

**A STUDY ON EMPLOYEES JOB SATISFICATION OF SOUTHERN AUTO
CASTINGS PRIVATE LIMITED, GUMMIDIPOONDI**

A PROJECT REPORT

Submitted

P-2500

by

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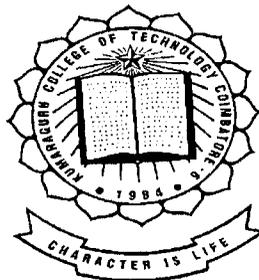
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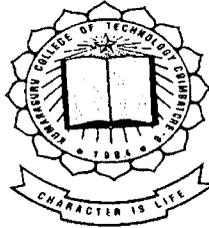
for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION



**DEPARTMENT OF MANAGEMENT STUDIES
KUMARAGURU COLLEGE OF TECHNOLOGY**

JULY 2008

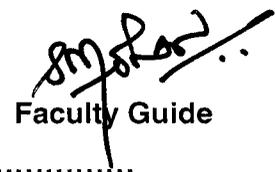


**DEPARTMENT OF MANAGEMENT STUDIES
KUMARAGURU COLLEGE OF TECHNOLOGY
COIMBATORE**

BONAFIDE CERTIFICATE

Certified that this project titled **“A STUDY ON EMPLOYEES JOB SATISFACTION OF SOUTHERN AUTO CASTINGS PRIVATE LIMITED, GUMMIDIPOONDI”** is the bonafide work of **Mr. M.MURALI KRISHNAN** who carried out this project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.


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18.07.08

TO WHOMSOEVER IT MAY CONCERN

This to certify that Mr. M.MURALI KRISHNAN, s/o K.MATHIAZHAHAN has done his summer project on "A STUDY ON JOB SATISFCTION AMONG THE EMPLOYEES OF SOUTHERN AUTO CASTINGS PRIVATE LIMITED, GUMMIDIPOONDI, CHENNAI" for this company, from 16.06.08 to 18.07.08.

His conduct during the period of his summer project was found satisfactory and good.



Office seal

FOR SOUTHERN AUTO CASTINGS PVT LTD.,

R.S. Kumar
18/7/08

(Mr.R.S.Kumar)
Asst General Manager
Quality Assurance



DECLARATION

I hereby declare that the dissertation entitled "**A STUDY ON EMPLOYEES JOB SATISFACTION OF SOUTHERN AUTO CASTINGS PRIVATE LIMITED, GUMMIDIPOONDI**" submitted for the **MASTER OF BUSINESS ADMINISTRATION** degree is my original work and the dissertation has not formed the basis for the reward of any Degree, Associateship, Fellowship or any other similar titles.

A handwritten signature in black ink, appearing to read 'Anandhithy', written over a horizontal line. To the right of the signature, the date '18/9/08' is written.

Signature of the student

With date

ACKNOWLEDGEMENT

I express my sincere gratitude to our beloved correspondent **Mr.M.BalaSubramaniam** the prime guiding spirit of Kumaraguru College of Technology.

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Great honor and indebt gratitude to my inspiring guide **Mr.S. Mohanavel SL/MBA** who has taken great interest in helping me on and often in the successful pursuit of my project. I am very much fortunate to get such a good guide, who encouraged me constantly with good counsel and helped me to complete the project successfully on time.

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EXECUTIVE SUMMARY

Job satisfaction implies doing a job one enjoys, doing it well, and being suitably rewarded for one's effort. Job satisfaction and occupational success are major factors in personal satisfaction, self-respect, self-esteem, and self-development. To the worker, job satisfaction brings a pleasurable emotional state that often leads to a positive work attitude. A satisfied worker is more likely to be creative, flexible, innovative and loyal. Tangible ways in which job satisfaction benefits the organization include reduction in complaints and grievances, absenteeism, turnover and termination, as well as improved punctuality and worker morale.

Lack of job satisfaction is an important reason for a higher level of attrition. The attrition rate is higher specifically in industries. This may be due to many factors among which lack of job satisfaction plays the key role. Higher attrition rate affects the employee morale and productivity.

This study on job satisfaction is conducted in Southern Auto Castings Private Limited, Gummidipoondi. The study is conducted with the objectives of identifying key factors influencing job satisfaction, further the gap between the expectation and satisfaction level of employees regarding various factors leading to job satisfaction are highlighted.

The study assumes the characteristics of exploratory & descriptive research. The study has taken into account 95 employees in the organization. Data were collected from the respondents using specially designed questionnaire. The questions related to personal profile, job profile, factors leading to job satisfaction etc. are focused on the questionnaire. The data collected were analyzed using various statistical techniques like ~~Factor~~^{Chi-Square} analysis, frequency. The finding reveals that majority of the respondents feel that the following factors are very important: communication and

information in organization, organization goals, relationship with organization, team co-ordination, working hours and all the facilities mentioned in the questionnaire.

Analysis regarding job satisfaction shows that majority of the respondents are highly satisfied and satisfied with the following factors: communication and information in organization, organization goals, chances for advancement in job, environmental systems, quality systems, computer facility and educational facility, lights and ventilation facilities, medical benefits.. A significant gap exists between expectation and satisfaction level of employees with respect to the following factors like: relationship with the organization, job security, promotion, relationship among co-workers, team co-ordination, team spirit, work load, library facilities, refreshment and canteen facilities, training facility and transportation facility. The findings of the study would enable the HR department of Southern Auto Castings Private Limited, Gummidipoondi to frame suitable strategies to enhance the satisfaction level of employees. This in turn will reduce the level of attrition and enhance the morale and productivity of the employees.

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CHAPTER 1

INTRODUCTION

1.1 BACK GROUND OF THE STUDY:

Job Satisfaction describes how content an individual is with his or her job. Job satisfaction may be defined as an attitude or feeling that helps in maintaining morale in any industry. It is a general perception that a person is satisfied if he gets something additional and significant for the work he does. Job satisfaction shows the overall attitude of the staff towards the workers in the organization and to the social groups in large. Job satisfaction is in regards to ones feeling or state of mind regarding the work.

Satisfaction with various facets of the job directly and positively influences different dimensions of organizational commitment. Job satisfaction is a very important attitude which is frequently measured in organization. It is an undeniable fact that the future of business enterprise depends upon the satisfaction level of its work force.

Attracting the most qualified staff and matching them to the jobs for which they are best suited is important for the success of any organization. All around acceptance of the concept of job satisfaction has been mainly due to the need to provide a better life for the workers, which motivate them to increase the production and also achieve the objectives of the company.

It can also be defined as a collection of feelings that an individuals holds toward his or her job. Jobs require interaction with co-workers with bosses, following organizational rules and policies, meeting performance standard, living with working conditions that are often less than ideal.

Satisfied employees would seem more likely to talk positively about the organization, go beyond the normal expectation in their job. Moreover staff might be prone to go beyond the call of duty because they want to reciprocate their positive

experience.

With so many organization undergoing significant change in todays competitive environment, employee dissatisfaction is a frequent occurrence. When dissatisfaction occurs, stability and organization success are threatened. For any organization seeking to improve customer service or grow in profitability, understanding and enhancing employee satisfaction can benefit both employees and employer.

Attrition rate is more in Industry due to many reason. Dissatisfied work forces cause immediate problems to their business. However , if these problems are left inadequately attended they have a tendency to spiral out including other businesses, industries and regions harming relationships, productivity, profits, and finally also the creation of national wealth. Increase in job satisfaction is one way to reduce attrition and hence this study is attempted.

1.2 REVIEW OF LITERATURE:

Albanese, Andrews Richard¹ had made the survey based on the benefits or working as an academic librarian. According to the survey conducted by the "Library Journal". While academic librarians are underpaid and over worked. They are satisfied with their jobs. Particular attention is given to the experience of various librarians across the US. Article topics includes the discussion on a librarians work environment, tasks, job satisfaction, as well as survey statistics.

Pattilo, Gray² had made the survey regarding Job Satisfaction on the result of a survey conducted by a collaborative on academic careers in higher education at a Harvard Graduate school of education regarding general "Job Satisfaction" among faculty in US. The survey found that college faculty members were more satisfied than those at universities. Public university faculty members were also less satisfied in their peers at private institutions. Brown in Stanford university achieved exemplary status in eight out of twelve categories surveyed.

David Kunset³ has assembled a pludding and pessimistic analysis of how worker and company relationship at the turn of millennium. According to the author, a marked shift occurred the turn of the century as workers graduated " from a blue collar to the white collar woes". In the thirty years after WW II, at the height of assembly line production, Many Americans reportedly disliked their jobs, but were content with their wages, benefits and economic security.. In author analysis employees found their work more enjoyable and creatively rewarding yet reported

¹ Albanese, Andrew Richard. "Take this job and love it" Library journal: 21.01.2008, Volume.133 Issue 2, Page(36-39)

² Pattilo, Gray. "Academic work Place Satisfaction" College and Research Libraries News, Volume.69 Issue 2,Page(124)

³ David Kunset "Love the work, Hate the job" Publisher weekly; 5.5.2008, Volume.255 Issue 18,Page(58)

increasing dissatisfaction with growing job insecurity and frustration with how meddlesome bureaucracies impeded their efficiency.

