

# **“A STUDY OF EMPLOYEE JOB SATISFACTION IN HMT MTL KALAMASSERY”**

## **PROJECT REPORT**

*Submitted to Mahatma Gandhi University in partial fulfillment  
of the requirements for the award of the Degree of  
MASTER OF BUSINESS ADMINISTRATION*

Submitted by

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**Accredited by NAAC with ‘A’ Grade**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MAR ATHANASIOS COLLEGE FOR ADVANCED STUDIES**  
**TIRUVALLA**

**2021**



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## CERTIFICATE

*This is to certify that the project report entitled “A STUDY OF EMPLOYEE JOB SATISFACTION IN HMT MTL KALAMASSERY” is a bonafide report of the project work undertaken by Ms. SRUTHI P G, fourth semester MBA student of our college during the period from 1<sup>st</sup> April to 31<sup>st</sup> May, 2021.*

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I hereby declare that this project report entitled “**A STUDY OF EMPLOYEE JOB SATISFACTION IN HMT MTL KALAMASSERY** ” is a *bonafide* report of the study undertaken by me, under the guidance of **Mrs.Preetha G Panicker**, Department of Management Studies, MACFAST, Tiruvalla.

I also declare that this project report has not been submitted to any other University or Institute for the award of any degree or diploma.

Place : Tiruvalla  
Date : 03.06.2021



SRUTHI P.G

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## **CHAPTER-I**

### **INTRODUCTION – STATEMENT OF THE PROBLEM**

## **INTRODUCTION**

### **1.1 Background of the Study**

Human resource management (HRM) is responsible for selecting and inducting competent people, training them, facilitating and motivating them to perform at high levels of efficiency, and providing mechanisms to ensure that they maintain their affiliation with the organization. Employee satisfaction is one of the main tasks of Human Resource Management. Actions taken by the HR department are aimed to reach an optimum satisfaction. The background lies within the goal of reaching a sustainable and increased company management. Satisfaction does mean the simple feeling-state accompanying the attainment of any goal; the end-state is feeling accompanying the attainment by an impulse of its objectives. Job satisfaction does not mean absence of motivation at work. Research workers differently describe the factors contributing to job satisfaction and job dissatisfaction.

The research is conducted at HMT MTL which is a leading machine tool manufacturer in India. This study examines the different factors which influence the satisfaction level of the employees of the organization. The Appropriateness of study is based on the employee's views and their work atmosphere. The project was undertaken to study the level of Employee Satisfaction in order to improve the whole working atmosphere in the industry. The project was also done through direct personnel interviews and also through the structured questionnaires. Data gathered was analyzed using a structured technique in order to draft recommendation, suggestions and implications. The analysis of data revealed that effort is needed to improve the employee satisfaction and their improvement procedure. The organizational power and strength are the dedicated, qualified and able manpower. So the manpower should be always perfect and dedicated. The manpower will be dedicated only if they are satisfied. Hence, it is necessary to give the employees a good working environment, so that the organization can get a perfect output. The findings of this study provide valuable insights for the management of the organization to create a motivated and committed workforce.

## **1.2 Statement of the Problem**

**“A STUDY OF EMPLOYEE JOB SATISFACTION IN HMT MTL KALAMASSERY”**

## **1.3 Relevance & Scope of the Study**

“Employee satisfaction leads to customer satisfaction. When internal customers (employees) are happy, they treat external customers well. Customers will keep coming back for more. This grows the relationship and leads to customer loyalty.” by - Richard Federico Vice President and National Work-Life Practice Leader at The Segal Company in Survey Links Work -Life Programs to Employee Performance".

There are many factors which influence the performance of the employees such as the working condition, salary, job tasks, relationships between employees and managers including levels of communication between them. (Hoppock, 1935; Greenberg & Baron, 1983).

### **❖ History**

One of the biggest preludes to the study of employee satisfaction was the Hawthorne studies. These studies (1924-1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes other than pay which paved the way for researchers to investigate other factors in job satisfaction. Scientific management (aka Taylorism) also had a significant impact on the study of job satisfaction.

Frederick Winslow Taylor's 1911 book, Principles of Scientific Management, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labor and piecework towards the more modern approach of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at

a faster pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction. It should also be noted that the work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work.

### ❖ **Purpose Of The Study**

Gathering information and theoretical knowledge is a part of the study. It become complete when added with practical knowledge as the noted truth comes to sight. Hence one becomes more efficient and effective when a flavor of practical outlook is added to the bosky mind. As the study has got wide relevance in formulating valid information about the organization, it helps in getting a critical look in to the personnel practices of the organization, organizational behavior, employer employee relationship and the working environment of the organization in relation to theoretical knowledge. It gives a previous idea about the job and working environment to the future decision- making how to perform by assigned job successfully and tactfully.

### **1.4The objectives of the study**

The following are the main objective of the study

- 1) To measure the satisfaction level of employees in HMT MTL
- 2) To know the employee satisfaction towards the facilities available at HMT MTL.
- 3) To identify the factors influencing employee satisfaction
- 4) To identify the factors improving the satisfaction level of employees.
- 5) To identify the employees expectations on their job
- 6) To study the relationship between the personal factors of the employee (Gender, Qualification, Age, and Years of Service in a company, Salary drawn for the month etc.) with satisfaction level.
- 7) To offer valuable suggestions to improve the satisfaction level of employees of the organization.

