

**A STUDY ON VARIOUS FACTORS INFLUENCING EMPLOYEE
SATISFACTION WITH SPECIAL REFERENCE TO LAKSHMI MILLS
COMPANY LTD**

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BONAFIDE CERTIFICATE

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ABSTRACT

This study deals with the 'Employee satisfaction measures' in M/S Lakshmi Mills Co Ltd. A survey was conducted with the staff members and labours of the company to ascertain their satisfaction level with regard to the various measures offered by the company. Descriptive research design with convenience sampling technique was used and the opinion of the staff members was collected through questionnaire after brief background study. Different statistical analysis like percentage analysis, rank correlation, chi-square analysis etc were used to analyze the data collected. After completing the study and analyzing the factors at Lakshmi mills company ltd, the researcher has come to the conclusion that most of the employees are satisfied with basic amenities, annual leave, medical allowances, provident fund, increment procedure, working environment etc. There are few employees who are not satisfied with the other provisions of the company like grievance handling, retirement benefits, performance appraisal etc. The management perception and employee perception regarding employee satisfaction is found to be differing and suggestions has been made for further improvement.

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Certificate of Viva-voce-Examination

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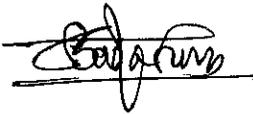
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CHAPTER 1

INTRODUCTION

employees to fulfill their physical, emotional and psychological needs. The study is also aimed at ascertaining the most important measures that have to be improved in order to increase the employee satisfaction level in the company. Several studies indicate that employee satisfaction is directly linked to productivity. A highly satisfied employee can deliver sustainable productivity to the management. Hence this results of this type of study is important to the management to know their employee satisfaction.

1.5 Need for the Project

The finding of this study will help the HR managers to get the idea about the opinion of the employees about the various measures provided by the company and their satisfaction level. This will help to find out any shortcomings from the management side in implementing the employee satisfaction measures.

1.6 Objectives of the study

Primary Objective

To study the various factors influencing the employee satisfaction

Secondary objectives

- ❖ To study the existing measures offered by the company
- ❖ To analyze the employee's preferred welfare measure which improve their satisfaction
- ❖ To analyze the gap between the management perception and employees preference on the various measures offer
- ❖ To offer suggestions to the organization based on the findings of the study

1.7 Scope of the study

The study aims at analyzing the various measures offered by the organizations to their employees to improve their satisfaction. The scope of the study can be viewed under the following headings

→ To the researcher

The researcher can gain practical knowledge about the various measures by Lakshmi Mills Company Ltd to satisfy their employees. The researcher has an opportunity to interact with the employees of various departments in the company and get to know their ideas, opinions and their requirements.

→To the Organizations

The study enables the company to know about their employee's level of satisfaction and the opinion about the various measures provided and to know where they are lacking.

→To the Respondents

This study helps the respondent to express their opinion about the various measures of the company in an indirect way. It also provides them an opportunity to express their level of satisfaction of the different measures.

CHAPTER 2
LITERATURE SURVEY

CHAPTER 2 - LITERATURE SURVEY

Employee satisfaction is defined as the company's ability to fulfill the physical, emotional and psychological needs of its employees. The concept of employee satisfaction is important because it links the organization with the employees. If an employee feels an increased level of satisfaction, their positive attitude will spill over everything they do from the start of the day to the end. It shows that employee satisfaction and ultimately their behaviour is driven and influenced by the root causes for it i.e individual personal beliefs and value systems.

In Dawson's study (Dawson 2002), employee-management relationships and training opportunities were identified as key constituents of employee satisfaction.

Downs and Ticehurst (1998) also identified personal feedback and relationships with supervisors to be predictor variables for employee satisfaction.

Taylor (2004) cites the employee-immediate supervisor relationship as the primary contributor to employee satisfaction. A poor relationship results in increased absenteeism. Stress and decrease the performance. Hence, focusing on improving relationships with employees will augment employee satisfaction. Through Martiz Inc's study, Taylor (2004) also stresses the importance of the management team's interpersonal abilities-which only one out of five employees were satisfied with how the management related with them, amongst the 215 of employees stated that they were happy with management; two out of three employees expressed interest in spending their entire career with that company

Improved supervision and stronger employee management relationships increased the job satisfaction and decreased the job dissatisfaction. (Sagie & Kroslosky 2000 as cited by Valentine 2001).

According to Schmidt, there is a strong correlation between job training satisfaction and overall job satisfaction among employees. He stated that employees value the training as

an essential part of their job and view it as a significant determinant of the satisfaction that they experience on the job.

The ILO (SEA) session held at New Delhi in 1947 defined Labour Welfare as “such services, facilities and amenities, which may be established in or in the vicinity of, undertakings to enable persons employed therein to perform their work in healthy, congenial surroundings and to provide them with amenities conducive to good health and good morale.

The committee on Labour Welfare (1969) defined labour welfare to “include such services, facilities and amenities as adequate canteens, rest and recreational facilities, sanitary and medical facilities, arrangements for travel to and from work and for the accommodation of workers employed at a distance from their homes and such other services, amenities and facilities including social security measures as contribute to improve the conditions under which workers are employed.

A study on workplace satisfaction in private and public sectors by Goldfarb Consultants examines the various factors that provide satisfaction to the employees. They point out that the welfare and safety measures play a very important role in developing a satisfied workplace. According to their study, the top five factors that influence satisfaction have more to do with interpersonal relationships, atmosphere at the work place, sense of personal achievement, providing basic amenities that can be measured (amount of time off, benefits, work hours and salary). The research shows that the amount of welfare measures or workplace environment produce satisfied employees and they are the best people to define the characteristics of a good quality job.