Berry III., John N.,⁴ had made the survey regarding Job satisfaction. According to a “ Library Journal “ Job satisfaction survey 85.6% of the 3095 library staffers who responded agreed they would choose a career in librarianship again if they to start over. Respondents gave “ Love of Books” at the most common reason for choosing their careers, Information is provided for the salary and challenges of librarianship.

Welch., Jim.⁵ Reflects on the real reasons why the employees leave and how they keep the best in the company. He reveals that the main reason for this is because they fail to connect with their superiors as leaders and people. Another reason for this is the relationship and lack of emotional connections with their superiors. He notes that there is no upside incentive for the employee to be open and honest. He believed that emotional connections provide fuel that enhances retention.

Toby Marshall Egan., Baiyin Yang & Kenneth R. Bartlett⁶ has made the study examining the relationship of organizational learning culture, job satisfaction and organizational outcome variables with a sample of IT employees in United States. It found that learning organizational culture is associated with IT employee job satisfaction and motivation to transfer learning. Turnover intention was found to be negatively influenced by organizational learning culture and job satisfaction.

⁴ Berry III, John.N. “Great Work, Genuine Problems” Library Journal 10.11.2007, Volume, 132 Issue 16, Pages(26-29)

⁵ Welch. Jim, “The Real Reasons Employees Leave and how to keep the best” Business Journal 22.02.2008, Volume.22 Issue 8, Page(11-14)

⁶ Toby Marshall Egan., Baiyin Yang & Kenneth R. Bartlett(2002). “The effects of organizational learning culture and job satisfaction on motivation to transfer and turnover intention” www.google.com

Judge, Timothy ,Heller, Daniel Klinger, Ryan⁷ had made study related three personality taxonomies—positive affectivity and negative affectivity (PA and NA), the five-factor model (the “Big Five”), and core self-evaluations—to job satisfaction in an integrative test. In a longitudinal design with multi-source data, results indicated that the traits from all three taxonomies generally were significantly related to job satisfaction, even when the traits and job satisfaction were measured with independent sources. The study extends research on the validation of these frameworks by assessing convergent and discriminate validity issues, and shows that core self-evaluations adds to our understanding of the dispositional source of job satisfaction.

Brown, AndrewForde, Chris,Spencer, DavidCharlwood,⁸This paper examines the relationship between human resource management practices and job satisfaction, drawing on data from the 1998 and 2004 Workplace Employment Relations Surveys. The paper finds significant increases in satisfaction with the sense of achievement from work between 1998 and 2004. It also finds a decline in the incidence of many formal human resource management practices. The paper reports a weak association between formal human resource management practices and satisfaction with sense of achievement. Improvements in perceptions of job security, the climate of employment relations and managerial responsiveness are the most important factors in explaining the rise in satisfaction with sense of achievement between 1998 and 2004.

⁷ Judge, Timothy A.Heller, Daniel,Klinger, Ryan.” The Dispositional Sources of Job Satisfaction: A Comparative Test” *Applied Psychology: An International Review*; Jul2008, Vol. 57 Issue 3, page(361-372).

⁸Brown, Andrew.,Forde, Chris., Spencer, David.,Charlwood, Andy.” Changes in HRM and job satisfaction, 1998–2004: evidence from the Workplace Employment Relations Survey” *Human Resource Management Journal*; 2008, Vol. 18 Issue 3, page(237-256)

Kalmi, Panu., Kaunanen, Antti⁹ has made a study that in the recent literature on workplace innovations, two competing views stand out. One strand of literature emphasizes positive outcomes for employees in the form of increased discretion, improved job security, and enhanced job satisfaction. In turn, critics argue that workplace innovations lead to increased job intensity and mental strain, and compromise job security. We address these issues by using a representative data set on individual employees from Finland. Our results indicate that workplace innovations are mainly associated with beneficial outcomes for employees. They are consistent with the view that institutional features of the Finnish labor market may mediate the outcomes.

Zeffane, Rachid., Ibrahim, Mohamed E., Al Mehairi, Rashid¹⁰ has made a study that The purpose of this paper is to explore the impact of job satisfaction on employee attendance and conduct. Design/methodology/approach - The approach was to use data from a study on job satisfaction and performance conducted in a utility company operating in the United Arab Emirates. Job satisfaction was measured using the 20-item MSQ (Minnesota Satisfaction Questionnaire) short form. Performance measures were based on the utility company employee performance rating system. Findings - Preliminary analysis of the data revealed significant differences on aspects of job satisfaction and performance between the two gender groups (i.e. males vs females). In general, female respondents were less satisfied with various aspects of their jobs and the job context than their male counterparts. Similarly, they tended to be less performing than their male counterparts on a number of job performance criteria.

⁹ Kalmi, Panu., Kaunanen, Antti. "Workplace Innovations and Employee Outcomes: Evidence from Finland" *Industrial Relations*; Jul2008, Vol. 47 Issue 3, page(430-459)

¹⁰ Zeffane, Rachid., Ibrahim, Mohamed E., Al Mehairi, Rashid. "Exploring the differential impact of job satisfaction on employee attendance and conduct" *Employee Relations*; 2008, Vol. 30 Issue 3, p237-250

Yang, Jen-Tel ¹¹ has made a study about the academic literature features organizational socialization as playing a crucial role in the early stages of newcomer employment. During this assimilation stage, newcomers adapt to a new workplace more effectively if socialization is encouraged. It has been found that socialization minimizes the negative effects of unmet expectations on overall organizational effectiveness, including employee turnover - an issue that has become a considerable problem for many hotels. Extending this logic, this study aims to understand socialization by specifically assessing whether turnover is determined by employees' beliefs about job satisfaction and individual commitment to an organization and the hotel profession in general. The study of 428 respondents from 61 international tourist hotels in Taiwan implies that social interaction enables organizations to gain, from an increase in commitment to the organization, job satisfaction and a decrease in newcomers' intent to leave the hotel profession. job satisfaction is a powerful method of reinforcing individual commitment to the organization.

Harvey, Paul., Harris, Kenneth., Martinko, Mark ¹² has made study To better understand the influence of causal perceptions on turnover intentions, this study investigates the influence of hostile attribution styles on job satisfaction, stress, and turnover intent. A theoretical model is developed in which satisfaction and stress are predicted to mediate the relationship between hostile attributions and turnover intentions. Results of hierarchical regression and path analysis partially supported the hypothesized model, suggesting that hostile attribution styles are an important predictor of job satisfaction and turnover intentions.

¹¹ Yang, Jen-Tel. " Effect of newcomer socialisation on organisational commitment, job satisfaction, and turnover intention in the hotel industry" *Service Industries Journal*; Jun2008, Vol. 28 Issue 4, page(429-443).

¹² Harvey, Paul., Harris, Kenneth., Martinko, Mark ." The Mediated Influence of Hostile Attributional Style on Turnover Intentions" *Journal of Business & Psychology*; Jun2008, Vol. 22 Issue 4, page(333-343).

Blythe, Jennifer ., Baumann, Andrea ., Zeytinoglu, Isik U., Denton, Margaret¹³

made a study Preserving a viable workforce is contingent upon precruiting and retaining more young people and persuading older workers to remain with the organization. The success of these efforts may depend on offering appropriate incentives to workers in different age cohorts. Although only limited research has been carried out on the topic, findings have consistently shown that the workforce consists of generational groups with different attributes and priorities. This mixed-methodology study uses survey and focus group results to explore some of the differences among age cohorts of nurses in three Canadian hospitals. The research revealed significant differences in career commitment; affective, normative, and continuity commitment to the organization; job satisfaction; stress and emotional exhaustion; depersonalization; personal accomplishment; and propensity to leave the hospital. This article concludes with recommendations for policies that address the needs of nurses of different ages.

Bluett, Leslie¹⁴ has written article suggests the use of self-scheduling to promote staff retention. Self-scheduling refers to the ability of staff members to choose the day and shift they will work following predetermined criteria that ensures appropriate unit staffing. The author claims that self-scheduling offers nursing staff the opportunity to be autonomous and in charge of their work schedules, promoting accountability and responsibility that lead to job satisfaction and personal growth.

¹³ Blythe, Jennifer ., Baumann, Andrea ., Zeytinoglu, Isik U., Denton, Margaret . "Nursing Generations in the Contemporary Workplace" Public Personnel Management; Summer2008, Vol. 37 Issue 2, page(137-159).

¹⁴ Bluett, Leslie. "Self-scheduling: Facilitate, don't control" Nursing Management; Jun2008, Vol. 39 Issue 6, page(12-54).