**CHAPTER-II**  
**INDUSTRY PROFILE**

## **INDUSTRY PROFILE**

### **2.1 Business Process of the Industry**

The global machine tools industry (primarily constituting the top 28 machine tools manufacturing countries), had a turnover of US\$ 51.85 billion in 2005, representing a 14.5 percent growth by value over the previous year. The machine tools industry in Japan and China witnessed a growth of 14 per cent in 2005. Japan, with a net value of around US\$ 13.25 billion was the leader in 2005, with a 25 per cent increase, followed by Germany with US\$ 9.5 billion and China with US\$ 5 billion. Together, these three countries shared 54 per cent of the total turnover in 2005. The Asian continent accounted for 48 per cent of the total world output in 2005. China remained the world's largest machine tools market in 2005, with one-fifth of the total consumption.

#### **❖ Indian Machine Tools Industry**

India stands 17th in production and 12th in the consumption of machine tools in the world. The country is set to become key player in the global machine tools industry and is likely to see substantial high-end machine tool manufacturing, even as China keeps its lead in lower end volumes. Several firms have entered the Indian machine tools sector, or announced plans for joint ventures or wholly owned subsidiaries in India. Industry experts say that the phenomenon is linked to the spurt in manufacturing, for which the machine tools sector serves as the mother industry. Since, the manufacturing capacity is stagnating and the growth rate for the machine tools industry falling in developed economies, shifting machine tool capacity to low-cost high skill geographies like India, has become imperative.

#### **❖ Sector Composition and Structure**

The Indian machine tools industry comprises of around 160 players in the organized sector and around 400 units in the small ancillary sector. Ten major Indian companies constitute almost 70 percent of the total production. The Government-owned Hindustan Machine Tools Limited (HMT) alone accounts for nearly 32 per cent of machine tools manufactured in India. Approximately, 75 percent of the Indian machine tool producers are ISO certified. While the

large organized players cater to India's heavy and medium industries, the small-scale sector meets the demand of ancillary and other units. Many machine tool manufacturers have also obtained CE Marking certification, in keeping with the requirements of the European markets. The machine tools industry employs a workforce totaling 65,000 skilled and unskilled personnel. The Indian Machine Tool Manufacturers' Association (IMTMA) is the sole voice of the Indian machine tools industry, its membership constituting over 90 per cent in the country.

The industry can be segmented in several ways:

1. Based on how the metal is shaped, the industry can be classified into—metal cutting machines and metal forming machines. Metal cutting accounted for 87 per cent of the total output of machine tools in India in 2005-06.

2. Based on how the tool selection/ movement is controlled, the industry can be classified into – CNC machines and conventional machines. CNC machine tools, which are highly productive and cost effective, comprised nearly 60 per cent of the machine tools produced in 2005-06.3  
Based on the usage purpose, the industry can be classified into—general purpose machines and special purpose machines.

#### ❖ **The industry has been growing in both volume and value terms**

The production of machine tools has been continuously increasing over the past three years. It has increased in value terms at a 32 percent Compounded Annual Growth Rate (CAGR), from US\$ 173.2 million in 2003-04 to US\$303.74 million in 2006-07. The growth in volume terms (number of machine tools produced) over the same period has registered a 7 per cent CAGR.

#### ❖ **Category-wise growth**

Production of CNC machine tools has increased in both value and numbers, at a CAGR of 33 and 24 percent, respectively. While there has been a reduction in the number of conventional machine tools produced, their value has increased at a 32 per cent CAGR, indicating an increase in value add per machine. Metal forming machine tools have increased in number and value at a



CAGR of 7 and 48 percent, respectively, over the past three years, while metal cutting machine tools have grown at CAGR of 7 and 30 percent in number and value, respectively.

#### ❖ **Industry Exports**

Exports of machine tools have shown a dip in both, volume exported as well as revenues, from US\$ 11.94 million for 216 machine tools in 2003-04 to US\$ 11.32 million for 222 machine tools in 2005-06. The key segments contributing to exports were machinery and instruments, followed by transport equipment's and machine tools, respectively.

#### ❖ **Industry Consumption & Imports**

The consumption of metal working tools has increased considerably, at a CAGR of 58 per cent, from US\$ 370 million in 2003-04 to US\$ 960 million in 2005-06. Domestic production has not been able to meet the demand of the domestic market and this has led to the drastic increase in imports. In the same period, while indigenous manufacturing has grown at a CAGR of 32 per cent, imports have been growing at a CAGR of 77 per cent. The machine tools sector supports the increasing demand created in the manufacturing, automotive, capital goods, consumer durables and intermediate goods sectors, etc. The increasing imports imply that India's domestic production has not kept pace with the growth in demand for machine tools, indicating a potential for investment in domestic capacity.

#### ❖ **Sourcing**

The key raw materials for the machine tools industry, such as, ferrous and non-ferrous metals, particularly steel and aluminum, are available in abundance in India. The production of iron ore was 120.6 million tons in 2003-04, growing at a CAGR of around 14.4 per cent, from 2000-01 to 2003-04. India is the eighth largest steel producer in the world and contributes to one-third of the global output of steel.

#### ❖ **Supporting Industries and Institutions**

- **Foundry and Castings**

The machine tools industry requires high quality, complex castings and India has a well-established foundry industry to support the sector in this regard. India is currently the sixth largest castings producer in the world, with an estimated output of more than 3 million tons annually. The Indian foundry industry encompasses different materials, both ferrous and non-ferrous, as well as different technologies, from traditional green sand molding to advanced die and investment castings.

- **Engineering institutions**

India has a well-developed technical and tertiary education infrastructure of over 250 universities, 1,500 research institutions and over 10,000 higher education Centers. Institutions such as the Indian Institutes of Technology (IITs) and National Institutes of Technology (NITs), graduate thousands of qualified engineers every year. The availability of engineering and design skills is a key strength that the machine tools industry can leverage. Central Manufacturing Technology Institute, Bangalore has been conducting research for more appropriately designed machine tools.