According to Metlife’s, Employee Benefits Trend Study (2005), a strong correlation was existing between benefits and satisfaction as well as productivity. Nearly 65% of the employees who were highly satisfied with their benefits were highly satisfied with their job. The study showed that the satisfaction of workers strongly depend on the benefits.

The George mason University conducted a study on ‘Quality of Work Life Survey’ in 2003 for its employees to assess the quality of various factors in and out the company. The satisfaction and dissatisfaction of the employees were also assessed. The study found that the factors affecting the life of employees were

- Working conditions

- Salary and benefits
- Relation with others
- Autonomy and growth
- Job satisfaction
- Access to non work activities

The Government of Estonia (2002) conducted a study on the 'Quality of work life' to identify the factors influencing the work life in the Government offices. They found that the quality of worklife essentially involves three major parts

- Occupational health care
- Suitable working time
- Appropriate salary

Mr.M.Srimannarayana (2006) conducted a study on 'Human Resource Management in Small Business' to identify the human resource management practices prevailing in small business. He found that small business units do not have formal HRM practices. His study suggested for a better formalization of sound performance appraisal system that can be used to motivate better performances. He also linked them with the monetary benefits so that the small business units as well as employees benefit significantly. He also stated that there is a link with the employee's performance and monetary benefits.

S.A Mufeed (2006) in his study on the need for a focus on key elements of HRD climate in hospitals tried to identify the development of the employees on the basis of the personnel policies in the organization. According to his study, he identified that the top management makes efforts to identify and utilize the potential of the employees by ensuring employee's welfare (nearly 70 %) to such an extent that the employees can save a lot of their mental energy for work purposes. It included factors like relationship with their immediate managers, career opportunity, feel free to express feelings, training and also the monetary benefits.

R.D Sharma, Jeevan Jyoti (2006) conducted a study on job satisfaction among school teachers. In their study, they concluded that the root desire for pay is the individuals desire to satisfy their physical needs. They also concluded that the degree of job satisfaction

secured by the teachers was not enough high due to insufficient pay. Unless the physical needs, which require money, are satisfied, an employee will not be tempted to achieve high order needs. The identified following factors for job satisfaction

- Basic pay
- Promotion policy and recognition
- Job security
- Principals behaviour
- Career planning and development programmes
- Nature of Job

H.Lee Buchman (2000) conducted a study on work life of sailors and marines and found that the factors affecting quality of work life can be classified into basic, traditional and work factors.

The basic factors include

- Pay and compensations
- Medical care
- Housing

The traditional factors include

- Family services
- Child care
- Education
- Recreation

The work factors include

- Training
- Work environment
- Work load

An emphasis on these factors showed that the naval officers were more satisfied and went on with their work well.

The studies stated above have given the researchers a broader view on the welfare measures and its impact on productivity.

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CHAPTER 1- INTRODUCTION

1.1 Research Background

Effective utilization of human resources is one of the most important factors for the efficient and profitable functioning of the organization. Organizations provide financial, training and welfare measures to their employees to keep their motivation levels, productivity and also to retain them in the job. Financial measures include salary, bonus, gratuity etc and welfare means anything done for the comfort and improvement in intellectual or social status of the employees over and above the wages paid which is not a necessity of the industry. Welfare measures also include creating a better working environment, industrial relations and insurance against diseases and accident. Training to the employees is given to update their working skill based on the current need of the industry. All these measures improve the loyalty and morale of the employees and also the goodwill and public image of the enterprise which in turn increase their productivity.

1.2 Introduction to the Company

1.2.1 History of the mill

Late G. Kuppusamy Naidu established Lakshmi mill in the year 1910. In 1913 he took advantage of the hydel power from Pykara dam and promoted the Coimbatore cotton mill with 11000 spindles. In 1941 the Kovilpatti unit was set up with 8000 spindles. In 1959 Palladam unit was set up with 22000 spindles with the latest technology machines for spinning super fined combed cotton counts. This was the post war unit to be set up in India incorporating the latest technology in the construction of pillar less building with humidification arrangements on the models of spinning sheds in Europe and Japan. This was a trend setter for others to follow in later years.

The Lakshmi Mills Company limited endures true value. For close to a century of its existence, Lakshmi mills have clearly demonstrated the ability to constantly provide value in

workforce. Today organization needs to be more flexible so that they are equipped to develop their satisfaction at the work place and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employee's satisfaction so that the organization can achieve the objectives in very short period of time. The following are some of the dimensions that are important for employee satisfaction at Lakhsmi mills.

1.3.1 Work environment

The efficiency of employee depends to a great extent, on the environment in which they work. Work environment consists of certain factors like work stress, shift of working, job requirements, freedom to decide in work place, satisfaction at work area, motivation from management, job skills and learning new things in the work area which acts and reacts on the body and mind of an employee

1.3.2 Job and information

The job and related information plays the most important part in giving satisfaction to an employee. Availability of resources at proper time enables effective and efficient working environment. This includes certain aspects like equipments provided by the organization to employees, information relating to the job given by the organization.

1.3.3 Opportunities for growth and development

The employees will be satisfied only if they have adequate opportunities for growth and development. It involves self improvement of employees, recognition for work done, improvement in job etc.

1.3.4 Health and safety

Health and safety is a state of complete physical, mental and social well-being and not merely the absence of disease. It is the outcome of the interaction between individual and the environment. Employee health and safety shows a reduction in absenteeism and creates a motivated labour force. Health and safe environment results from well-cleaned, proper lighting and ventilated environment.

1.3.5 Welfare measures

Employee welfare implies the services, facilities and amenities provided to workers within and outside the establishment for their physical, mental and social well-being. The basic purpose of employee welfare is for the betterment of the employees

1.3.6 Training

Training is beneficial to employees in the form of self-confidence, higher earnings, safety, adaptability, promotion and new skills. Evaluation of training is necessary and it can be made on the basis of reactions, behaviour and performance. This aspect includes employee's awareness towards training and development activity.