Yang, Jen-Te¹⁵ has made the study based on the academic literature features organizational socialization as playing a crucial role in the early stages of newcomer employment. During this assimilation stage, newcomers adapt to a new workplace more effectively if socialization is encouraged. It has been found that socialization minimizes the negative effects of unmet expectations on overall organizational effectiveness, including employee turnover - an issue that has become a considerable problem for many hotels. Extending this logic, this study aims to understand socialization by specifically assessing whether turnover is determined by employees' beliefs about job satisfaction and individual commitment to an organization and the hotel profession in general. The study of 780 respondents from 61 international tourist hotels in Taiwan implies that social interaction enables organizations to gain, from an increase in commitment to the organization, job satisfaction and a decrease in newcomers' intent to leave the hotel profession. Two major contributions to the existing literature result (a) commitment to the organization plays a dominant role in employee turnover intent and (b) job satisfaction is a powerful method of reinforcing individual commitment to the organization.

¹⁵ Yang, Jen-Te. "Effect of newcomer socialization on organizational commitment, job satisfaction, and turnover intention in the hotel industry" *Service Industries Journal*; Jun2008, Vol. 28 Issue 4, page(429-443).

1.3 STATEMENT OF THE PROBLEM:

The attrition rate in Industry is generally very high when compared to software industries. The high attrition rate leads to low productivity, inability to meet targets, higher training cost etc. One of the most important leading key factors to attrition is lack of job satisfaction. Identifying the factors leading to job satisfaction and providing the same to meet the expectation of staffs. Hence this study on job satisfaction is undertaken.

1.4 OBJECTIVE OF THE STUDY:

1. To study and analyze the existing level of job satisfaction among the employees of Southern Auto Castings Private Limited, Gummidipoondi .
2. To identify the factors influencing the job satisfaction among the employees.

1.5 SCOPE OF THE STUDY:

The scope of the study is to find out the level of job satisfaction among the staffs in Southern Auto Castings Private Limited, Gummidipoondi. The study is limited to 95 employees in the organization .

1.6 RESEARCH DESIGN:

TYPE OF STUDY:

The study is explorative in nature. This study on “ Job satisfaction” identifies the factors leading to job satisfaction and attempts to capture to capture the gap between the expectation and the satisfaction level of staffs. Hence it has the characteristics of descriptive research.

SAMPLE DESIGN:

The number of staff working at Southern Auto Casting Private Limited is 95. The 95 population is selected for the purpose of study.

1.7 DATA COLLECTION METHOD:

Questionnaire is used for the collection of data as it will help us to find out the answers. The questions relating to personal profile of staffs, factors leading to job satisfaction, expectation and satisfaction levels are included.

1.8 TOOLS OF ANALYSIS:

SPSS is used for analyzing the data collected. The study uses percentage analysis, ~~factor analysis~~, Chi-square analysis to find out the key factors influencing job satisfaction.

LIMITATION OF THE STUDY:

1. Staff did not disclose all details, as they were afraid of their superiors.
2. The study is limited to the staff in Southern Auto Castings Pvt Ltd and the findings will not be applicable to any other industry.

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CHAPTER 2

ORGANIZATION PROFILE

2.1 History of the Organization:

- Southern Auto Castings was founded in 1985 by Industry professionals with technical backgrounds and this has helped it grow in its capabilities by leaps and bounds in the last two decades of its existence.
- Being located very near a major automotive manufacturing region of Chennai in Southern India, SAC has access to a well educated and talented workforce. SAC goes the extra mile in providing extensive training and re- training programs so that all employees are aware of the latest developments in their respective fields.
- Investment in specialized testing equipments like Optical Emission Spectrometers, Metallographic Analyzer and a sophisticated Metrology Lab enables an environment of precision and exceptional quality. This has also enabled SAC to export 50% of its entire production to Europe, USA and other Asian Markets.
- Southern Auto Castings Private Limited is a well established manufacturer of “ Valve Train Components”. SAC’s Foundry and Machining units are located about 50 km’s from the port city of Chennai in Southern India. SAC’s units are located within a Government promoted industrial complex with all the required infrastructure and transportation facilities.

2.2 Products:

SAC is a specialized manufacturer of chilled grey iron, Chilled ductile iron and Hard enable iron castings and Steel components such as:

- Camshafts
- Cam Followers(Valve Tappets)
- Rocker Arm

SAC has well over 2 decades of experience in serving the needs of major automotive and allied industries. The valve train engine components are produced by chilled casting process and find applications in diesel and petrol engines used in Automotive, Truck, Tractor, Marine, Power generators, Industrial and Agricultural applications.

2.3 Infrastructure:

I. Foundry:

- Five Induction Melting Systems ranging from 150kw to 450kw capacity
- BMD and DISA Moulding Machines.
- Fully Mechanized Green Sand Handling System.
- Four Station Automatic Shell Moulding Machine.

II. Machining Division - I:

- 2500 Sq .m Cutting Edge Capacity.
- CNC Cam Lobe Grinders with In-Process gauges.
- CNC Lathe and CNC Journal Grinders.
- Gear Hobblers.
- State- of -the- art Metrology Lab.

III. Machining Division - II:

- Specialized Unit for Cam Followers and Single Cylinder Steel Camshafts.
- CNC Lathes.
- SPM for dome grinding.
- Surface Grinders.
- CNC Centre less Grinders.

2.4 Capacity:

I. Foundry:

- 1.2 million Cam shafts per annum.
- 7.2 million Cam Followers per annum.
- 3 million Rockers Arms per annum.

II. Machining Division - I:

- 360000 pieces of fully machined Camshafts per annum.

III. Machining Division - II:

- 1.8 million pieces of fully machined Cam Followers per annum.
- 100000 pieces of steel Camshafts per annum.

2.5 Quality:

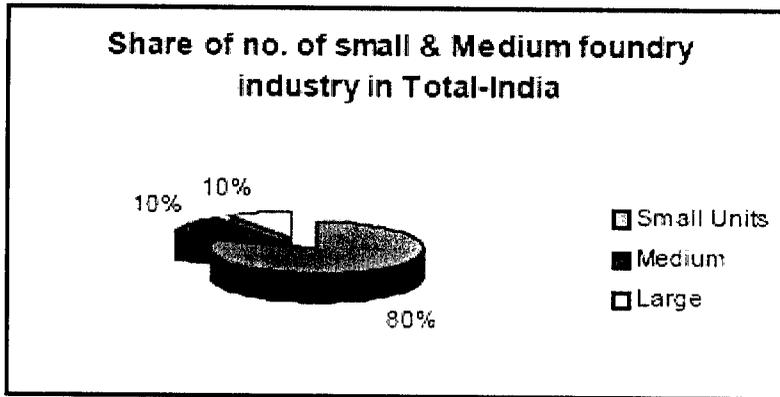
- The foundry and the two Machining Units at SAC are equipped with leading edge technologies to ensure that enhanced quality parameters are adhered throughout the entire production process. The end result is a flawless product and a satisfied customer.
- SAC is proud that several OEM's in India have allowed it to be a "Self Certified Vendor" and this just goes to show the reliability of the process at SAC.
- SAC is also certified with ISO/TS 16949 : 2002 for its quality systems and the Foundry Division is certified with ISO 14001 : 2004 for its Environmental Management System.

CHAPTER 3

MACRO AND MICRO ECONOMIC ANALYSIS

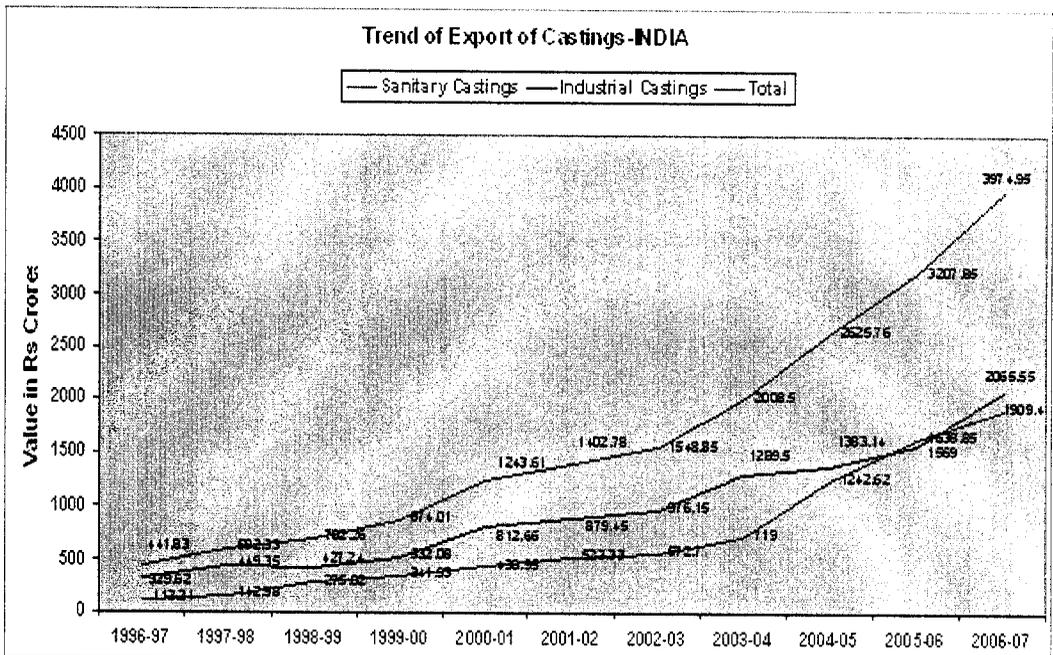
Profile Of Indian Foundry Industry

The Indian Metal casting(Foundry Industry) is well established. According to the recent World Census of Castings by Modern Castings,USA India produces an estimated 6 Million MT of various grades of Castings as per International standards . The various types of castings which are produced are ferrous, non ferrous,Aluminium Alloy, graded cast iron, ductile iron, Steel etc for application in Automobiles, Railways, Pumps Compressors & Valves, Diesel Engines, Cement/Electrical/Textile Machinery, Aero & Sanitary pipes & Fittings etc & Castings for special applications. However, Grey iron castings is the major share approx 70 % of total castings produced. There are approx 4500 units out of which 80% can be classified as Small Scale units & 10% each as Medium & Large Scale units.Approx 500 units are having International Quality Accreditation. The large foundries are modern & globally competitive & are working at nearly full capacity. Most foundries use cupolas using LAM Coke. There is growing awareness about environment & many foundries are switching over to induction furnaces & some units in Agra are changing over to coke less cupolas.



