Performance appraisal should be viewed as a process or mechanism to motivate and reward the employees. The satisfaction and positive perception towards performance appraisal is very important in order to get job satisfaction for employees. There are 3 variables which is used to measure the grievance handling and performance appraisal and the table shown below

**Table 4.6.8**  
**Result of mean score value on operator's opinion on the grievance handling and performance appraisal**

<b>S.NO</b>	<b>Grievance handling and Performance appraisal</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	I am able to freely communicate my grievance	3.90	0.666
2	I am satisfied with the grievance handling procedures of the organization	3.79	0.561
3	Performance appraisal helps me to improve performance	3.66	0.555
<b>Average mean</b>		3.783	

From the above table it is observed that average mean value is 3.783 and the variable *I am able to freely communicate my grievance* scores a higher mean with 3.90 with the standard deviation

of 0.666. Variable *Performance appraisal helps me to improve performance* scores lower mean with 3.66 with the standard deviation of 0.555.

The variable *Performance appraisal helps me to improve performance* scores a lower standard deviation of 0.555 whereas the variable *I am able to freely communicate my grievance* scores a highest standard deviation of 0.666.

Thus it is interpreted that the majority of the operators agree that the organization has the efficient grievance handling and performance appraisal mechanism where *I am able to freely communicate my grievance* has contributed more on the grievance handling and performance appraisal. However *I am able to freely communicate my grievance* has a high standard deviation. This means that the operators had different opinions on the *I am able to freely communicate my grievance*.

#### 4.6.9 Training

Training and development is essential for any organization for the development of employees personally and for the growth of the organization. There are 4 variables which is used to measure the training and the table shown below

**Table 4.6.9**  
**Result of mean score value on operator’s opinion on the training**

S.NO	Training	Mean	Std. Deviation
1	Management provides me enough training.	3.63	0.581
2	I am provided with adequate training or development programs to adapt to the latest environment	3.63	0.563
3	Training is helpful for my job	3.59	0.589
4	Training provided makes me to do better job	3.67	0.533
<b>Average mean</b>		3.63	

From the above table it is observed that the average mean value is 3.63 and the variable *Training provided makes me to do better job* scores a higher mean with 3.67 with the standard deviation of

0.533. Variable *Training is helpful for my job* scores lower mean with 3.59 with the standard deviation of 0.589.

The variable *Training provided makes me to do better job* scores a lower standard deviation of 0.533 whereas the variable *Training is helpful for my job* scores a highest standard deviation of 0.589.

Thus it is interpreted that the majority of the operators agree that the training provided by the organization was helpful where *Training provided makes me to do better job* has contributed more on the training. However *Training provided makes me to do better job* has a lowest standard deviation. This means that the operators had much closer opinions on *Training provided makes me to do better job*

#### 4.6.10 Management style

Employee job satisfaction depends upon the leadership style of managers. Nevertheless, participative management is not always a good management style. Managers should select the best leadership style according to the organizational culture and employees' organizational maturity. There are 3 variables which is used to measure the management style and the table shown below

**Table 4.6.10**

**Result of mean score value on operator's opinion on the management style**

<b>S.NO</b>	<b>Management style</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	I am satisfied with the administration	3.68	0.636
2	I am satisfied with the decision making standards and plans of the organization	3.73	0.618
3	Your opinion is given due importance in decision making and for any change in respective department	3.66	0.731
<b>Average mean</b>		3.673	

From the above table it is observed that the average mean value is 3.673 and the variable *I am satisfied with the decision making standards and plans of the organization* scores a higher mean with 3.73 with the standard deviation of 1.618. Variable *Your opinion is given due importance in decision making and for any change in respective department* scores lower mean with 3.66 with the standard deviation of 0.713.

The variable *I am satisfied with the decision making standards and plans of the organization* scores a lower standard deviation of 0.618 whereas the variable *Your opinion is given due importance in decision making and for any change in respective department* scores a highest standard deviation of 0.731

Thus it is interpreted that the majority of the operators agree that they are satisfied with the management style followed in the organization where *I am satisfied with the decision making standards and plans of the organization* has contributed more on the management style. However *I am satisfied with the decision making standards and plans of the organization* has a low standard deviation. This means that the operators had the same opinions on *I am satisfied with the decision making standards and plans of the organization*