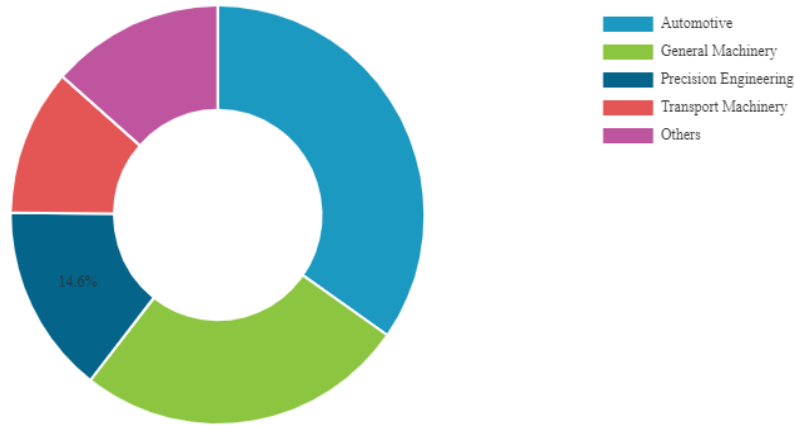
- **User Industry & Services**

Demand for machine tools accrues from manufacturers of primary and intermediate goods. The primary user industries include the automotive, capital goods and consumer durables sectors. Prominent users of machine tools in the intermediate goods sector, include auto components, ball and roller bearings and electronic components segments. Most of these segments recorded robust growth in turnover during 2005-06.

## **2.2 Market Demand & Supply – Contribution to GDP – Revenue Generation**

The global machine tools market size was USD 112.78 billion in 2019 and is projected to reach USD 151.90 billion by 2027, exhibiting a CAGR of 4.5% during the forecast period.

Global Machine Tools Market Share, By Application, 2019

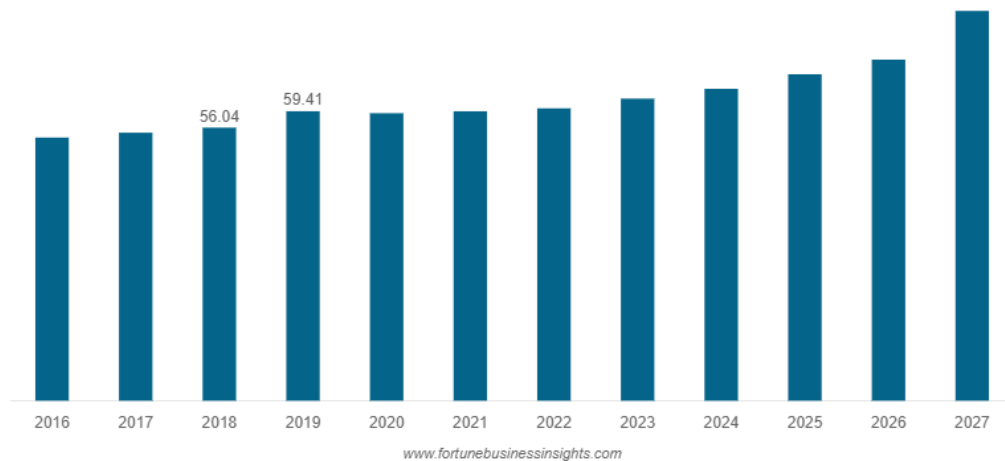


**Fig.1: Global machine tools market share**

Production of machine tools has been influenced by its demand across the automotive, industrial, and transportation machinery. Moreover, the suppliers are focusing on digital transformation of the machinery owing to the increasing shift from conventional to CNC machines. This transformation is the result of the high demand for productivity, quality, and reduced cycle time across the end-user industry. For instance, in August 2020, TGM Ltd. invested USD 1.43 million for launching CNC technologies in order to target the major aerospace defense firms. With the implementation of these new technologies, the company is expecting to double its sales in just two years. Likewise, over the period of time, growth of CNC machines is expected to grow significantly across the end-use industries.

❖ **Regional Insights**

Asia Pacific Machine Tools Market Size, 2016-2027 (USD Billion)



**Fig.2:Asia Pacific machine tools market size**

Asia Pacific holds the major market share of the market. The surge in demand from various industries such as automotive, manufacturing, construction, and aerospace is resulting in increased demand for these tools. The evolving government initiatives are boosting the market revenue. For instance, the Make in India campaign encourages FDI (foreign direct investments) and tax benefits for the manufacturing sector in India. Besides, the Automotive Mission Plan 2016-26 and the National Electric Mobility Mission Plan that promotes the adoption of electric vehicles is further expected to drive the market in the forthcoming years.

North America is expected to experience a considerable growth owing to the increasing demand from the manufacturing industry.

Latin America is expected to showcase a steady growth owing to the difficult scenario in Brazil. For instance, according to the National Statistics Agency of Brazil, the Brazil production fell by 0.2% from April 2019 after 0.3% increase in the previous month.

Europe is expected to contribute to the growth of the market owing to the increasing adoption of these tools from countries such as Spain, Italy, and Germany. Machinery & Equipment is the second largest sector in Germany and its value was USD 251.33 billion in 2018. In addition to this, Europe has a strong presence of leading automobile manufacturers such as Mercedes, Audi, Volkswagen, Porsche, Ferrari, Bentley, BMW, Opel, Fiat, Aston Martin, and Jaguar. Thus, the automobile sector is further expected to contribute to the growth of the market.

The Middle East & Africa is anticipated to grow steadily during the forecast period. The growth in the region would be influenced by the demand for precision engineering across the industrial sector.

### **2.3 Level and Type of Competition – Firms Operating in the Industry**

#### **▪ By Technology Analysis**

Digital Transformation across Machine Tools is harnessing the Demand for CNC Tools. Based on technology, the market is segmented into CNC (Computerized Numerical Control) and Conventional tools. CNC tools are expected to drive the market in the near future owing to the

increasing demand from the process automation across industries. The rising automation of production processes owing to the increasing demand for improved precision and short lead time is further expected to result in the growth of market sales. The key players are thus, focusing on the development of CNC systems to cater to the various industrial requirements.