1.3.7 Promotion

Promotion may be permanent or temporary depending upon the needs of the organization. Promotion recognizes an employee's performance, commitment, loyalty and motivates them towards better performance. Promotional aspect includes employee's satisfaction towards the line of promotion followed by the organization.

1.3.8 Performance appraisal

It is one of the oldest and most universal practices of management. Performance appraisal serves as a basis for job change or promotion. It even helps in identifying the strengths and weakness of an employee so that proper training and development program can be implemented accordingly.

1.3.9 Income and compensation

The most important reason why a person works in an organization is to get good income for his livelihood. Salary and monetary benefits are one of the most influencing factors for a worker while choosing a job. Every employer or company should provide compensation as per performance and on time.

Lakshmi mills is one of the leading companies in textile industry and is well known for its contributions to the Indian textile industry. They provide satisfaction to the workers in all aspects. Today organization needs to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to improve the employee's satisfaction at the workplace so that they can attain their objectives very easily and efficiently.

1.4 Problem Identified and Confirmed

In this project, a field survey is to be conducted at a reputed company at Coimbatore (M/S Lakshmi Mills) about the impact of various measures provided by the company to its

terms of products service. As a company committed to building long term relationship, Lakshmi has always put the focus on people by helping them achieve maximum towards greater fulfillment.

1.2.2 Background

The history of Lakshmi Mills Company limited in many ways is the history of the spinning industry in Coimbatore for close to a century. Lakshmi mills have contributed to the development of the industry by promoting self-reliance, research, and import substitution export technology. The company has also demonstrated its staying power by enduring quality and customer satisfaction as the prime objectives. In fact as a pioneer, Lakshmi mills today is looked upon with respect and reverence as a company that paved the way for the rest to follow.

1.3 EMPLOYEE SATISFACTION

Employee satisfaction is the company's ability to fulfill the physical, emotional, and psychological needs of its employees. The satisfaction of the employees is influenced by various factors like basic amenities (drinking water, sanitation facilities, refreshment, cost of food, etc), grievance handling and leave, salary and allowances, working environment, training, performance appraisal and promotion and retirement benefits

Lack of satisfaction will result in various problems for the organization. Reasons why an employee may not be completely satisfied include;

1. Conflict between workers
2. Conflict with supervisors
3. Not being appropriately paid
4. Lack of opportunities for promotion
5. Lack of participation in decision making
6. Fear of losing the job.

Satisfaction of employees is the key to organizational growth. The success of any organization is highly dependent on how it attracts recruits, motivates, and retains its

CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

4.1 Basic Amenities

Table 4.1. Basic Amenities							
S. No	Factors	Highly satisfied	Satisfied	NS/NDS	Dissatisfied	Highly dissatisfied	ESI
1	Drinking Water	24	24	12	0	0	4.2
2	Sanitation Facilities	12	30	18	0	0	3.9
3	Refreshment	12	18	30	0	0	3.7
4	Cost of food	18	18	12	0	12	3.5
Mean ESI							3.825

The above table and figure 4.1 show that the basic amenities provided by the company are average to good. Among the four measures taken, employees agree that the drinking water and sanitation facilities are up to their expectation. About 50% of the employees are not satisfied with the refreshment schedule and cost of food in the canteen in the company. Suggestions can be provided to the company to make the basic amenities more satisfactory so that the employee's psychological needs will be fulfilled.

Highly dissatisfied ----- +1

The questionnaire is divided into six broad categories namely

1. Basic Amenities
2. Grievance Handling and Leave
3. Salary and Allowances
4. Working Environment
5. Training, Performance appraisal and Promotion
6. Retirement Benefits

Rank correlation will be used to find the preference of the employees regarding the various measures and to study their preferences. Chi-square analysis will be used to find out whether there is any difference in employees perception based on their gender, age, year of experience etc.,

3.5 Expected deliverables

Employee satisfaction measures helps to promote job satisfaction of the employees which in turn help to improve productivity level of the organization.

3.6 Limitations

- ❖ This study is conducted with special references to Lakshmi Mills Company Ltd. For deeper understanding of the topic under study, research has to be done in different organizations of similar working nature.
- ❖ The data was collected through the convenience sampling technique. Hence the study was limited to few employees of that organization. Therefore, the information collected is limited to the extent of the views of the respondent considered.
- ❖ Due to lack of time and busy schedule of the employees, some employees are reluctant to read the whole questionnaire and give sincere information.
- ❖ The limitations of the questionnaire apply to the study.

4.2 Grievance Handling and Leave

Table 4.2. Grievance Handling and Leave

S.No	Factors	Highly satisfied	Satisfied	NS/NDS	Dissatisfied	Highly dissatisfied	ESI
5	Annual Leave	24	30	6	0	0	4.3
6	Sickness benefits	12	18	24	6	0	3.6
7	Grievance handling	6	24	24	6	0	3.5
							3.8

The above table and figure 4.2 shows that the annual leave pattern offered by the company is not fully satisfied. Although sickness benefits are given by the company, they prove to be dissatisfactory on the employee's point of view. Also it is clearly evident that the grievance handling depends only on the style of the management and not on the suggestions of the employees.