Exports

The Exports are showing Healthy trends approx 25-30% YOY as can be seen from the charts below. The current exports for FY 2005-06 are approx USD 800 Million .



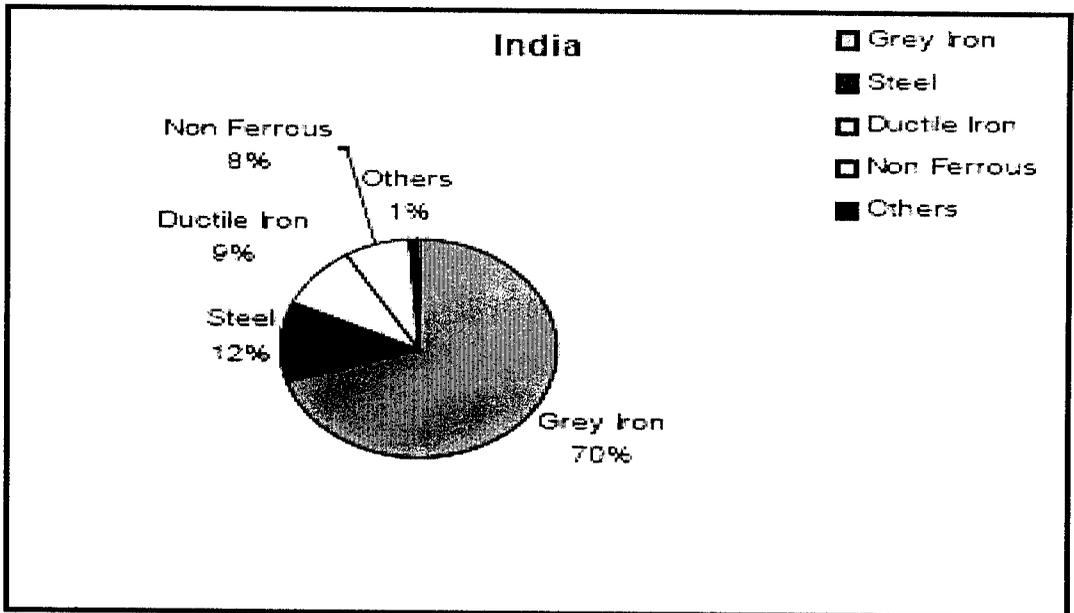
Employment

The industry directly employs about 5,00,000 people & indirectly about 1,50,000 people & is labour intensive. The small units are mainly dependant on manual labour However, the medium & Large units are semi/ largely mechanized & some of the large units are world class. Most foundries use cupolas using LAM Coke. There is

growing awareness about environment & many foundries are switching over to induction furnaces & some units in Agra are changing over to coke less cupolas.

Product Mix

Grey iron is the major component of production followed by steel, ductile iron & non ferrous as Shown below,



The Indian Foundry Industry is trying to focus on higher value added castings to beat the competition

Investments

India would need approx. \$ 3 Billion in investment to meet the demand of growing domestic industry and strong export drive. Following the economic reforms the Govt. of India has reduced tariffs on imported capital goods as a result the annual average amount of FDI is reported to have increased but is still one tenth of the annual FDI in China. The reforms also encourage the privatization of industry enabling foreign companies to invest or enter into joint ventures with Indian Foundries. FDI projects are permitted an automatic approval process. Several International corporate from

USA, EU and East Asian Countries have increased overseas foundry operations in India. i.e. VOLVO foundries in Chennai and Suzuki in Haryana. Sundaram Clayton has joined hands with Cummins. Hundai Motors, Delphi. Ford India, Tata-Cummins, GM and Ford have contracts of foundry products for export with a value of \$ 40 Million.

Raw material & Energy

Since 2003 the steep increase in cost of raw materials and energy have resulted in the closure of approx. 500 units, Overall India is exporter of Pig Iron but must import Scrap metals and Coke etc. Cost recovery for material and energy is very difficult as most contracts are long term contracts with out any clause for price adjustment. India has to import coke & scrap. Moulding sand is locally available & India has an advantage on this account. Energy cost typically vary between 12-15%.

Labour

India has major competitive advantage over the foundry industries in the developed countries. The total labour cost account for 12-15%.

Technology

Govt. of India (GOI) has encouraged technology transfer through JV with foreign Companies and GOI has cooperated with UNIDO with many foundry clusters. Indian foundry industry has an edge over China for producing complex machined and precision castings as per international quality standards. The GOI also helps upgrade foundry clusters. The clusters in Belgaum, Coimbatore and Howrah are undergoing modernization under the industrial infrastructure up gradation scheme.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

This chapter deals with analysis and interpretation of data collected through questionnaire.

4.1 PROFILE OF THE RESPONDENTS:

This section deals with the profile of the respondents in terms of age, gender, marital status, and family size presented below:

Highlights:

- ❖ No of Respondents is 95
- ❖ 33% of the respondents are in the age group 26 to 30 years.
- ❖ 95% of the respondents are male.
- ❖ 56% of the respondents are married.
- ❖ 69% of the respondents are with family size of 3-5 members.
- ❖ 40% of the respondents do not belong to Production and Quality departments.
- ❖ 41% of the respondents are with Engineering Graduates.
- ❖ 47% of the respondents monthly income is below Rs.10000.
- ❖ 29% of the respondents are supervisors.
- ❖ 42% of the respondents are with the experience less than one year.

Table: 4.1 Distribution of the respondents on the basis of age

Age		
	No of Respondents	Percent
20-25	21	22.1
26-30	31	32.6
31-35	28	29.5
36-40	12	12.6
Above 40 years	3	3.2
Total	95	100.0

Table: 4.2 Distribution of the respondents on the basis of Gender

Gender		
	No of respondents	Percent
Male	90	94.7
Female	5	5.3
Total	95	100.0

Table: 4.3 Distribution of the respondents on the basis of Marital Status

Marital Status		
	No of Respondents	Percent
Single	42	44.2
Married	53	55.8
Total	95	100.0

Table: 4.4 Distribution of the respondents on the basis of Family Size

Family Size		
	No of Respondents	Percent
2	28	29.5
3-5	65	68.4
5-7	2	2.1
Total	95	100.0

Table: 4.5 Distribution of the respondents on the basis of Department

Department		
	No of Respondents	Percent
Production	33	34.7
Quality	24	25.3
Other Departments	38	40.0
Total	95	100.0

Chart : 1 Distribution of the respondents on the basis of the department

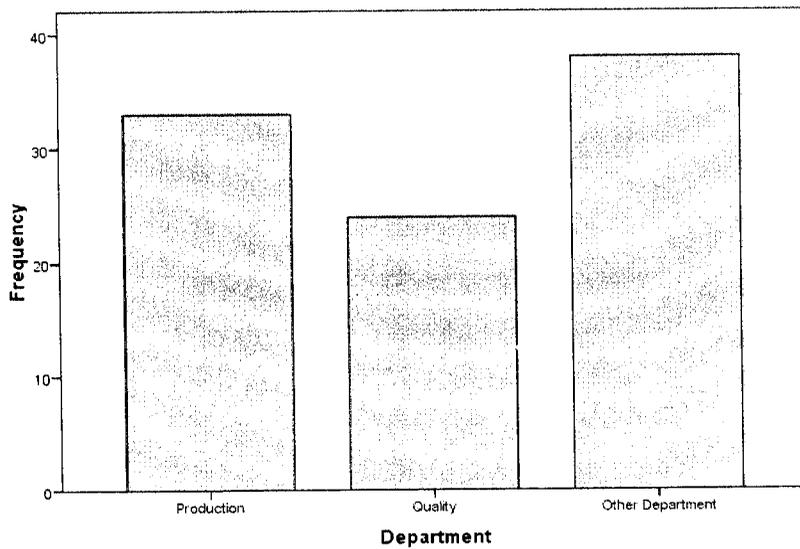


Table: 4.6 Distribution of the respondents on the basis of Qualification.