Conventional tools are expected to exhibit steady growth in the near future. However, the lack of skilled labor is limiting the growth of conventional tools.

- **By Product Analysis**

Metal Cutting Tools Are Driving the Growth of the Machine Tool Market. Based on product type, the market is segmented into metal cutting and metal forming.

Metal cutting tools is expected to remain the dominating segment owing to the increasing demand from various industries such as automobiles and construction sectors during the forecast period. The increasing advancements in management and production systems have positively contributed to the growth of the automotive industry. Besides, the rising demand for commercial spaces and residential housing has resulted in the growth of the construction industry. The increasing demand from the aerospace sector owing to the affordability in costs is further expected to drive the market.

Metal forming machines are used across processes such as forming, bending, shaping, pressing, and shearing. Press brake machinery is expected to drive the metal forming tools segment. This is attributed to the extensive use of press brake metal forming machines as a sheet bending tool in various manufacturing industries such as aerospace, automotive, shipbuilding, petroleum machinery, and agriculture.

- **By Application Analysis**

Precision Engineering Application is expected to be the Fastest-Growing Segment.

Based on application the market is divided into automotive, general machinery, precision engineering, transport machinery, and others.

Automotive segment holds the major market share owing to the application of different tools in the automotive manufacturing sector. For instance, through milling different automotive parts are manufactured including engine locks, piston rods, wheels, and gearbox cases.

Precision engineering is expected to exhibit the highest growth as a result of increasing demand for high accuracy in complex product manufacturing. The surge in demand from semiconductors, medical technology, and marine industries is resulting in the growth of precision engineering. Furthermore, the increasing opportunity in advanced materials, sensors, laser & optics is contributing to the growth of the precision engineering industry.

The increasing demand for general machinery and transport machinery is expected to result in the growth of the market.

#### **2.4 Pricing Strategies in the Industry**

Pricing for machined components is developed usually by conducting a thorough time study analysis. This involves tool and cutter selection based on the operations to be performed and the material being processed. Machining, traverse, and material handling times are calculated based on known feeds, speeds, and rapid traverse rates. This total is then factored by the company's burden rate and profit margin, and then factored again based on market value.

Machine tool manufacturers are increasingly confronted with difficulties in gaining competitive advantages by offering highly customized products. But necessary cost reductions can be obtained by employing a modularization strategy that explicitly considers customers' requirements already in the module design stage. Nils Tönshoff presents a new framework of the machine tool building and selling process that accounts for optimized cross-functional decision making in module design, machine tool manufacturing and product marketing. The tradeoff between customization and standardization is balanced by a bundle pricing strategy based on a modular product structure.

## **2.5 Prospects and Challenges of the Industry**

### **❖ Latest Trends**

Increasing Demand for Smart Machine Tools is Expected to Spur Market Growth. Technological advancements such as increasing adoption of robotics and human-machine interaction are leading to the market growth. The real-time connectivity requirement is further giving rise to the trend of smart factories enabled with cloud. Thus, these tool is becoming a vital part of smart systems and is expected to result in product popularity. These smart tools come with sensors to optimize machine time and schedule maintenance. This data can be analyzed and aid in improving productivity.

Sensors can perform predictive analysis about these tool parts and their lifecycle. This is expected to reduce down time and address the idle time issues significantly. The growing adoption of smart functions such as reduced power usage in these tools is further expected to contribute to the growth of the market in terms of revenue.

### **❖ Driving Factors**

Growing adoption of additive manufacturing & hybrid machine tools to surge demand. Manufacturers shifting towards cost-effective and rapid production processes are resulting in the increasing adoption of additive manufacturing. Furthermore, the rise in popularity of heterogeneous material manufacturing owing to their capability such as reduced operating costs and flexibility in design is expected to lead to the growth of the market.

The CNC manufacturers are planning to bring in additive manufacturing into their business. For example, Okuma is planning to introduce new Laser EX machines in future, which would include laser hardening for carbon steel material along with heating by laser emission and hardening by self-cooling. Such innovative combination of technologies is further expected to favor this market growth in the forthcoming years.

### **❖ Restraining Factors**

Uncertainty Related to Social and Economic Factors is Hindering the Market Growth.

The changes in the global economic conditions are resulting in the hindrance of the machine tool market. The expenditures in the manufacturing industry are directly proportional to the sales. Hence, if the global economy slows down it is expected to directly result in the decline of these tools revenue.

The trends in the automotive industry have a larger impact on the tools sector owing to the high adoption of machinery in the industry. In addition to this, the machine tool market trends related to capital expenditure in the automotive manufacturing sector too have a significant impact on the market revenue. Furthermore, the unexpected changes in the economic, political or social circumstances and regulations of a country can impact the growth of the market revenue.

### ❖ **Challenges**

Partial Slowdown in the Production is Expected in 2020, Yet May Recover Steadily over the Forecast Period. The emergence of COVID-19 pandemic has resulted in the economical dent across all the industrial sectors globally in 2020. Furthermore, the manufacturers are facing challenges of this contraction, which has ultimately resulted in the slowdown of the production and sales in 2020. Besides, the sudden lockdown has resulted in the total shutdown of the manufacturing plants, supply chain disruptions, scarce availability of laborers and raw materials.