#### **4.6.11 Quality policy**

Quality is a core concept that rules today's business. It is a non-comprising factor of any industry in today's business world. Companies would adopt themselves to the recognize quality standards to sustain in the market and to provide a better working condition to the employees and job security. There are 6 variables which is used to measure the quality policy and the table shown below

**Table 4.6.11**

**Result of mean score value on operator's opinion on the quality**

<b>S.NO</b>	<b>Quality policy</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	I am aware of the quality standards of the organization	3.53	0.596
2	I am satisfied with the ISO/QS certificate	3.39	0.510
3	I am happy and adaptable to the change due to ISO/QS certificate.	3.42	0.516
4	I am aware of facilities and officials who provide me with consulting of job improvement	3.48	0.522
5	I am happy with the job improvement programs	3.535	0.542
6	Consulting of job improvement helps me to plan future programs	3.51	0.561
<b>Average mean</b>		3.4775	

From the above table it is observed that the average mean value is 3.478 and the variable *I am aware of the quality standards of the organization* scores a higher mean with 3.53 with the standard deviation of 0.596. Variable *I am satisfied with the ISO/QS certificate* scores lower mean with 3.39 with the standard deviation of 0.510.

The variable *I am satisfied with the ISO/QS certificate* scores a lower standard deviation of 0.510 whereas the variable *I am aware of the quality standards of the organization* scores a highest standard deviation of 0.596

Thus it is interpreted that the majority of the operators agree that they are satisfied with quality policy followed in the organization where *I am aware of the quality standards of the organization* has contributed more on the quality policy. However *I am aware of the quality standards of the organization* has a high standard deviation. This means that the operators had different opinions on *I am aware of the quality standards of the organization*.

#### 4.6.12 Individual's growth opportunity

Opportunities for growth and development help employees expand their knowledge, skills and abilities, and apply the competencies they have gained to new situations. The opportunity to gain new skills and experiences can increase employee motivation and job satisfaction and help workers more effectively manage job stress. There are 4 variables which is used to measure the individual's growth opportunity and the table shown below

**Table 4.6.12**

**Result of mean score value on operator's opinion on the individual's growth opportunities**

S.NO	Individual's growth opportunity	Mean	Std. Deviation
1	My job provides me the opportunity to improve.	3.62	0.547
2	There are more opportunities to improve myself gradually	3.68	0.652
3	I will have more commitments as my skills get increased.	3.68	0.619
4	Based on individual performance, internal promotions are encouraged.	4.65	0.628
<b>Average mean</b>		3.9075	

From the above table it is observed that the average mean value is 3.9075 and the variable *Based on individual performance, internal promotions are encouraged* scores a higher mean with 4.65 with the standard deviation of 0.628. Variable *my job provides me the opportunity to improve* scores lower mean with 3.62 with the standard deviation of 0.547.

The variable *My job provides me the opportunity to improve* scores a lower standard deviation of 0.547 whereas the variable *There are more opportunities to improve myself gradually* scores a highest standard deviation of 0.652.

Thus it is interpreted that the majority of the operators agree that the organization facilitates the individual growth opportunities to the operators where *Based on individual performance, internal promotions are encouraged* has contributed more on the individual's growth opportunity. However *Based on individual performance, internal promotions are encouraged*

has a high standard deviation. This means that the operators had different opinions on *Based on individual performance, internal promotions are encouraged*

#### 4.6.13 Image of the organization

Organizational image refers to people’s global impressions of an organization. Organizational image is closely related to other constructs such as organizational reputation and organizational identity. If the organization had good reputation and identity among the public it will improve the job satisfaction of the employee. There are 5 variables which is used to measure the image of the organisation and the table shown below

**Table 4.6.13**

**Result of mean score value on operator’s opinion on the image of the organization**

<b>S.NO</b>	<b>Image of the organization</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	The job in this organization gives me a better status in the society	3.61	0.652
2	I feel proud to work in my organization	3.41	0.494
3	My organization’s products have good image among the public.	4.42	0.496
4	I am happy about the growth of the organization.	3.31	0.463
5	Goodwill of the organization has been increasing.	3.35	0.478
<b>Average mean</b>		3.62	

From the above table it is observed that the average mean value is 3.62 and the variable *my organization’s products have good image among the public* scores a higher mean with 4.42 with the standard deviation of 0.496. Variable *I am happy about the growth of the organization* scores lower mean with 3.31 with the standard deviation of 0.463.