Leave and Grievance Handling

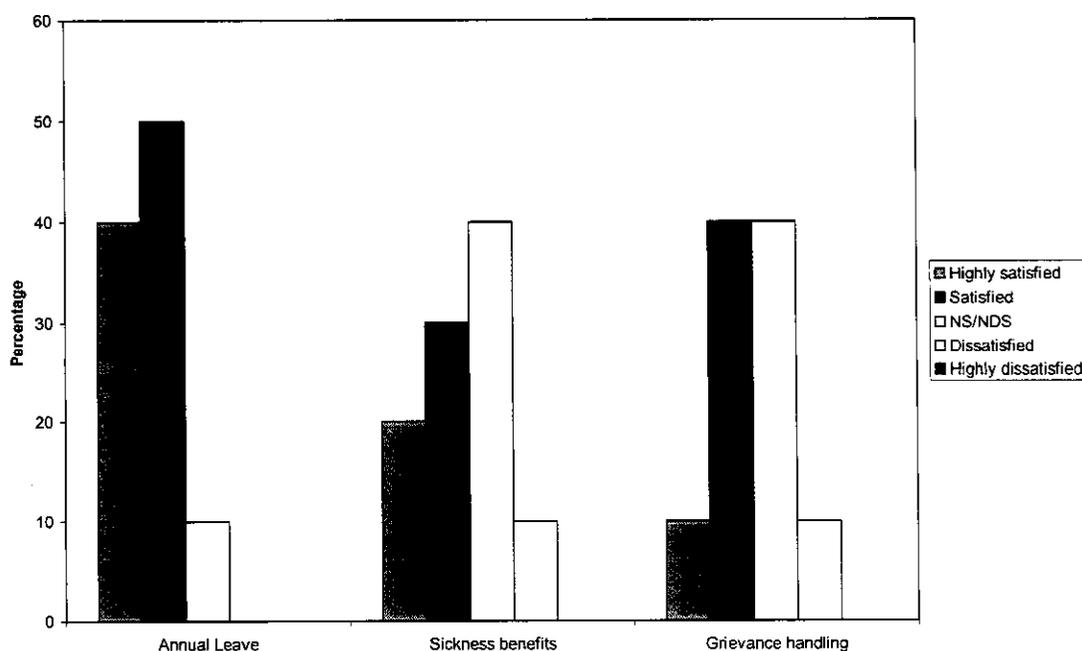


Figure 4.2 Percentage Satisfaction level in Grievance Handling and Leave category**4.3 Salary and Allowances**

Table 4.3. Salary and Allowances							
S.No	Factors	Highly satisfied	Satisfied	NS/NDS	Dissatisfied	Highly dissatisfied	ESI
8	Monthly salary paying schedule	36	24	0	0	0	4.6
9	Increment procedure	12	30	18	0	0	3.9
10	Bonus	12	24	18	0	6	3.6
11	Provident fund	24	30	6	0	0	4.3
12	Medical Allowance	24	18	18	0	0	4.1
Mean ESI							3.975

The above table and figure 4.3 show that the employee's are fully satisfied with the monthly salary paying schedule. Allowances offered by the company like increment procedure, provident fund facilities, medical allowances are up to the expectation of the employee's. But the bonus offered by the company does not coincide with the employee's perception.

Salary and Allowance

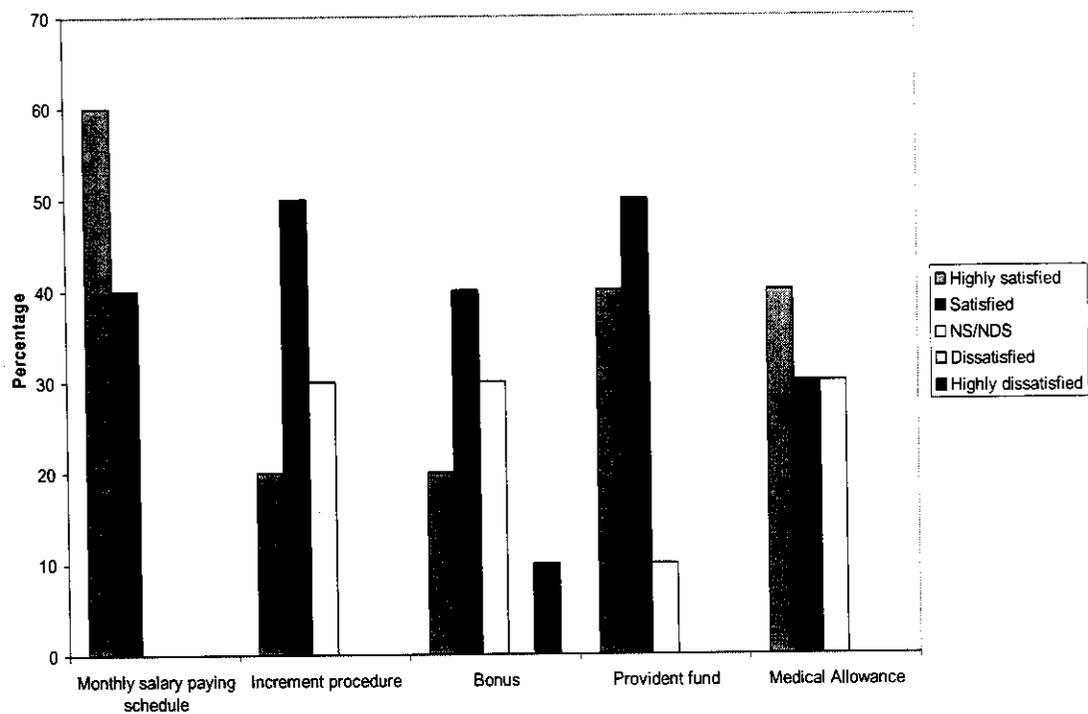


Figure 4.3 Percentage Satisfaction level in Salary and Allowances category

CHAPTER 4
DATA ANALYSIS AND
INTERPRETATION

CHAPTER 3
METHODOLOGY

CHAPTER 3 - METHODOLOGY

3.1 Type of project

This project is of Descriptive and survey type to find the impact of various measures offer by the organization to their employees to improve their satisfaction. The target respondents were the staffs and labourers of Laksmi Mills Company Ltd, Coimbatore irrespective of the gender with at least two years of experience.