Despite the occurrence of the global strain due to novel coronavirus, suppliers are focusing on resuming their production activities, by adhering to the government norms in order to complete their pre-existing orders and provide assistance to the end-users. Apparently, with the implementation of the government measures for worker's safety, the Mazak Corporation is serving existing orders to its customers and is actively providing support to the healthcare and power generation industry. Besides, in 2020, Australian Numerical Control and Automation Pty Ltd (ANCA), a CNC machine tools manufacturer, introduced a massive production of ventilators in Australia to fulfil its rising need in the country. Therefore, the market is expected to stabilize during the forecast period.



## **2.6 Key Drivers of the Industry**

### **❖ Key Industry Players**

Market Leaders are focusing on R&D Development to Brighten their Market Prospects.

The companies are focusing on the fourth Industrial Revolution and thus, are continuously upgrading their products through innovative developments. These companies are aggressively investing in R&D, infrastructure, and manufacturing industries to capture the global market.

Moreover, key players are focusing to enhance product efficiency through merger & acquisition and expansion of production management systems. Prominent players are further partnering with regional players to possess technical capabilities in these tools in manufacturing operations.

For instance, Hyundai WIA's have machine tool laboratories in Uiwang, Changwon, and Europe, where they focus on high speed, high precision, and extensive research on technology.

### **❖ List Of Key Companies Profiled:**

- Yamazaki Mazak Corporation (Aichi, Japan)
- Doosan Machine Tools Co., Ltd. (Seoul, Korea)
- Trumpf (Ditzingen, Germany)
- Amada Machine Tools Co., Ltd (Kanagawa, Japan)
- JTEKT Corporation (Nagoya, Japan)
- MAG IAS GmbH (Wurttemberg, Germany)
- Schuler AG (Goppingen, Germany)
- Makino (Tokyo, Japan)
- Hyundai WIA (Gyeongsangnam-do, Korea)
- Komatsu Ltd. (Tokyo, Japan)

- Okuma Corporation (Aichi, Japan)
- FANUC Corporation (Yamanashi Prefecture, Japan)
- Haas Automation Inc. (California, U.S)
- Mitsubishi Heavy Industries Machine Tool Co., Ltd. (Tokyo, Japan)

❖ **Key Industry Developments:**

- August 2020: Hurco introduced a new range of CNC turning centers with live tooling for any turret station. The new CNC system uses a multi-core CPU that allows high resolution graphics on the screen, comparable with those on Hurco's machining centre control.
- May 2020: Mazak Corporation is focusing on expanding its presence across the Portuguese market by establishing a new sales channel. The new sales operation, which will be based in Porto, is aimed to support Mazak's distributor Normil.

**CHAPTER-III**  
**REVIEW OF LITERATURE**

## **REVIEW OF LITERATURE**

### **3.1 Brief Theoretical Construct related to the Problem**

#### **THE THEORIES OF EMPLOYEE SATISFACTION**

There is vital difference among experts about the concept of employee satisfaction. The most important approaches/theories of employee satisfactions are:

- ❖ Fulfillment Theory
- ❖ Discrepancy Theory
- ❖ Equity Theory
- ❖ Two-Factor Theory (Herzberg's Motivation-Hygiene Theory)
- ❖ The hierarchy of needs model of Abraham Maslow

#### **❖ FULFILLMENT THEORY**

The proponents of this theory measure satisfaction in terms of rewards a person receives or the extent to which his needs are satisfied. Further they thought that there is a direct/ positive relationship between job satisfaction and the actual satisfaction of the expected needs. The main difficulty in this approach is that job satisfaction as observed by Willing, is not only a function of what a person receives but also what he feels he should receive as there would be considerable difference in the actual and expectations of persons. This led to the development of the discrepancy-theory of job satisfaction.

#### **❖ DISCREPANCY THEORY**

The proponents of this theory argue that satisfaction is the function of what a person actually receives from his job situation and what he thinks he should receive or what he expects to receive. When the actual satisfaction derived is less than expected satisfaction, it results in dissatisfaction. This approach does not make it clear whether or not over satisfaction is a part of

dissatisfaction and if so, how does it differ from dissatisfaction. This led to the development of equity theory of job satisfaction.

### ❖ **EQUITY THEORY**

The proponents of this theory are of the view that a person's satisfaction is determined by his perceived equity, which in turn is determined by his input-output balance compared to his comparison of others, input-output balance. Input-output balance is the perceived ratio of what a person receives from his job relative to what he contributes to the job. This theory is of the view that both under and over rewards lead to dissatisfaction while the under reward causes feelings of unfair treatment, over-reward leads to feeling of guilt and discomfort. This theory led to the development of two-factor theory of job satisfaction.

### ❖ **TWO- FACTOR THEORY**

Nowadays one of the central theories for the job satisfaction is the "Two Factor Theory" of Frederick Herzberg. The Two Factor Theory distinguishes between

#### **a) Hygiene factors**

Which are needed to ensure an employee does not become dissatisfied. They do not lead to higher levels of motivation, but without them there is dissatisfaction.

#### **b) Motivation factors**

Which are needed in order to motivate an employee into higher performance. These factors result from internal generators in employees.

Typical hygiene factors are such as job security, salary, company, status, working conditions, job, quality of supervision, company policies and administration and interpersonal relations. Typical motivation factors are achievement, recognition for achievement, responsibility for task, interest in the job, advancement to higher level tasks and growth. The combination of the two factors results into four possible scenarios:

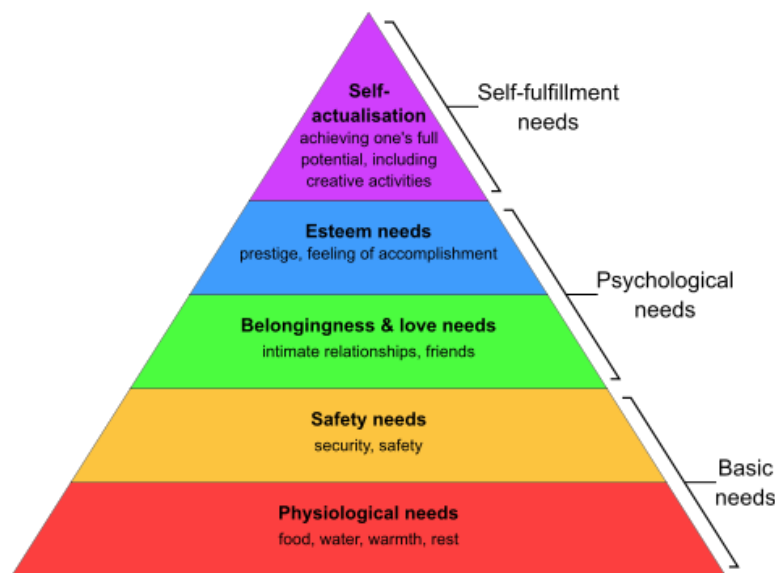
- **High Hygiene and High Motivation:** The ideal situation where employees are highly motivated and have few complaints.
- **High Hygiene and Low Motivation:** Employees have few complaints but are not highly motivated. The job is perceived as a paycheck.
- **Low Hygiene and High Motivation:** Employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not up to par.
- **Low Hygiene and Low Motivation:** The worst situation. Unmotivated employees with lots of complaints.

❖ **The hierarchy of needs model of Abraham Maslow**

Each human being is motivated by needs. Our most basic needs are inborn, having evolved over tens of thousands of years. Abraham Maslow's hierarchy of needs helps to explain how these needs motivate us all.

- **Physiological Needs:** - These are very basic needs such as air ,water, food, sleep, sex etc. When these are not satisfied we may feel sickness, irritation, pain, discomfort etc. These feelings motivate us to alleviate them as soon as possible to establish homeostasis. Once they are alleviated, we may think about other things.
- **Safety Needs:** - This has to do with establishing stability and consistency in a chaotic world. These needs are mostly psychological in nature. We need the security of a home and family. However, if a family is dysfunction, ie. an abusive husband , the wife cannot move to the next level because she is consistently concerned for his safety. Love and belongings have to wait until she is no longer cringing in fear. Many in our society cry out for law and order because they do not feel safe enough to go for a walk in their neighborhood.
- **Social Needs:** - These are next on the ladder. Humans have a desire to belong to groups: Clubs, work groups, religious group, family, gangs, etc. We need to feel loved (non-sexual) by others, to be accepted by others. Performers appreciate applause. We need to be needed.

- **Self-esteem Needs:** - There are two types of esteem needs. First is self- esteem which results from competence or mastery of a task. Second, is the attention and recognition that comes from others. This is similar to the belongingness level; however, wanting administration has to do with need for power.
- **Need for Self-Actualization:**-This is “the desire to become more and more what one is, to become everything that one is capable of becoming.” People who have everything can maximize their potential. They can seek knowledge, peace, esthetic, self-fulfillment, oneness with God, etc.



**Fig.3:The Hierarchy Of Needs Model Of Abraham Maslow**

- **Implications for Management**

If Maslow's theory holds, there are some important implications for management. There are opportunities to motivate employees through management style, job design, company events, and compensation packages, some examples of which follow:

- Physiological needs: Provide lunch breaks, rest breaks, and wages that are sufficient to purchase the essentials of life.

- Safety Needs: Provide a safe working environment, retirement benefits, and job security.
- Social Needs: Create a sense of community via team based projects and social events.
- Esteem Needs: Recognize achievements to make employees feel appreciated and valued. Offer job titles that convey the importance of the position.
- Self-Actualization: Provide employees a challenge and the opportunity to reach their full career potential. However, not all people are driven by the same needs - at any time different people may be motivated by entirely different factors. It is important to understand the needs being pursued by each employee. To motivate an employee, the manager must be able to recognize the needs level at which the employee is operating, and use those needs as levers of motivation.

### **3.2 An Overview of Earlier Studies**

#### **❖ Human Resource Management**

Human resources are the most valuable and unique assets of an organization. The successful management of an organization's human resources is an exciting, dynamic and challenging task, especially at a time when the world has become a global village and economies are in a state of flux. The scarcity of talented resources and the growing expectations of the modern day worker have further increased the complexity of the human resource function. Even though specific human resource functions/activities are the responsibility of the human resource department, the actual management of human resources is the responsibility of all the managers in an organization. It is therefore necessary for all managers to understand and give due importance to the different human resource policies and activities in the organization. Human Resource Management outlines the importance of HRM and its different functions in an organization. It examines the various HR processes that are concerned with attracting, managing, motivating and developing employees for the benefit of the organization.



## ❖ Employee Satisfaction

Employee satisfaction is a measure of how happy workers are with their job and working environment. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement. To measure employee satisfaction, many companies will have mandatory surveys or face-to-face meetings with employees to gain information. Both of these tactics have pros and cons and should be chosen carefully. Surveys are often anonymous, allowing workers more freedom to be honest without fear of repercussion. Interviews with company management can feel intimidating, but if done correctly can let the worker know that their voice has been heard and their concerns addressed by those in charge. Surveys and meetings can truly get to the center of the data surrounding employee satisfaction, and can be great tools to identify specific problems leading to lowered morale. Many experts believe that one of the best ways to maintain employee satisfaction is to make workers feel like part of a family or team. Holding office events, such as parties or group outings, can help build close bonds among workers. Many companies also participate in team-building retreats that are designed to have found success. Strengthen the working relationship of the employees in a non-work related setting. Camping trips, backpacking wars and guide backpacking trips are versions of this type of team-building strategy, with which many employers have found success. Of course, few workers will not experience a boost in morale after receiving more money. Raises and bonuses can seriously affect employee satisfaction, and should be given when possible. Yet money cannot solve all morale issues, and if a company with widespread problems for workers cannot improve their overall environment, a bonus may be quickly forgotten as the daily stress of an unpleasant job continues to mount. If possible, provide amenities to your workers to improve morale. Make certain they have a comfortable, clean break room with basic necessities such as drinking water. Keep facilities such as bathrooms clean and stocked with supplies. While an air of professionalism is necessary for most businesses, allowing workers to keep family photos or small trinkets on their desk can make them feel more comfortable and nested at their workstation. Basic considerations like these can improve