The variable *I am happy about the growth of the organization* scores a lower standard deviation of 0.463 whereas the variable *the job in this organization gives me a better status in the society* scores a highest standard deviation of 0.652.

Thus it is interpreted that the majority of the operators agree that there is a good image among the public for the organization where *my organization's products have good image among the public* has contributed more on the image of the organization. However *My organization's products have good image among the public* had a low standard deviation. This means that the operators had much closer opinions on *my organization's products have good image among the public*.

#### 4.6.14 Goals and Responsibilities

For employees in the organization, organization should provide a proper goals and responsibilities to them which will increase the job satisfaction when they are clear with their and organizational goals. The following table determines the goals and responsibilities in the organization. There are 5 variables which is used to measure the goals and responsibilities and the table shown below

**Table 4.6.14**  
**Result of mean score value on operator's opinion on the goals and responsibilities**

<b>S.NO</b>	<b>Goals and Responsibilities</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Organizational goals are clearly defined	3.42	0.555
2	My individual's goals are clear.	3.49	0.579
3	My contribution for the achievement of the organizational goal is clear to me	3.41	0.494
4	The job descriptions are clearly given to me by the management	3.51	0.523
5	I have been given adequate authority to fulfill my responsibility.	3.58	0.625
<b>Average mean</b>		3.482	

From the above table it is observed that the average mean value is 3.482 and the variable *I have been given adequate authority to fulfill my responsibility* scores a higher mean with 3.58 with the standard deviation of 0.625. Variable *my contribution for the achievement of the organizational goal is clear to me* scores lower mean with 3.41 with the standard deviation of 0.494.

The variable *my contribution for the achievement of the organizational goal is clear to me* scores a lower standard deviation of 0.494 whereas the variable *I have been given adequate authority to fulfill my responsibility* scores a highest standard deviation of 0.625.

Thus it is interpreted that the majority of the operators agree that the organization and their goals and responsibilities are clear to them where *I have been given adequate authority to fulfill my responsibility* has contributed more on the goals and responsibilities. However *I have been given adequate authority to fulfill my responsibility* has a high standard deviation. This means that the operators had the different opinions on *I have been given adequate authority to fulfill my responsibility*.

## **SUMMARY**

## CHAPTER 5

### SUMMARY

#### 5.1 FINDINGS

##### 5.1.1 Demographic Factors of Executives -Percentage Analysis

FACTOR	FINDINGS
Gender	The majority of the executives belong to the age group 41-50 years.
Age Group	The majority of the executives are Male
Marital status	All the executives are married
Number of years of experience	The majority of the executives belongs to 11-20 years of experience

##### 5.1.2 Demographic Factors of Staffs -Percentage Analysis

FACTOR	FINDINGS
Gender	The majority of the staffs are Male
Age Group	The majority of the staffs belongs to the age group 21-30 years.
Marital status	The majority of the staffs are Unmarried
Number of years of experience	The majority of the staff belongs to 0-10 years of experience

##### 5.1.3 Demographic Factors of Operators -Percentage Analysis

FACTOR	FINDINGS
Gender	The majority of the operators are Male
Age Group	The majority of the operators belong to the age group 31-40 years.

Marital Status	The majority of the operators are Married.
Number of Years of Experience	The majority of the operators belongs to 11-20 years of experience

#### 5.1.4 Mean score value to identify the factors influencing the executive's job satisfaction

FACTOR	FINDINGS
Work Environment	The majority of the executives agree that the organization provides the good working environment
Relationship with Superior and Subordinates	The majority of the executives agree that there is a strong relationship with their superiors and the subordinates
Motivation	The majority of the executives agree that the organization motivates them
Remuneration	The majority of the executives agree that the organization provides good remuneration for their work
Perks	The majority of the executives agree that the organization offers perks to them
Job Security	The majority of the executives agree that the organization provides them the job security
Grievance Handling	The majority of the executives agree that organization has an effective grievance handling mechanism
Performance Appraisal	The majority of the executives agree that they are satisfied with the performance appraisal
Training and Development	The majority of the executives agree that the organization offers good training and development
Management style	The majority of the executives agree that they are satisfied with the organization's management style
Quality Policy	The majority of the executives agree that they are satisfied with the organization's quality policy
Career Counseling	The majority of the executives agree that they are satisfied

	with the career counseling that the organization provides
Individual's Growth Opportunities	The majority of the executives agree that the organization provides the individual's growth opportunities
Goals and Responsibilities	The majority of the executives agree that they are clear with the organization and their individual's goals and responsibilities
Image of the Organization	The majority of the executives agree that there is good image for the RIL among the public