3.2 Method & Source of Data collection

The primary data is being collected from the staffs through questionnaire as well as interview. The questionnaire is a closed choice form and the options were given on the basis of likert's scale.

3.3 Sampling Method

The non probability sampling is being used based on convenience sampling technique with the sample size of 100 respondents.

3.4 Tools for analysis

Percentage analysis will be used to study the opinion of the employees regarding various employee satisfaction measures offered by the company. Employee satisfaction index is calculated using the formula

ESI (Employee satisfaction index) = $\frac{\text{Number of respondents of the particular response} * \text{score value}}{\text{Total Number of Respondents}}$.

The scores for the response are

Highly satisfied	-----+5
Satisfied	-----+4
Neither satisfied/Not dissatisfied	----- +3
Dissatisfied	----- +2

Basic Amenities

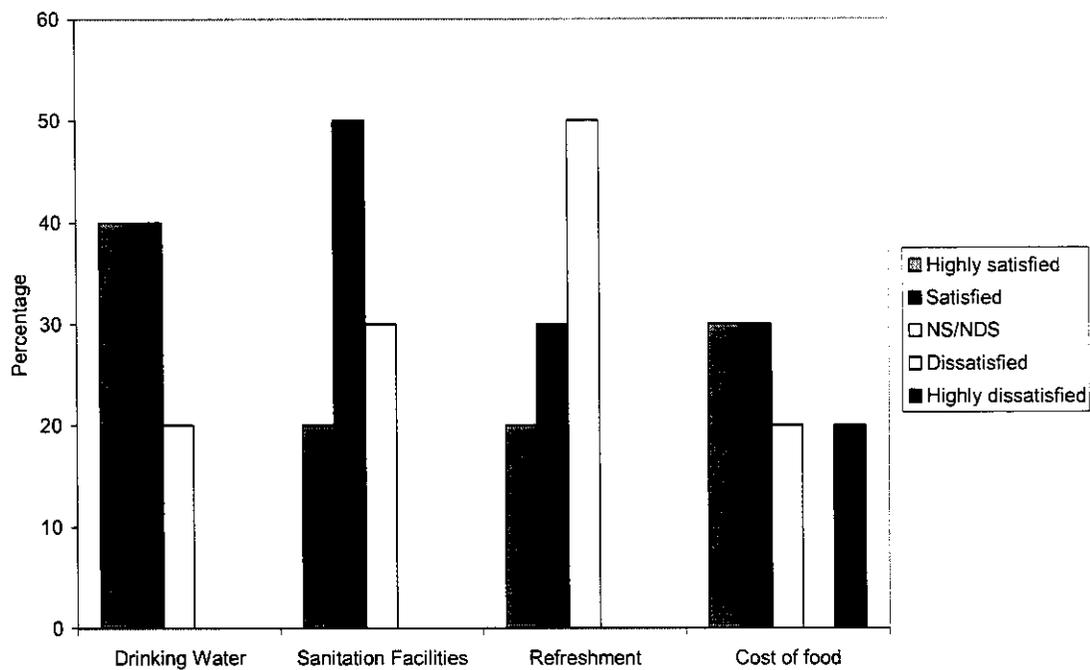


Figure 4.1 Percentage Satisfaction level in Basic Amenities category

4.4 Working Environment

Table 4.4 . Working Environment

S.No	Factors	Highly satisfied	Satisfied	NS/NDS	Dissatisfied	Highly dissatisfied	ESI
13	Working climate	18	18	24	0	0	3.9
14	Relation with immediate supervisor	12	30	18	0	0	3.9
15	Guidance from the manager	24	30	6	0	0	4.3
Mean ESI							4.03333

The above table and figure 4.4 show that the work environment in the organization is good. The employees feel that it is suitable for them to perform to the best of their abilities. The employees agree that the immediate supervisors and managers are cooperative and reliable and also expressed that their work is not too stressful. Such a work environment will enable an employee to make use of the resources and will help them use their skills and abilities well.