employee satisfaction, as workers will feel well cared for by their employers. The backbone of employee satisfaction is respect for workers and the job they perform. In every interaction with management, employees should be treated with courtesy and interest. An easy avenue for employees to discuss problems with upper management should be maintained and carefully monitored. Even if management cannot meet all the demands of employees, showing workers that they are being heard and putting honest dedication into compromising will often help to improve morale. Employee satisfaction surveys help employers measure and understand their employees' attitude, opinions, motivation, and satisfaction. Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Employee satisfaction is often measured by anonymous surveys administered periodically that gauge employee satisfaction in areas such as management and teamwork.

#### ❖ **Definition of Employee Satisfaction**

Employee satisfaction is influenced by a variety of factors. These include job stability, promotion opportunities and satisfactory compensation (Clark & Oswald, 1996; De Santis & Durst, 1996). In addition it is also observed that social satisfaction and the characteristics of superiors have an effect on employees' satisfaction levels (Eskildsen Nussler, 2000; Martensen & Gronholdt, 2001). Further, any shift in the organizational behavior noticed in the employee is a result of a psychological impact of a relevant factor on the subject (Eskildsen et al., 2004). Satisfied workers tend to engage in organizational citizenship behavior – altruistic behavior that exceeds the formal requirements of their jobs (Schnake, 1991). Earlier research has shown that job satisfaction is one of the best predictors of employee loyalty (Eskildsen & Nussler, 2000; Fosam et al., 1998; Martensen & Gronholdt, 2001; Schiesinger & Heskett, 1991), employee satisfaction and job performance. Thus it is evident that the effective functioning of an organization depends on employees (Motowidlo, 1993). Morhead and Griffin, 1998 defined employee satisfaction could be defined as the extent of his gratification or prosperity that the former get from their job. Pool, 1997 and Reilly et al., 1991 viewed it as the evaluation of the overall quality by the employee of his present job (Pool, 1997; Reilly et al., 1991). A great deal of the research on this issue has focused on the person – environment fit paradigm which states

that the more a person's work environment fulfills his or her needs, the greater the degree of his job satisfaction (Kristof, 1996; Mottaz, 1985).

❖ **Factors which influence the employee's satisfaction**

- Pay
  - Job Security
  - Social Simulation
  - Demographic Factors
  - Opportunity For Promotion
  - Recognition & Appreciation
  - Interpersonal Relationships
  - Opportunity To Use One's Abilities
  - Working Hours & Physical Conditions
  - Adequate Authority & Sense of Control
  - Equal Opportunities Working Environment
- 
- Pay

Findings from several studies underline pay as one of the most important factors influencing one's level of job satisfaction. In a study conducted by Lawler (1971), pay has been identified as a determinant factor as most employees rated it as the most influential factor related to job satisfaction. Furthermore, according to Herzberg (1959), employees who are dissatisfied with their pay, are likely that they are also dissatisfied with their work.

- Job Security

Job security has attracted a great deal of research interest in recent years. The importance of job security comes from the fact that it is vital for influencing Work-related outcomes. Job security appears to be an important determinant of employee health (Kuhnert et al., 1989); for employee turnover (Arnold and Feldman, 1982); for job satisfaction and for organizational commitment (Ashford et al., 1989). Ashford et al., (1989) examined the impact of job insecurity on organizational commitment and job satisfaction and found that job insecurity leads to reduced satisfaction and commitment. There is also evidence that job insecurity reduces job performance (Rosow & Zager, 1985).

- Social Simulation

Work and social simulation is another determinant factor of job satisfaction. Employees prefer positions where they are active rather than bound to a working routine that is likely to produce feelings of boredom. Employees who perceive their job as a way of making a career out of it rather than seeing it as a temporary position, are more likely to prefer challenges in their working tasks and seek further developmental opportunities in their working role (Greenberg & Baron, 1983).

- Demographic Factors

Studies have shown that age, race and gender have important effects on job satisfaction. In a study conducted by Kalleberg and Loscocco, (1983) older workers were more satisfied than younger workers and minority groups of different ethnicity were less satisfied than the rest of the workers (Amy S. Wharton, Thomas Rotolo, and Sharon R. Bird ,2000). However, the effects of gender on job satisfaction vary with the level at which an individual works. A study by H. Jack Shapiro and Louis W. Stern found that professional women such as clinical psychologists, social workers, and medical workers experienced lower levels of job satisfaction than their male counterparts (Shapiro & Stern, 1998). Among nonprofessionals the reverse was true. In a consequent study, job satisfaction was examined across graduates five years after they had graduated from university and the results show that at higher occupational levels men expressed

more satisfaction than women in terms of pay and opportunities for advancement (Philip E. Varca, Garnett S. Shaffer, Cynthia D. McCauley, 1983). In addition, Charlotte Chiu (1998), found that female lawyers had significantly lower job satisfaction than male lawyers, and that the reason for the difference was that women feel they have fewer opportunities for promotion than men. The present questionnaire adds another demographic factor such as the type of job in order to make vertical and horizontal comparisons between and within types of jobs and departments.

- Opportunity For Promotion

Employee perceptions about opportunity for promotion are also another determinant that influences job satisfaction. One survey found that a perceived lack of promotion opportunities was the strongest reason why federal employees left government service (U.S. Merit Systems Protection Board 1987).