Qualification		
	No of Respondents	Percent
1.Diploma	23	24.2
2.Arts	15	15.8
3.Science	13	13.7
4.Engineering	41	43.2
5.MBA	2	2.1
6.Others	1	1.1
Total	95	100.0

Chart : 2 Distribution on the basis of Qualification

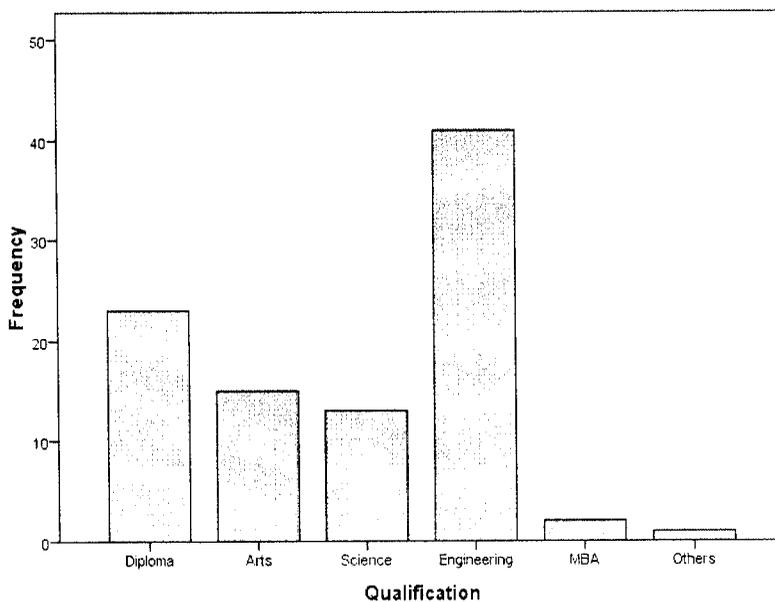


Table: 4.7 Distribution of the respondents on the basis of Monthly Income.

Net Income		
	No of Respondents	Percent
1. Below Rs.10000	44	46.3
2. Rs.10001-15001	30	31.6
3. Rs.15001-20001	10	10.5
4. Rs.20001-25001	6	6.3
5. Rs.25001-30001	1	1.1
6. Above Rs.30000	4	4.2
Total	95	100.0

Chart : 3 Distribution of the respondents on the basis of monthly income

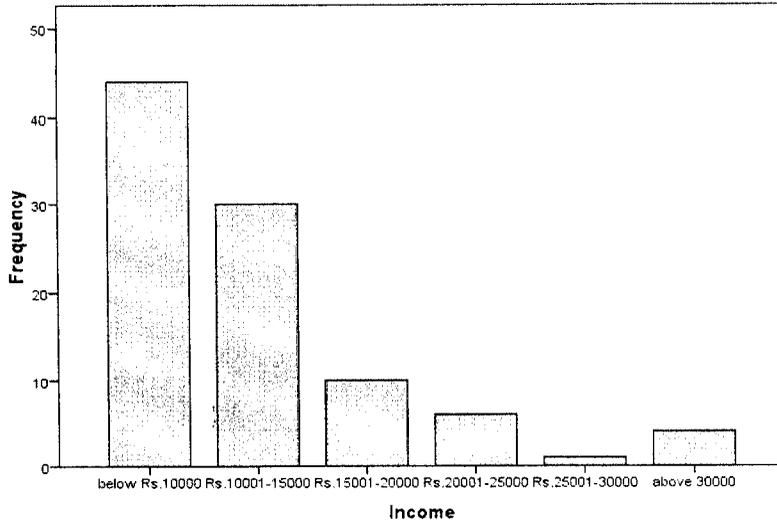


Table: 4.8 Distribution of the respondents on the basis of Designation.

Designation		
	No of Respondents	Percent
1.Manager	9	9.5
2.Asst Manager	16	16.8
3.Engineer	12	12.6
4.Asst Engineer	15	15.8
5.Supervisor	27	28.4
6.Office Staff	16	16.8
Total	95	100.0

Chart : 4 Distribution of the respondents on the basis of designation

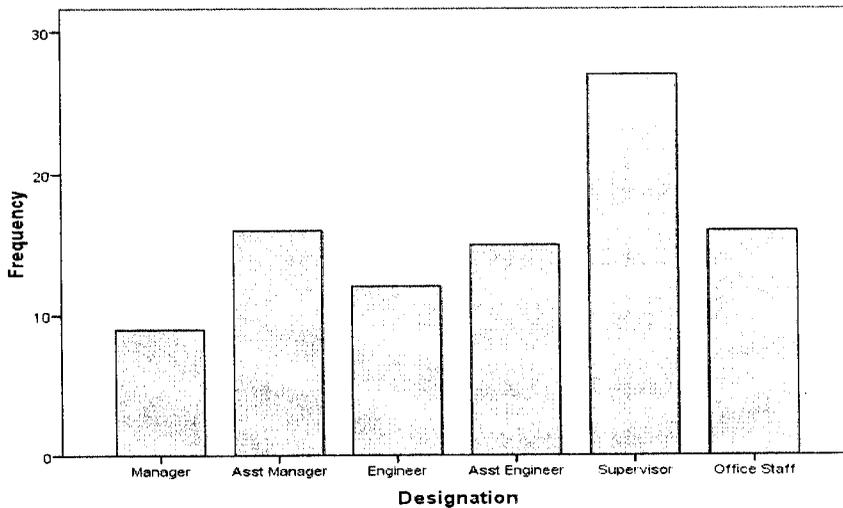
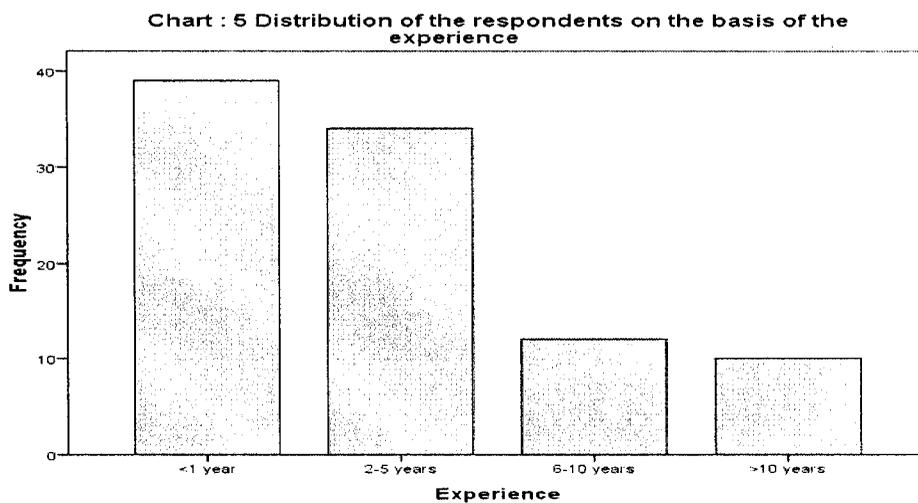


Table: 4.9 Distribution of the respondents on the basis of Experience.

Experience		
	No of Respondents	Percent
<1 year	39	41.1
2-5 years	34	35.8
6-10 years	12	12.6
>10 years	10	10.5
Total	95	100.0



4.2 LEVEL OF EXPECTATION OF THE EMPLOYEES:

Understanding the expectation of the employees would enable an organization to frame strategies to meet the expectations. Hence to understand the expectation of the employees in Southern Auto Castings Private Limited, 28 variables were identified.

The expectation is measured in five point scale assigning 1 to very important, 2 to important, 3 to neutral, 4 to least important, 5 to not important. The findings are presented in the following table.

Table: 4.10 The level of expectation of the respondents .