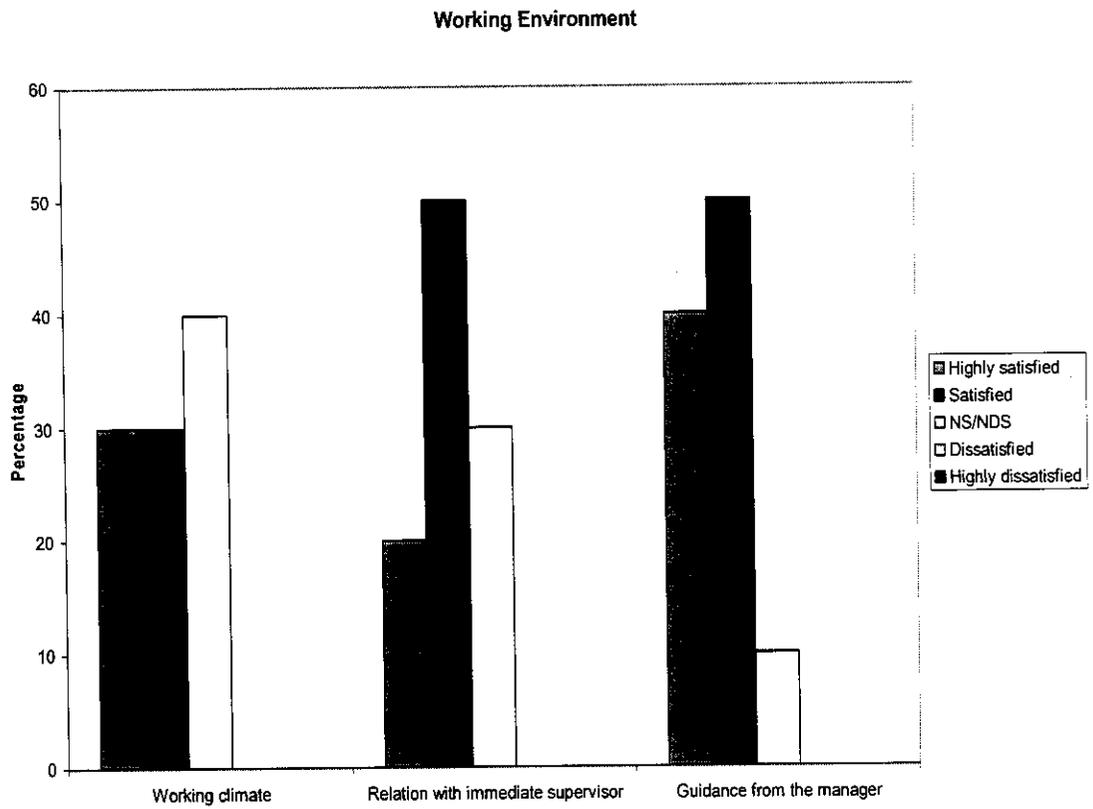


Figure 4.4 Percentage Satisfaction level in Working Environment category

4.5 Training, Performance appraisal and Promotion

Table 4.5. Training, Performance appraisal and Promotion							
S.No	Factors	Highly satisfied	Satisfied	NS/NDS	Dissatisfied	Highly dissatisfied	ESI
16	Training procedure	6	24	30	0	0	3.6
17	Performance appraisal	6	24	24	6	0	3.5
18	Promotion Schedule	18	24	24	0	0	4.3
Mean ESI							3.8

The above table and figure 4.5 show that the employee's are not very much satisfied with the growth and development programmes in the company. They are of the opinion that their suggestions and ideas are not accepted much to bring the changes that they require in the organization. Many of them felt that individual achievements are given importance and agree that there are limited chances to improve their job. They will wholeheartedly perform their job only when there are adequate opportunities for their development.

Table 4.6. Retirement Benefits

S.No	Factors	Highly satisfied	Satisfied	NS/NDS	Dissatisfied	Highly dissatisfied	Mean ESI
19	Payment of Gratuity	24	12	18	6	0	3.9
20	Retirement benefits	6	18	36	0	0	3.5
							3.7

From the above table and figure 4.6, it is clearly understood that the payment of gratuity offered by the company satisfies most of the employee's but not fully. Most of the employee's expressed that the retirement benefits given by the company are not meeting their expectations. It may be due to their change in the needs and wants.

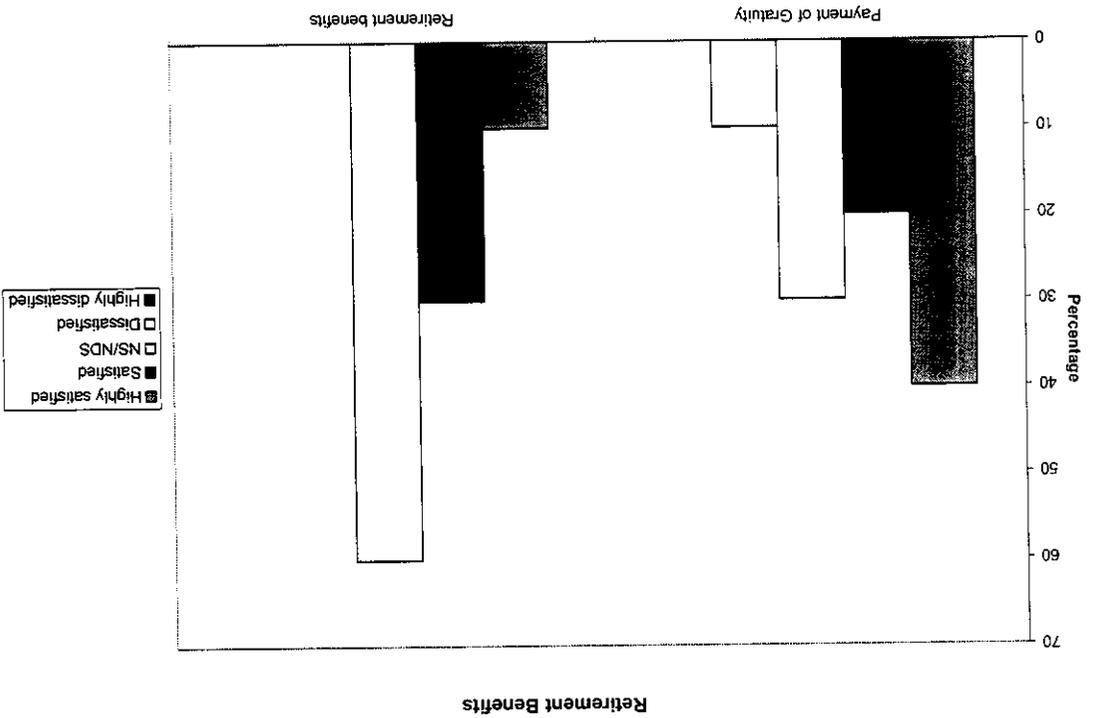


Figure 4.6 Percentage Satisfaction level in Retirement Benefits category

4.7 Rank correlation to correlate relationship between employee satisfaction and management view on employee satisfaction

Rank correlation is done to measure the degree of association between management perception on employee satisfaction and employee's perception on their satisfaction. The following tables shows percentage of perception between both variables (employee and management) and they are subsequently ranked in ascending order for two different studies (A &B) with different set of variables..