#### 5.1.4 Mean score value to identify the factors influencing the staff's job satisfaction

<b>FACTOR</b>	<b>FINDINGS</b>
Work Environment	The majority of the staffs agree that the organization provides the good working environment
Relationship with superior	The majority of the staffs neither agree nor disagree that there is a strong relationship with their superiors
Relationship with colleagues	The majority of the staffs agree that there is a strong relationship with their colleagues
Motivation and recognition	The majority of the staffs neither agree nor disagree that the organization motivates and recognize them
salary	The majority of the staffs neither agree nor disagree that the organization provides good salary for their work
Welfare facilities	The majority of the staffs neither agree nor disagree that they are satisfied with the welfare facilities provided by the organization
Job security	The majority of the staffs agree that the organization provides them the job security
Grievance Handling	The majority of the staffs neither agree nor disagree that organization has an effective grievance handling mechanism

Performance Appraisal	The majority of the staffs neither agree nor disagree that they are satisfied with the performance appraisal
Training and development	The majority of the staffs neither agree nor disagree that the organization offers good training and development
Management style	The majority of the staffs neither agree nor disagree that they are satisfied with the organization's management style
Quality Policy	The majority of the staffs agree that they are satisfied with the organization's quality policy
Career counseling	The majority of the staffs neither agree nor disagree that they are satisfied with the career counseling that the organization provides
Individual's growth opportunities	The majority of the staffs neither agree nor disagree that the organization provides the individual's growth opportunities
Goals and Responsibilities	The majority of the staffs neither agree nor disagree that they are clear with the organization and their individual's goals and responsibilities
Image of the organization	The majority of the staffs agree that there is good image for the RIL among the public

#### 5.1.4 Mean score value to identify the factors influencing the operator's job satisfaction

FACTOR	FINDINGS
Work Environment	The majority of the operators agree that the organization provides the good working environment
Relationship with Superior	The majority of the operators agree that there is a strong relationship with their superiors
Relationship with Colleagues	The majority of the operators agree that there is a strong relationship with their colleagues
Motivation	The majority of the operators agree that the organization motivates them

Remuneration	The majority of the operators agree that the organization provides good remuneration for their work
Welfare Facilities	The majority of the operators agree that they are satisfied with the welfare facilities provided by the organization
Job Security	The majority of the operators agree that the organization provides them the job security
Grievance Handling	The majority of the operators agree that organization has an effective grievance handling mechanism
Performance Appraisal	The majority of the operators agree that they are satisfied with the performance appraisal
Training and Development	The majority of the operators agree that the organization offers good training and development
Management Style	The majority of the operators agree that they are satisfied with the organization's management style
Quality Policy	The majority of the executives agree that they are satisfied with the organization's quality policy
Career Counseling	The majority of the operators agree that they are satisfied with the career counseling that the organization provides
Individual's Growth Opportunities	The majority of the operators agree that the organization provides the individual's growth opportunities
Goals and Responsibilities	The majority of the operators agree that they are clear with the organization and their individual's goals and responsibilities
Image of the Organization	The majority of the operators agree that there is good image for the RIL among the public

## 5.2 SUGGESTIONS

- Improving job satisfaction among female employees by implementing appropriate job enhancement and enrichment techniques.
- To improve work policies in the organization.

- The management should be able to recognize the needs of employees and provide the necessary benefits to the employees.
- It will be better if the management gives more training to the employees so it will improve the performance of the employees.
- The management can encourage the employee's participation in various aspects in making decisions whenever there is necessary in organization.
- Employees having low performance can be called individually, encouraged and monitored closely to make improvements.

### **5.3 CONCLUSION**

This project A study on employee satisfaction among executives, staffs and operators employed in Roots Industries India limited, Coimbatore done a part of curriculum aims at industry exposure and knowledge. The main objective of the study was to measure the job satisfaction of employees towards the organization. Roots single minded pursuit of enhancing the quality of life has led to many other diversifications. Roots, today is a multifaceted corporate entity with interests in automobile Accessories, cleaning equipment, casting, precision tools, Hi tech engineering services, healthcare and education.