LEVEL OF EXPECTATION OF RESPONDENTS										
FACTORS	VI		I		N		LI		NI	
	No	%								
ORGANISATION										
Communication and information in organization	63	66.3	30	31.6	2	2.1	-	-	-	-
Match between personal and organization goals	43	45.3	47	49.5	5	5.3	-	-	-	-
Organisation goals	54	56.8	38	40.0	3	3.2	-	-	-	-
Participation in important decisions	46	48.4	47	49.5	2	2.1	-	-	-	-
Relationship with the organization	53	55.8	36	37.9	6	6.3	-	-	-	-
PERSONNEL										
Chances for advancement in job	42	44.2	46	48.4	7	7.4	-	-	-	-
Job security	44	46.3	39	41.1	11	11.6	1	1.1	-	-
Procedure to relieve from job	36	37.9	45	47.4	13	13.7	-	-	1	1.1
Promotion	45	47.4	38	40.0	11	11.6	1	1	-	-
Recognition of work done	42	44.2	42	44.2	10	10.5	1	1.1	-	-
Relationship among co-workers	45	47.4	41	43.2	9	9.5	-	-	-	-
Team co-ordination	49	51.6	39	41.1	7	7.4	-	-	-	-
Team spirit	47	49.5	41	43.2	6	6.3	1	1.1	-	-
WORKING CONDITIONS										
Environmental systems	43	45.3	47	49.5	5	5.3	-	-	-	-
Quality systems	40	42.1	46	48.4	8	8.4	1	1.1	-	-
Time allotted for	43	45.3	43	45.3	6	9.5	-	-	-	-

completion of work										
Variety of work	32	33.7	49	51.6	12	12.6	2	2.1	-	-
Work load	42	44.2	40	42.1	12	12.6	-	-	1	1.1
Working Atmosphere	35	36.8	50	52.6	10	10.5	-	-	-	-
Working hours	52	54.7	37	38.9	6	6.3	-	-	-	-
FACILITIES										
Computer facility	60	63.2	33	34.7	2	2.1	--	-	-	-
Educational facility	56	58.9	36	37.9	2	2.1	1	1.1	-	-
Library facility	65	68.4	30	31.6	-	-	-	-	-	-
Light and ventilation facility	63	66.3	27	28.4	5	5.3	-	-	-	-
Medical benefits	59	62.1	35	36.8	1	1.1	-	-	-	-
Refreshment and canteen facility	58	61.1	35	36.8	1	1.1	1	1.1	-	-
Training facility	60	63.2	33	34.7	2	2.1	-	-	-	-
Transportation facility	48	50.5	46	48.4	1	1.1	-	-	-	-

From the above table, majority of the respondent feel that the following factors are very important: communication and information in organization, organization goals, relationship with organization, ream co-ordination, working hours and all the facilities included.

4.3 LEVEL OF SATISFACTION OF THE EMPLOYEES:

Understanding the job satisfaction of the employees would enable an organization to frame strategies to satisfy the employees. Hence to understand the level of satisfaction of the employees in Southern Auto Castings Private Limited, 28 variables were identified.

The satisfaction is measured in five point scale assigning 1 to Highly satisfied, 2 to Satisfy, 3 to neutral, 4 to Dissatisfied, 5 to Highly dissatisfied. The findings are presented in the following table.

Table: 4.11 The level of satisfaction of the respondents

LEVEL OF SATISFACTION OF RESPONDENTS										
FACTORS	HS		S		N		D		HD	
	No	%	No	%	No	%	No	%	No	%
ORGANISATION										
Communication and information in organization	22	23.2	54	56.8	16	16.8	2	2.2	1	1.1
Match between personal and organizational goals	9	9.5	42	44.2	43	45.3	1	1.1	-	-
Organization goals	16	16.8	38	40.0	37	38.9	2	2.1	2	2.2
Participation in important decisions	9	9.5	41	43.2	33	34.7	7	7.4	5	5.3
Relationship with the organization	15	15.8	37	38.9	38	40	5	5.3	-	-
PERSONNEL										
Chances for advancement in job	15	15.8	52	54.7	25	26.3	3	3.2	-	-
Job security	10	10.5	34	35.8	40	42.1	6	6.3	5	5.3
Procedure to relieve from job	11	11.6	39	41.1	26	27.4	13	13.7	6	6.3
Promotion	10	10.5	32	33.7	38	40.0	10	10.5	5	5.3
Recognition of work done	17	17.9	32	33.7	32	33.7	9	9.5	5	5.3
Relationship among co-workers	14	14.7	26	27.4	47	49.5	5	5.3	3	3.2
Team co-ordination	15	15.8	32	33.7	41	43.2	6	6.3	1	1.1
Team spirit	10	10.5	35	36.8	44	46.3	5	5.3	1	1.1
WORKING CONDITIONS										
Environmental systems	34	35.8	44	46.3	14	14.7	1	1.1	2	2.1
Quality systems	22	23.2	49	51.6	22	23.2	2	2.1	-	-
Time allotted for	16	16.8	27	28.4	27	28.4	12	12.6	13	13.7

completion of work										
Variety of work	8	8.4	29	30.5	28	29.5	13	13.7	17	17.9
Work load	18	18.9	21	22.1	24	25.3	14	14.7	18	18.9
Working Atmosphere	7	7.4	30	31.6	22	23.2	17	17.9	19	20
Working hours	18	18.9	30	31.6	18	18.9	12	12.6	17	17.9
FACILITIES										
Computer facility	54	51.8	30	31.6	6	6.3	3	3.2	2	2.1
Educational facility	49	51.6	36	37.9	5	5.3	1	1.1	4	4.2
Library facility	5	5.3	5	5.3	13	13.7	14	14.7	58	61.1
Light and ventilation facility	20	21.1	38	40.0	19	20.0	8	8.4	10	10.5
Medical benefits	23	26.3	52	54.7	10	10.5	2	2.1	6	6.3
Refreshment and canteen facility	4	4.2	7	7.4	8	8.4	22	23.2	54	56.8
Training facility	6	6.3	27	28.4	31	32.6	27	28.4	4	4.2
Transportation facility	3	3.29	9	9.5	12	12.6	21	22.1	50	52.6

From the above table, majority of the respondents are highly satisfied and satisfied with the following factors: communication and information in organization, organization goals, chances for advancement in job, environmental systems, quality systems, computer facility and educational facility, lights and ventilation facilities, medical benefits.

4.4 GAP ANALYSIS

BETWEEN EXPECTATION AND SATISFACTION LEVELS OF THE EMPLOYEES:

Understanding the gap between the job satisfaction and expectation of the employees would enable an organization to frame strategies to satisfy the employees. Hence to understand the level of satisfaction of the employees in Southern Auto Castings Private Limited, 28 variables were identified.

The satisfaction is measured in five point scale assigning 2 to Highly satisfied, 1 to Satisfy, 0 to neutral, -1 to Dissatisfied, -2 to Highly dissatisfied. The findings are presented in the following table.

The expectation is measured in five point scale assigning 2 to very important, 1 to important, 0 to neutral, -1 to least important, -2 to not important. The findings are presented in the following table.

Table: 4.12 Gap between the level of satisfactions and expectations of the respondents

GAP BETWEEN THE LEVEL OF EXPECTATION AND SATISFACTION			
FACTORS	Expectation	Satisfaction	Gap
<u>ORGANISATION</u>			
Communication and information in organization	2	1	1
Match between personal and organization goals	1	0	1
Organisation goals	2	1	1
Participation in important decisions	1	1	-
Relationship with the organization	2	0	2
<u>PERSONNEL</u>			
Chances for advancement in job	1	1	-

Job security	2	0	2
Procedure to relieve from job	1	1	-
Promotion	2	0	2
Recognition of work done	2	1	1
Relationship among co-workers	2	0	2
Team co-ordination	2	0	2
Team sprit	2	0	2
<u>WORKING CONDITIONS</u>			
Environmental systems	1	1	-
Quality systems	1	1	-
Time allotted for completion of work	2	1	1
Variety of work	1	1	-
Work load	2	0	2
Working Atmosphere	1	1	-
Working hours	2	1	1
<u>FACILITIES</u>			
Computer facility	2	2	-
Educational facility	2	2	-
Library facility	2	-2	4
Light and ventilation facility	2	1	1
Medical benefits	2	1	1
Refreshment and canteen facility	2	-2	4
Training facility	2	0	2
Transportation facility	2	-2	4

From the above table, most of the respondents feel that there is a significant gap between expectation and satisfaction level of employees with respect to the following factors like: relationship with the organization, job security, promotion, relationship among co-workers, team co-ordination, team spirit, work load, library facilities, refreshment and canteen facilities, training facility and transportation facility.

4.5 DEMOGRAPHIC VARIABLE VS JOB SATISFACTION:

DEMOGRAPHIC VARIABLE (AGE) VS JOB SATISFACTION:

To analyze the influence of age on factors leading to job satisfaction, the chi-square test is performed at 5% significant level and the following hypothesis is formulated.

H0 : The age ^{doesn't} influence the level of job satisfaction with respect to respondents.

H1 : The age influences the level of job satisfaction with respect to respondents.

The above hypothesis is tested using chi-square analysis and the result is summarized below.

S-Satisfied; NS- Not satisfied

Table 4.13 : Influence of age on factors leading to job satisfaction

AGE VS LEVEL OF SATISFACTION OF RESPONDENTS			
FACTORS	CHISQUARE VALUE	P VALUE	RESULT
<u>ORGANISATION</u>			
Communication and information in organization	23.095	0.111	S
Match between personal and organizational goals	22.755	0.050	NS
Organization goals	22.882	0.295	S
Participation in important decisions	33.763	0.006	NS
Relationship with the organization	24.707	0.016	NS
<u>PERSONNELS</u>			
Chances for advancement in job	39.399	0.000	NS
Job security	33.006	0.007	NS
Procedure to relieve from job	27.800	0.033	S
Promotion	44.172	0.001	NS
Recognition of work done	30.446	0.063	S
Relationship among co-workers	29.832	0.073	S
Team co-ordination	35.101	0.007	NS
Team spirit	31.427	0.012	NS
<u>WORKING CONDITIONS</u>			
Environmental systems	24.054	0.086	S
Quality systems	18.552	0.100	S
Time allotted for completion of work	36.720	0.002	NS
Variety of work	35.193	0.004	NS

Work load	55.856	0.000	NS
Working Atmosphere	55.954	0.000	NS
Working hours	38.029	0.001	NS
FACILITIES			
Computer facility	16.790	0.399	S
Educational facility	14.584	0.555	S
Library facility	26.567	0.047	NS
Light and ventilation facility	18.162	0.315	S
Medical benefits	16.052	0.449	S
Refreshment and canteen facility	32.131	0.010	NS
Training facility	23.172	0.109	S
Transportation facility	34.220	0.005	NS

As P Value is less than the table H0 is rejected at 0.05 the level of significance. So it is inferred that people of all ages desire the same type of job satisfaction.