Table 4.7: Rank correlation correlating the relationship between employee satisfaction and management view on employee satisfaction- Study A

Factors	Employee's perception (%)	Management Perception (%)	Employee rank	Management Rank
Drinking Water	80	74	8	6
Sanitation Facilities	74	68	7	5
Annual leave	72	85	6	7
Monthly salary payment schedule	65	92	5	8
Provident fund	60	48	4	3
Medical allowance	47	64	3	4
Increment procedure	38	39	2	2
Working environment	29	25	1	1

Formula used

$$r_s = 1 - 6\sum d^2/n(n^2-1) @ 10\% \text{ significant level} \quad \text{-----(4.1)}$$

$$r_s = 0.571$$

From table, value of r @ 10% significant level = 0.6190

The value of 0.6190 is high positive rank correlation which implies that both the management perception and employees perception on employee satisfaction is quite significant and coincides with each other for the above set of employee satisfaction measures.

Table 4. 8 Rank correlation correlating the relationship between employee satisfaction and management view on employee satisfaction – Study B

Factors	Employee's perception (%)	Management Perception (%)	Employee rank	Management Rank
Refreshment during working hours	30	50	4	2
Bonus	40	60	8	5
Training procedure	30	50	3	1
Payment of gratuity	36	66	7	6
Sickness benefits	48	70	9	7
Grievance handling procedure	20	50	1	3
Performance appraisal	24	57	2	4
Retirement benefits	36	75	6	8
Cost of food in the canteen	34	78	5	9

Formula used

$$r_s = 1 - 6\sum d^2/n(n^2-1) @ 10\% \text{ significant level } \text{-----}(4.2)$$

$$r_s = 0.6083$$

From table, value of r @ 10% significant level = 0.5833

The value of 0.5833 implies that the management perception and employees perception on employee satisfaction does not coincide with each other for the above set of employee

5.2 Suggestions

After analyzing the various factors relating to employee's satisfaction, it is observed that there is more scope for improvement. The study suggests that the employee's are satisfied with most of the provisions offered by the company. It is clear that some of the employee's are moderately satisfied with growth and development programmes, cost of food, refreshment during working hours, sickness benefits, performance appraisal etc.

5.4 Work environment

The employee's can be provided with more rest pauses during working hours so that they will not experience more fatigue during working hours. Also the working environment can be kept more hygienic and clean by avoiding smoking and ensuring adequate facilities to promote healthy working conditions.

5.5 Opportunities for growth and development:

Various provisions can be implemented for the growth and development of employee's. although there are some coaching and training for development the company lacks in this aspect rewards both individual and group can be given so that the employee's will come out with some developmental programmes in which they lack.

5.6 Job and information

The worker's mental and psychological stress can be reduced by making them technically sound about the machinery. There should be more freedom for the employee's in decision making in the area of their work. The employees should be provided with the chance of learning new things at workplace. This helps them to keep their motivation level maintained.

5.7 Training

Frequent training can be given to the employees so that their mind gets refreshed and also they may come out with some new ideas which will help the management in some aspect. the

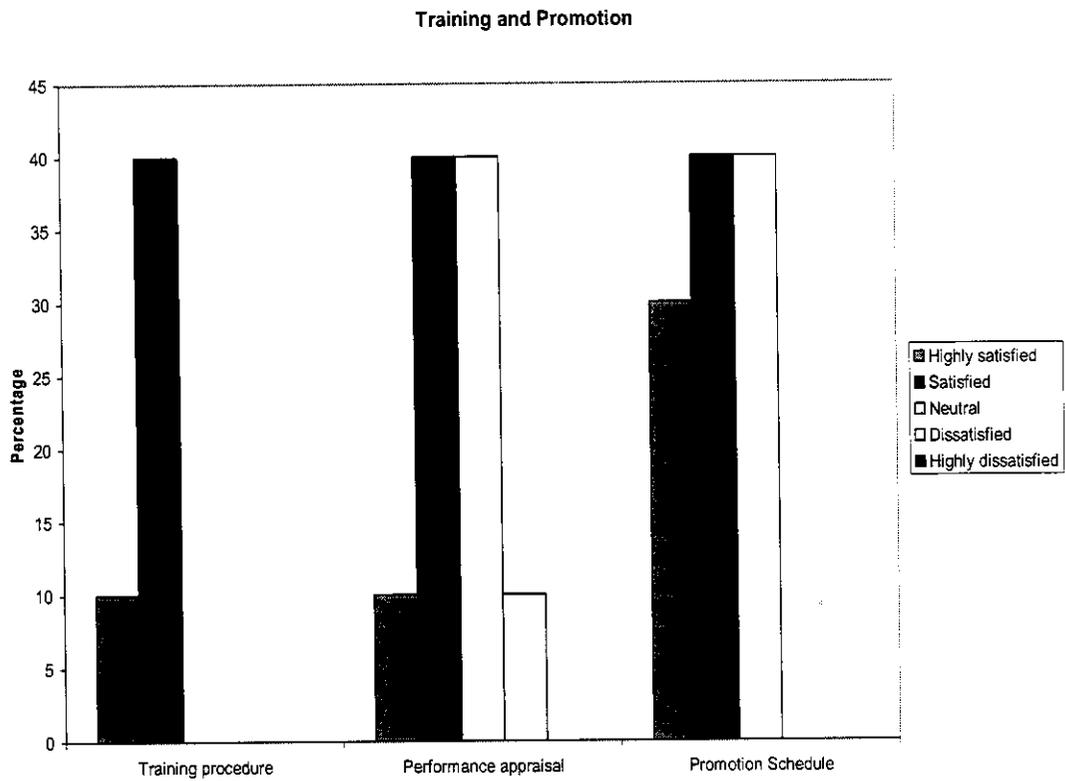


Figure 4.5 Percentage Satisfaction level in Training, Performance appraisal category

satisfaction measures of the company. Hence, it can be concluded that further measures can be done to improve the employee's satisfaction for the above factors.