Roots have strong people-oriented work culture that can be seen felt across all its member concerns. Whether they work in group or in isolation, their effort is well appreciated and achievements well rewarded. They have a sense of belonging and they revel in their environment of openness and trust. Roots as learning organization systematically train its employees at all levels. Conducted in-house training programs equip them to meet challenges head on. Employees are encouraged to voice their feelings, ideas, and opinions. There is a successful suggestion scheme in operation and best suggestion is rewarded.

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## **ANNEXURE**

**A Study on Employee Satisfaction of Executives Employed in Roots Industries India  
Limited**

**Questionnaire**

**Dear Sir/Madam,**

I am pursuing my MBA IT Organisation Administration at Avinashilingam Institute for Home Science and Higher Education for women, Coimbatore. I am collecting the information for my research your reply will be treated confidential and will be used for academic purpose only. So kindly request you to fill in the following information.

1. NAME :
2. AGE :
3. GENDER :
4. MARITAL STATUS :
5. NUMBER OF YEARS OF EXPERIENCE :

Note: You are requested to select your opinion on a” 5 point scale “. Please tick only one option where, **5 = strongly agree (SA)**, **4 = Agree (A)**, **3 = Neutral (N)**, **2 = Disagree (D)**, **1 = Strongly Disagree (SD)**

State your opinion towards the factors influencing employee satisfaction

<b>I</b>	<b>Work environment</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am satisfied with the physical / technical working environment					
2	I am comfortable with the machinery and materials handling equipment					
3	I am comfortable with the space allotted between the Furniture and Equipment					
4	My department is adequately illuminated					
5	My department is adequately ventilated					
6	I am satisfied with the infrastructure provided by the organization					
7	I find my working hours comfortable					
<b>II</b>	<b>Relationship with superior and subordinates</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>

1	I have a good rapport with my superiors					
2	I am able to maintain cordial relationship with my subordinates and colleagues					
3	I am able to maintain control over my subordinates					
4	I am consulted and respected in major decision making (by both subordinates and superiors)					
5	I am comfortable with the delegation of responsibility among my subordinates					
6	I do not find overlapping of authority among departments					
<b>III</b>	<b>Motivation</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am duly recognized for my efforts and hard work					
2	I am rewarded for innovative ideas / suggestions by the organization					
3	I am satisfied with the promotion policies of my organization					
4	I am happy with my present job / it holds good future prospects					
<b>IV</b>	<b>Remuneration</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I find the present pay scale commensurate with my efforts					
2	I am satisfied with the fringe benefits the organization provides					
<b>V</b>	<b>Perks</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am satisfied with the perks the organization provides					
<b>VI</b>	<b>Job security</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	My organization provides me job security					
2	My job security is based on my performance					
<b>VII</b>	<b>Grievance Handling</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	The grievance handling procedure in my organization is effective					
2	I am able to freely communicate my grievance					
<b>VIII</b>	<b>Performance Appraisal</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am satisfied with the organization's techniques for evaluating my performance					
2	I find the policies to favor individuals and organizational development					
<b>IX</b>	<b>Training and development</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am highly satisfied with the training and development program the organization provides					
<b>X</b>	<b>Management style</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>

1	I am satisfied with the line of management in my concern					
2	I am satisfied with the decision making standards and plan of the organization					
3	Opinion given is given due importance in decision making and for any change in respective department					
<b>XI</b>	<b>Quality Policy</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am aware of the quality standards of the organization					
2	I am satisfied with the ISO / QS certificate of the company					
3	I am adaptable to the changes due to ISO / QS certification					
4	I have wide prospects due to ISO / QS certification					
5	The quality policy of the company is challenging yet					
<b>XII</b>	<b>Career counseling</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am aware of the career counseling program the organization offers					
2	Career counseling helps in career planning					
3	I feel that there is adequate opportunity for me to grow further					
4	I am provided with ample opportunities by the management for my development					
5	I find my job interesting and prospective					
6	If I enhance my skills, I will be given additional responsibility					
7	Internal promotions are encouraged based on the individual performance					
<b>XIII</b>	<b>Goals and Responsibilities</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	The job descriptions are clearly given to me by the management					
2	My individual goals are clear					
3	Organizational goals are clearly defined					
4	My contribution for the achievement of the organizational goal is clear to me					
5	I have been given adequate authority to fulfill my responsibility					
<b>XIV</b>	<b>Image of the organization</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	The job in this organization gives me a better status in the society					
2	I feel proud to work in my organization					
3	My organization's products have good name among the public					
4	I am happy about the growth of my organization					

## A Study on Employee Satisfaction of Staffs Employed in Roots Industries India Limited

### Questionnaire

**Dear Sir/Madam,**

I am pursuing my MBA IT Organisation Administration at Avinashilingam Institute for Home Science and Higher Education for women, Coimbatore. I am collecting the information for my research your reply will be treated confidential and will be used for academic purpose only. So kindly request you to fill in the following information.