From the table it can be seen that the demographic variable age has significant influence on the factors like Communication and information in organization, Computer facility, Training facility, Light and ventilation facility, Medical benefits, Educational facility, Environmental systems, Quality systems, Relationship among co-workers, Recognition of work done, Procedure to relieve from job, Organization goals.

DEMOGRAPIC VARIABLE (GENDER) VS JOB SATISFACTION:

To analyze the influence of gender on factors leading to job satisfaction, the chi-square test is performed at 5% significant level and the following hypothesis is formulated.

H0 : The gender ^{doesn't} influence the level of job satisfaction with respect to respondents.

H1 : The gender influences the level of job satisfaction with respect to respondents.

The above hypothesis is tested using chi-square analysis and the result is summarized below.

S-Satisfied; NS- Not satisfied

Table 4.14 : Influence of gender on factors leading to job satisfaction

GENDER VS LEVEL OF SATISFACTION OF RESPONDENTS			
FACTORS	CHISQUARE VALUE	P VALUE	RESULT
<u>ORGANISATION</u>			
Communication and information in organization	1.639	0.802	S
Match between personal and organizational goals	1.382	0.926	S
Organization goals	13.331	0.010	NS
Participation in important decisions	5.151	0.161	S
Relationship with the organization	0.333	0.955	S
<u>PERSONNEL1</u>			
Chances for advancement in job	1.830	0.767	S
Job security	4.773	0.311	S
Procedure to relieve from job	5.858	0.320	S
Promotion	6.069	0.300	S
Recognition of work done	0.707	0.979	S
Relationship among co-workers	2.189	0.701	S
Team co-ordination	2.341	0.673	S
Team sprit	1.854	0.763	S

WORKING CONDITIONS			
Environmental systems	0.917	0.821	S
Quality systems	4.607	0.330	S
Time allotted for completion of work	5.888	0.208	S
Variety of work	3.477	0.481	S
Work load	3.469	0.483	S
Working Atmosphere	3.144	0.534	S
Working hours	0.739	0.946	S
FACILITIES			
Computer facility	4.157	0.385	S
Educational facility	3.709	0.447	S
Library facility	7.257	0.123	S
Light and ventilation facility	14.315	0.006	NS
Medical benefits	2.361	0.670	S
Refreshment and canteen facility	1.024	0.906	S
Training facility	0.959	0.916	S
Transportation facility	1.024	0.906	S

As P Value is less than the table H0 is rejected at 0.05 the level of significance. So it is inferred that people of all gender desire the same type of job satisfaction.

From the table it can be seen that the demographic variable age has significant influence on the factors like Communication and information flow in org, Match b/w personal and organization goals, Participation in important decisions, Relationship with the organization, Chances for advancement in job, Job security ,Procedure to relieve from job ,Promotion Recognition of work done ,Relationship among co-workers ,Team co-ordination ,Team spirit , Environmental systems ,Quality systems ,Time allotted for completion of work ,Variety of work, Work load ,Working Atmosphere ,Working hours ,Computer facility ,Educational facility ,Library facility ,Medical benefits ,Refreshment and canteen facility ,Training facility and Transportation facility.

DEMOGRAPIC VARIABLE (MARITAL STATUS) VS JOB SATISFACTION:

To analyze the influence of marital status on factors leading to job satisfaction, the chi-square test is performed at 5% significant level and the following hypothesis is formulated.

H0 : The marital status ^{doesn't} ~~don't~~ influence the level of job satisfaction with respect to respondents.

H1 : The marital status influences the level of job satisfaction with respect to respondents.

The above hypothesis is tested using chi-square analysis and the result is summarized below.

Table 4.15 : Influence of marital status on factors leading to job satisfaction

MARITAL STATUS VS LEVEL OF SATISFACTION OF RESPONDENTS			
FACTORS	CHISQUARE VALUE	P VALUE	RESULT
<u>ORGANISATION</u>			
Communication and information in organization	3.882	0.868	S
Match between personal and organizational goals	5.222	0.516	S
Organization goals	8.192	0.610	S
Participation in important decisions	8.091	0.425	S
Relationship with the organization	4.602	0.596	S
<u>PERSONNELO</u>			
Chances for advancement in job	7.176	0.305	S
Job security	3.533	0.897	S
Procedure to relieve from job	3.541	0.896	S
Promotion	9.356	0.499	S
Recognition of work done	5.842	0.828	S
Relationship among co-workers	15.526	0.114	S
Team co-ordination	8.836	0.356	S
Team sprit	6.921	0.545	S
<u>WORKING CONDITIONS</u>			
Environmental systems	6.528	0.588	S
Quality systems	6.880	0.332	S
Time allotted for completion	4.911	0.797	S

of work			
Variety of work	6.886	0.549	S
Work load	12.787	0.119	S
Working Atmosphere	15.290	0.054	NS
Working hours	12.181	0.143	S
FACILITIES			
Computer facility	6.181	0.627	S
Educational facility	8.749	0.364	S
Library facility	7.452	0.489	S
Light and ventilation facility	4.430	0.816	S
Medical benefits	17.559	0.025	NS
Refreshment and canteen facility	10.932	0.206	S
Training facility	21.571	0.006	NS
Transportation facility	3.373	0.893	S

As P Value is less than the table H_0 is rejected at 0.05 the level of significance. So it is inferred that people of all marital status desire the same type of job satisfaction.

From the table it can be seen that the demographic variable marital status has significant influence on the factors like Communication and information flow in org, Match b/w personal and organization goals, Organization goals, Participation in important decisions, Relationship with the organization, Chances for advancement in job, Job security, Procedure to relieve from job, Promotion, Recognition of work done, Relationship among co-workers, Team co-ordination, Team spirit, Environmental systems, Quality systems, Time allotted for completion of work, Variety of work, Work load, Working hours, Computer facility, Educational facility, Library facility, Light and ventilation facility, Refreshment and canteen facility and Transportation facility.

DEMOGRAPIC VARIABLE (FAMILY SIZE) VS JOB SATISFACTION:

To analyze the influence of family size on factors leading to job satisfaction, the chi-square test is performed at 5% significant level and the following hypothesis is formulated.

H0 : The family size ~~does not~~ influence the level of job satisfaction with respect to respondents.

H1 : The family size influences ~~es~~ the level of job satisfaction with respect to respondents.

The above hypothesis is tested using chi-square analysis and the result is summarized below.

Table 4.16 : Influence of family size on factors leading to job satisfaction

FAMILY SIZE VS LEVEL OF SATISFACTION OF RESPONDENTS			
FACTORS	CHISQUARE VALUE	P VALUE	RESULT
<u>ORGANISATION</u>			
Communication and information in organization	2.939	0.996	S
Match between personal and organizational goals	7.682	0.566	S
Organization goals	17.069	0.315	S
Participation in important decisions	22.872	0.029	NS
Relationship with the organization	7.713	0.563	S
<u>PERSONNEL</u>			
Chances for advancement in job	8.142	0.520	S
Job security	23.369	0.025	NS
Procedure to relieve from job	9.828	0.631	S
Promotion	14.434	0.493	S
Recognition of work done	19.803	0.180	S
Relationship among co-workers	17.357	0.298	S
Team co-ordination	10.405	0.581	S
Team spirit	10.051	0.612	S
<u>WORKING CONDITIONS</u>			
Environmental systems	1.022	0.000	NS
Quality systems	10.709	0.296	S
Time allotted for completion	13.386	0.342	S

of work			
Variety of work	27.138	0.007	NS
Work load	16.323	0.177	S
Working Atmosphere	19.651	0.074	S
Working hours	16.001	0.191	S
FACILITIES			
Computer facility	40.893	0.000	NS
Educational facility	1.060	0.000	NS
Library facility	9.205	0.685	S
Light and ventilation facility	16.819	0.157	S
Medical benefits	65.955	0.000	NS
Refreshment and canteen facility	10.248	0.594	S
Training facility	17.002	0.150	S
Transportation facility	7.898	0.793	S

As P Value is less than the table H0 is rejected at 0.05 the level of significance. So it is inferred that people of all family size desire the same type of job satisfaction.