4.8 Chi-square analysis to find out whether the employees are satisfied by the measures of the management

Chi-square analysis is done to find out whether the employees are satisfied by the measures of the management based on their age, gender, year of experience and marital status.

Table 4.9 Chi-square analysis to find out whether the employees are satisfied by the measures of the management

	Age (31-45)	Gender (M)	Year of experience(6-10)	Marital status (Married)
Satisfied	35	65	60	45
Not satisfied	65	35	40	55

Formulation of hypothesis

H_0 : Employee are highly satisfied irrespective of age , gender, year of experience and marital status.

H_A : Employee are moderately/not satisfied with respect of age , gender, year of experience and marital status.

Table χ value@ $\alpha = 0.05$ for d.o.f -3 is 7.815

Calculated χ value@ $\alpha = 0.05$ for d.o.f -3 is 23.17

Since $\chi = 23.17 > 7.815$, the null hypothesis is rejected. Hence it is concluded that the employees are moderately satisfied and in some measures they are even unsatisfied.

CHAPTER 5

CONCLUSIONS

CHAPTER 5- CONCLUSIONS

5.1 Summary of findings

After conducting the study at Lakshmi mills company ltd, some factors regarding employee satisfaction and dissatisfaction has been found out and it has been listed below on the basis of the analysis and interpretation made.

The employees are fully satisfied with the following factors

- ❖ Drinking water
- ❖ Sanitation facilities
- ❖ Annual leave
- ❖ Monthly salary paying schedule
- ❖ Provident fund
- ❖ Medical allowance
- ❖ Increment procedure
- ❖ Working environment
- ❖ Promotion schedule

The employees are moderately satisfied with the following

- ❖ Refreshment during working hours
- ❖ Bonus
- ❖ Training procedure
- ❖ Payment of gratuity

The following factors need further improvement

- ❖ Sickness benefits
- ❖ Grievance handling procedure
- ❖ Performance appraisal
- ❖ Retirement benefits
- ❖ Cost of food in canteen

employees must be made clear that the training programmes is conducted only for the improvement of their efficiency and not to discourage them among their colleagues at their workplace.

5.8 Grievance handling

Grievance can be handled more quickly and also the employee's opinion can be taken into account because the root cause of the problem will be well known to them. So the management should consider the employees suggestions and opinion in grievance handling mechanisms.

5.9 Promotion and performance appraisal

Scope for promotion should be made on the basis of performance and not on the yearly basis. The method so adopted should be clear and should not be too confusing to the employees. Also the management should clarify employee's doubts whenever they are in need of them.

5.10 Benefits

Employees before getting into the work mainly see the benefits offered by the company. This is a sort of attraction provided by the management to retain their employees. They see the benefits not only during their service but also after the service. So the management should consider the choice of the employees in giving the retirement benefits because the way of settlement differs according to the employees so freedom must be given to them.

5.11 Conclusion

Employee satisfaction has become one of the critical issues in many companies. Employee satisfaction is defined as the company's ability to fulfill the physical, emotional, and psychological needs of the employees. The concept of employee satisfaction is important because it links the organization with the employees.

The project work entitled **employee satisfaction at Lakhsmi mills company ltd** analyses the various factors influencing employee satisfaction and the management's perception on the same.

Appendix 1

A Study on Various Factors Influencing Employee Satisfaction with reference to Lakshmi Mills Company Ltd

Questionnaire designed

Respondents No

1. Name :

2. Gender : Male Female

3. Age : 20-30 31-40 41-50 51 and above

4. Department:

5. Qualification: SSLC HSC Graduate Any other

6. Marital Status Married Unmarried

6. Years of experience:

1 - 4 years 5 - 7years 8 -12 years 12 years & above

7. Income per month 5000-8000 8001-10000 10001 & above

Please tick the following to produce the most appropriate answers according to the options given below them.

1. Supply of drinking water

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

2. Medical allowances for the family

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

3. Sanitation facilities provided by the management

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

4. Are you satisfied with the working climate?

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

5. Monthly salary paying schedule

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

6. Refreshment during working hours

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

7. Your relation with immediate supervisor

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

8. Cost of food at the canteen

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

9. Guidance from your managers

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

10. Sickness benefit as per ESI act, 1948

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

11. Bonus payment as per Payment of Bonus Act, 1965

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

12. Increment procedure followed by the management

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

13. Training programmes provided by the management

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

14. Performance appraisal conducted by the management

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

15. Grievance handling procedures of the company

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

16. Payment of gratuity under the payment of gratuity act, 1972

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

17. Annual leave with salary under Section 79

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

18. Provisions regarding Employees Provident Fund

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

19. Retirement benefits

Highly satisfied Satisfied NS/NDS Dissatisfied Highly dissatisfied

20. Which one of following labour welfare measures satisfies you more?

- | | |
|--|---|
| <input type="checkbox"/> Basic amenities | <input type="checkbox"/> Safety measures |
| <input type="checkbox"/> Allowances | |
| <input type="checkbox"/> Training | <input type="checkbox"/> Promotion schedule |

21. Any other relevant information / expectations/ desires/ suggestions regarding the welfare measures offered by the management

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After completing the study and analyzing the factors at Lakshmi mills company ltd, the researcher has come to the conclusion that most of the employees are satisfied with basic amenities, annual leave, medical allowances, provident fund, increment procedure, working environment etc. There are few employees who are not satisfied with the provisions of the company. The management perception and employee perception regarding employee satisfaction is found to be differing and suggestions has been made for further improvement.

The human resource is the most valuable asset of an organization. The success of any organization is highly dependent on how it attracts recruits, motivates, and retains its workforce. Today organization needs to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Every organization should constantly do everything within its capacity to satisfy the employees and bring out the best of them. Therefore they have to adopt a strategy to improve the employee's satisfaction.