1. NAME:
2. AGE:
3. GENDER:
4. MARITAL STATUS:
5. NUMBER OF YEARS OF EXPERIENCE:

Note: You are requested to select your opinion on a "5 point scale". Please tick only one option where, **5 = Strongly Agree (SA)**, **4 = Agree (A)**, **3 = Neutral (N)**, **2 = Disagree (D)**, **1=Strongly Disagree (SD)**.

State your opinion towards the factors influencing employee satisfaction

<b>I</b>	<b>Work environment</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	The working hours are comfortable					
2	The work load is excessive					
3	The rest intervals are adequate					
4	Adequate facilities are provided to attend my job					
5	The work place is free from dust, pollution, noise and there is proper lighting/ ventilation					
<b>II</b>	<b>Relationship with superiors</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I have got an easy approach to my boss					
2	My superiors appreciate my performance					
3	My superiors treat me properly					
4	My superior is competent enough to guide me					
5	My superiors respects my opinion					

<b>III</b>	<b>Relationship with colleagues</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	There is cordial working environment in my department					
2	My colleagues are helpful					
<b>IV</b>	<b>Motivation and Recognition</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I feel satisfied when my performance is recognized					
2	My good performance is recognized by promotion					
3	My performance is recognized by increment in my salary					
4	I am satisfied with the promotion policies					
<b>V</b>	<b>Salary</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	My salary commensurate with my efforts					
2	I want a change in my present pay scale					
<b>VI</b>	<b>Welfare Facilities</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	The canteen facilities are adequate					
2	The transport facilities are adequate					
3	The safety provisions are adequate					
4	Medical facilities are adequate					
5	Loans are provided by the organization					
<b>VII</b>	<b>Job security</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am happy with the company policies					
2	Job security is based on performance					
<b>VIII</b>	<b>Grievance Handling</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am satisfied with the grievance handling procedures of the organization					
2	I am able to freely communicate my grievance					
<b>IX</b>	<b>Performance Appraisal</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	Performance appraisal is essential					
2	Performance appraisal should be confidential					
3	Performance appraisal is open type					
4	Performance appraisal improves my performance					
<b>X</b>	<b>Training</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am provided with adequate training/development programs to adopt to the latest environment					
2	The training given is helpful at work					
3	Training helps to increase my performance					
<b>XI</b>	<b>Management Style</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am satisfied with the line of management in my concern					
2	I am satisfied with the decision making standards and plans of the organization					
3	Your opinion is given due importance in decision making					

	and for any change in respective department					
<b>XII</b>	<b>Quality Policy</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am aware of the quality standards of the organization					
2	I am satisfied with the ISO certificate of the company					
3	I am happy and adaptable to the changes due to ISO/QS certification					
4	I have wide prospects due to ISO/QS certification					
<b>XIII</b>	<b>Career Counseling</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am aware of the career counseling program the organization offers					
2	I am given due instruction in taking up career counseling					
3	I am happy with the career counseling program					
4	Career counseling helps in career planning					
<b>XIV</b>	<b>Individual's Growth Opportunities</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I feel that there is a adequate opportunity for me to grow further					
2	I am provided with ample opportunities by the management for my development					
3	I find my job interesting and prospective					
4	If I enhance my skills, I will be given additional responsibility					
5	Internal promotions are encouraged based on the individual performance					
<b>XV</b>	<b>Goals and Responsibilities</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	The job description are clearly given to me by the management					
2	My individual goals are clear					
3	Organizational goals are clearly defined					
4	My contribution for the achievement of the organizational goal is clear to me					
5	I have been given adequate authority to fulfill my responsibility					
<b>XVI</b>	<b>Image of the organization</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	The job in the organization gives me a better status in the society					
2	I feel proud to work in my organization					
3	My organization's products have good name among the public					
4	I am happy about the growth of my organization					

5	Goodwill of the organization is increasing					
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**A Study on Employee Satisfaction of Operators Employed in Roots Industries India  
Limited**

**Questionnaire**

**Dear Sir/Madam,**

I am pursuing my MBA IT Organisation Administration at Avinashilingam Institute for Home Science and Higher Education for women, Coimbatore. I am collecting the information for my research your reply will be treated confidential and will be used for academic purpose only. So kindly request you to fill in the following information.