From the table it can be seen that the demographic variable family size has significant influence on the factors like Communication and information flow in org ,Match b/w personal and organization goals, Organization goals, Relationship with the organization, Chances for advancement in job, Procedure to relieve from job ,Promotion Recognition of work done ,Relationship among co-workers ,Team co-ordination ,Team spirit, ,Quality systems ,Time allotted for completion of work , Work load ,Working Atmosphere ,Working hours , Library facility ,Light and ventilation facility , Refreshment and canteen facility ,Training facility and Transportation facility.

DEMOGRAPIC VARIABLE (INCOME LEVEL) VS JOB SATISFACTION:

To analyze the influence of income level on factors leading to job satisfaction, the chi-square test is performed at 5% significant level and the following hypothesis is formulated.

H0 : The income level ~~does~~^{not} influence the level of job satisfaction with respect to respondents.

H1 : The income level influences~~st~~ the level of job satisfaction with respect to respondents.

The above hypothesis is tested using chi-square analysis and the result is summarized below.

Table 4.17 : Influence of income level on factors leading to job satisfaction

INCOME LEVEL VS LEVEL OF SATISFACTION OF RESPONDENTS			
FACTORS	CHISQUARE VALUE	P VALUE	RESULT
<u>ORGANISATION</u>			
Communication and information in organization	23.213	0.278	S
Match between personal and organizational goals	33.349	0.004	NS
Organization goals	26.589	0.377	S
Participation in important decisions	39.527	0.006	NS
Relationship with the organization	25.822	0.040	NS
<u>PERSONNEL</u>			
Chances for advancement in job	46.871	0.000	NS
Job security	29.007	0.088	S
Procedure to relieve from job	39.728	0.005	NS
Promotion	22.881	0.584	S
Recognition of work done	37.580	0.050	NS
Relationship among co-workers	34.598	0.096	S
Team co-ordination	31.722	0.046	NS
Team sprit	17.912	0.593	S
<u>WORKING CONDITIONSO</u>			
Environmental systems	17.090	0.647	S
Quality systems	11.436	0.721	S

Time allotted for completion of work	35.810	0.016	NS
Variety of work	41.145	0.004	NS
Work load	40.416	0.004	NS
Working Atmosphere	35.842	0.016	NS
Working hours	40.416	0.004	NS
FACILITIES			
Computer facility	18.528	0.553	S
Educational facility	20.577	0.422	S
Library facility	36.533	0.013	NS
Light and ventilation facility	30.912	0.05	NS
Medical benefits	19.609	0.483	S
Refreshment and canteen facility	69.412	0.000	NS
Training facility	32.465	0.039	NS
Transportation facility	61.516	0.000	NS

As P Value is less than the table H_0 is rejected at 0.05 the level of significance. So it is inferred that people of all income level desire the same type of job satisfaction. From the table it can be seen that the demographic variable income level has significant influence on the factors like Communication and information flow in org, Organization goals, Job security, Promotion, Relationship among co-workers, Team spirit, Environmental systems, Quality systems, Computer facility, Educational facility and Medical benefits.

CHAPTER 5

FINDINGS AND RECOMMENDATIONS

The findings of the study are grouped under various titles:

5.1.1 Profile of the respondents

- ❖ 33% of the respondents are in the age group 26 to 30 years.
- ❖ 95% of the respondents are male.
- ❖ 56% of the respondents are married.
- ❖ 69% of the respondents are with family size of 3-5 members.
- ❖ 40% of the respondents do not belong to Production and Quality departments.
- ❖ 41% of the respondents are with Engineering Qualification.
- ❖ 47% of the respondents are having their monthly income as below Rs.10000.
- ❖ 29% of the respondents belong to supervisor designation.
- ❖ 42% of the respondents are having the experience of less than one year.

5.1.2 Level of expectation of the employees:

Majority of the respondent feel that the following factors are very important: communication and information in organization, organization goals, relationship with organization, ream co-ordination, working hours and all the facilities included in the questionnaire.

5.1.3 Level of Satisfaction of the employees:

Majority of the respondents are highly satisfied and satisfied with the following factors: communication and information in organization, organization goals, chances for advancement in job, environmental systems, quality systems, computer facility and educational facility, lights and ventilation facilities, medical benefits.

5.1.4 Gap between the level of expectation and satisfaction of the employees:

Most of the respondents feel that there is a significant gap between expectation and satisfaction level of employees with respect to the following factors like: relationship with the organization, job security, promotion, relationship among co-workers, team co-ordination, team spirit, work load, library facilities, refreshment and canteen facilities, training facility and transportation facility.

5.1.5 Influence of age on factors leading to job satisfaction:

The demographic variable age has significant influence on the factors like Communication and information in organization, Computer facility, Training facility, Light and ventilation facility, Medical benefits, Educational facility, Environmental systems, Quality systems, Relationship among co-workers, Recognition of work done, Procedure to relieve from job, Organization goals.

5.1.6 Influence of gender on factors leading to job satisfaction:

The demographic variable age has significant influence on the factors like Communication and information flow in org, Match b/w personal and organization goals, Participation in important decisions, Relationship with the organization, Chances for advancement in job, Job security ,Procedure to relieve from job ,Promotion Recognition of work done ,Relationship among co-workers ,Team co-ordination ,Team sprit , Environmental systems ,Quality systems ,Time allotted for completion of work ,Variety of work, Work load ,Working Atmosphere ,Working hours ,Computer facility ,Educational facility ,Library facility ,Medical benefits ,Refreshment and canteen facility ,Training facility ,Transportation facility.

5.1.7 Influence of Marital status on factors leading to job satisfaction:

The demographic variable marital status has significant influence on the factors like Communication and information flow in org, Match b/w personal and organization goals, Organization goals, Participation in important decisions, Relationship with the

organization, Chances for advancement in job, Job security ,Procedure to relieve from job ,Promotion, Recognition of work done ,Relationship among co-workers ,Team co-ordination ,Team sprit, Environmental systems ,Quality systems ,Time allotted for completion of work ,Variety of work, Work load ,Working hours ,Computer facility ,Educational facility ,Library facility ,Light and ventilation facility ,Refreshment and canteen facility ,Transportation facility.

5.1.8 Influence of family size on factors leading to job satisfaction:

The demographic variable family size has significant influence on the factors like Communication and information flow in org ,Match b/w personal and organization goals, Organization goals, Relationship with the organization, Chances for advancement in job, Procedure to relieve from job ,Promotion Recognition of work done ,Relationship among co-workers ,Team co-ordination ,Team sprit, ,Quality systems ,Time allotted for completion of work , Work load ,Working Atmosphere ,Working hours , Library facility ,Light and ventilation facility , Refreshment and canteen facility ,Training facility ,Transportation facility.

5.1.9 Influence of income level on factors leading to job satisfaction:

The demographic variable income level has significant influence on the factors like Communication and information flow in org, Organization goals, Job security , Promotion, Relationship among co-workers , Team sprit, Environmental systems ,Quality systems ,Computer facility ,Educational facility , Medical benefits .

Recommendations:

- From the findings of the study, the following recommendations are suggested findings reveal that the respondents feel the following factors are very important : Communication and information flow in organization, relationship with organization ,organization goals, Working hours, All the facilities included in the questionnaire. The HR department should pay more attention to the facilities based on Voluntary and Statutory welfare measures which provide healthy environment to the organization and to concentrate on framing HR policies.
- From the findings relating to job satisfaction reveal that they are highly dissatisfied with the canteen facility, library facility, training facility and transportation facility. The management and HR department should frame suitable policies and to provide good welfare facilities regarding the above listed factors to increase the job satisfaction of employees.
- From the findings relating to gap analysis reveal that there is a significant gap between expectation and satisfaction level of the employees with respect to the factors like Relationship with organization , job security, promotion, relationship among co-workers, team co-ordination, team sprit, work load, library facilities, refreshment and canteen facility, training facility, transportation facility. The management should frame policies to reduce the gap like building or framing HR polices and improving the welfare facilities in the organization.

CHAPTER 6

CONCLUSION

This study have been undertaken to reduce the attrition rate in Southern Auto Castings Private Limited, Gummidipoondi. The findings highlighted the level of expectation and satisfaction of employees with regarding various factors relating to job satisfaction. The study also reveals the areas where there is significant gap between the level of expectation and satisfaction of the employees. The findings will enable the HR department to frame suitable policies to enhance the level of satisfaction of employees and there by to reduce attrition rate.

APPENDIX



QUESTIONNAIRE

PERSONAL PROFILE:

1.Name :

2.Age : 20-25 years 26-30 years 31-35 years 36-40 years
Above 41years

3.Gender : Male Female

4.Marital Status : Single Married

5.Family Size : 2 3-5 5-7

6.Department : Production Quality

Other(specify).....

7.Qualification : Diploma Arts Science Engineering MBA

Others (specify)

8.Income :

Below Rs.10000 Rs.10001-15000 Rs.15001-20000

Rs.20001-25000 Rs.25001-30000 Above Rs.30000

9.Designation:

Manager Asst Manager Engineer Asst Engineer

Supervisor Office Staff Other(specify).....

10.Experience in Organization :

<1 year 2-5year 6-10 years >10 years

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