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2. AGE:
3. GENDER:
4. MARITAL STATUS:
5. NUMBER OF YEARS OF EXPERIENCE:

Note: You are requested to select your opinion on a 5 point scale “. Please tick only one option where, **5 = strongly agree (SA)**, **4 = Agree (A)**, **3 = Neutral (N)**, **2 = Disagree (D)**, **1=Strongly Disagree (SD)**

State your opinion towards the factors influencing employee satisfaction

<b>I</b>	<b>Work Environment</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	Working hours are flexible					
2	Excessive work load					
3	Adequate rest intervals					
4	Adequate safety facilities					
5	The work place is free from dust, pollution, noise and there is proper lighting or ventilation					
6	I am Satisfied with my work environment					
<b>II</b>	<b>Relationship with superiors</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	Superiors used to help me whenever needed					
2	Superiors used to discuss about the decisions related to					

	work					
3	Superiors treat me properly.					
4	Superiors encourage me.					
5	Superiors encourage me for the contribution towards my department					
6	I feel comfortable when I ask help from superiors					
7	Superiors are eligible to guide me					
8	I am using my entire skills in the work					
<b>III</b>	<b>Relationship with the colleagues</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	My colleagues are friendly to me					
2	There is cordial working environment in my department					
3	My colleagues are helpful					
<b>IV</b>	<b>Motivation and Recognition</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am satisfied when my work is recognized.					
2	I am satisfied when I get rewards for my work.					
3	I like Canons of worker's contribution.					
4	My skills and ideas are recognized by superiors.					
5	I am satisfied with the incentive system					
<b>V</b>	<b>Salary</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I receive adequate salary					
2	I am satisfied with the salary					
3	I want my salary to get increased					
<b>VI</b>	<b>Welfare facilities</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	Adequate transport facilities					
2	Adequate canteen facilities					
3	Adequate medical facilities					
4	Loans are provided by the organization					
5	Adequate Residential facilities					
6	Management gives suggestions for family issues					
<b>VII</b>	<b>Job security</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	Assurance of my job makes me to feel happy.					
2	My job skill assures me the job security					
3	I am satisfied with the company's policies					
4	I am satisfied with the demands that fulfilled by the management					
<b>VIII</b>	<b>Grievance handling and Performance appraisal</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am able to freely communicate my grievance					
2	I am satisfied with the grievance handling procedures of the organization					

3	Performance appraisal helps me to improve performance					
<b>IX</b>	<b>Training</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	Management provides me enough training.					
2	I am provided with adequate training or development programs to adapt to the latest environment					
3	Training is helpful for my job					
4	Training provided makes me to do better job					
<b>X</b>	<b>Management style</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am satisfied with the administration					
2	I am satisfied with the decision making standards and plans of the organization					
3	Your opinion is given due importance in decision making and for any change in respective department					
<b>XI</b>	<b>Quality</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am aware of the quality standards of the organization					
2	I am satisfied with the ISO/QS certificate					
3	I am happy and adaptable to the change due to ISO/QS certificate.					
4	I am aware of facilities and officials who provide me with consulting of job improvement					
5	I am happy with the job improvement programs					
6	Consulting of job improvement helps me to plan future programs					
<b>XII</b>	<b>Individual's growth opportunity</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	My job provides me the opportunity to improve.					
2	There are more opportunities to improve myself gradually					
3	I will have more commitments as my skills get increased.					
4	Based on individual performance, internal promotions are encouraged.					
<b>XIII</b>	<b>Image of the organization</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	The job in this organization gives me a better status in the society					
2	I feel proud to work in my organization					
3	My organization's products have good image among the public.					
4	I am happy about the growth of the organization.					
5	Goodwill of the organization has been increasing.					
<b>XIV</b>	<b>Goals and Responsibilities</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	Organizational goals are clearly defined					

2	My individual's goals are clear.					
3	My contribution for the achievement of the organizational goal is clear to me					
4	The job descriptions are clearly given to me by the management					
5	I have been given adequate authority to fulfill my responsibility.					