- Recognition & Appreciation

In a study that was carried out in 23 Romanian organizations, recognition and appreciation were found to be motivating factors responsible for increased effectiveness of employees at work and their high levels of job satisfaction (Farhad Analoui, 1999).

- Interpersonal Relationships

Several studies take a social approach to job satisfaction, examining the influence of supervision, management, and co-worker social support. An individual's level of job satisfaction might be a function of personal characteristics and the characteristics of the groups to which she or he belongs to. The social context of work is likely to have a significant impact on a worker's attitude and behavior. Relationships with both coworkers and supervisors are important. Some studies have shown that the better the relationship between fellow workers and between workers and their immediate boss, the greater the level of job satisfaction (Arne L. Kalleberg and Loscocco, 1983).

- Opportunity To Use One's Abilities

Internal rewards involve job characteristics, or the nature of the task that an employee performs. Employees generally need and like jobs that make use of their abilities. (National Commission on the State and Local Public Service, 1993)

- Working Hours & Physical Conditions

Two elements related to job satisfaction are the working hours and the physical conditions under which workers spend their working days. According to Siegel and Lane (1974), the level of importance to some factors is strongly related to job type.

- Adequate Authority & Sense of Control

Another important component of job satisfaction is the worker's attitude towards the job. The intrinsic rewards of a job, such as a sense of control over one's work and a feeling of accomplishment are important determinants of job satisfaction. Employees are more satisfied when they have adequate freedom and authority to do their jobs and to choose their own method of working. When workers have various autonomous tasks in their jobs, they tend to have more of a sense of control. Previous studies have shown that job satisfaction is negatively related to the performance of routine tasks, and also that job satisfaction is positively related to the performance of more complex and autonomous tasks (Gary Blau, 1999).

- Equal Opportunities Working Environment

Other factors that affect one's levels of job satisfaction appear to be related to ethical issues and individual differences. Workers prefer an equal opportunities environment where they will be respected in terms of their race, religion, gender, educational background, physical disability etc. An environment as such encourages workers to feel equal among them and contributes to job satisfaction (Fincham & Rhodes, 1994).

However, a comprehensive approach requires that many additional factors be included before a complete understanding of employee satisfaction can be obtained. Such factors are employee's,

health, temperament, desires and levels of aspiration should be considered. Further, his family relationship, social status, recreational or purely social-contribute ultimately to job satisfaction.

#### ❖ **Tools for tracking and measuring employee satisfaction**

- **Suggestion System:**

Employee can freely deliver complaints and suggestions through facilities like suggestion box, personal meetings with seniors etc.

- **Lost Employee Analysis:**

The exit interviews are conducted or employee loss rate is computed.

- **Rating Scales (Single Global Rating)**

The most common approach for employee Satisfaction is the use of rating scales. These scales fall into two general categories. One is called tailor made scales which are constructed for a particular aspect. The second set comprises standardized scales which before their use, have been developed to establish group norms on the scales and to ensure reliability and validity of the measuring instruments. There are two main standardized scales. They are “Job Descriptive Index (JDI) developed by Smith, Kendall and Hulin (1969)” and “MINNESOTA Satisfaction Questionnaire.(MSQ).”The tailor made scales are frequently used in practice.

- **Critical Incidents:**

This is based on the Herzberg’s two factor theory of motivation. In this method the employee is asked about the specific incidents in the job in which they were particularly satisfied or dissatisfied. These incidents were then further analyzed in determining which aspects were closely related to positive and negative attitudes

- Interviews:

It is another method of measuring employee Satisfaction. In this method each employee is interviewed personally. The employees do give their opinions, which reveal whether they are satisfied or dissatisfied with the job.

- Action Tendencies:

These represent the inclinations people have to avoid or approach certain things. By gathering information about how they feel like acting with respect to their jobs, the Job Satisfaction can be measured.

- Summation Score:

The summation score considers employees attitudes towards various aspects of the jobs. The important aspects of job included are nature of work itself, supervision, pay, promotion, co-workers etc. The scores given for each of these aspects are added to give the overall Job Satisfaction score of an employee.

### **3.2 Uniqueness of Research Study**

#### **❖ Importance of employee satisfaction for organization**

- Enhance employee retention.
- Increase productivity.
- Increase customer satisfaction
- Reduce turnover, recruiting, and training costs.
- Enhance customer satisfaction and loyalty.
- More energetic employees.
- Improve teamwork.



- Higher quality products and/or services due to more competent, energized employees.

❖ **Importance of employee satisfaction for employee**

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

❖ **Outcome of Employee Satisfaction:**

- a) Satisfaction and Productivity: Satisfied employees are not necessarily more productive. Employee productivity is higher in organization with more satisfied employees.
- b) Satisfaction and Absenteeism: Satisfied employees have few avoidable absenteeism.
- c) Satisfaction and Turnover: Satisfied employees are less likely to quit. Organization takes actions to retain high performers and to weed out lower performers.
- d) Satisfaction and Organization Behavior: Satisfied employees who feel fairly treated by and are trusting of the organization are more willing to engage in behaviors that go beyond the normal expectation of their job.
- e) Satisfied employee increase Customer Satisfaction: Because they are more friendly, upbeat and responsive. They are less likely to turnover which helps build long-term customer relationship. They are experienced.

❖ **Benefits Of Employee Satisfaction Study**

Although "human resources" are the most important resources for any organization So the study of "employee satisfaction" helps the company to maintain high performance. A systematic study gives,

- An indication to the general level of satisfaction
- Helps to improve communication, attitudes among workers and managers
- It helps to discover the cause of indirect productivity problems, such as absenteeism, high turnover and poor quality of work.
- It helps management to asses training need.
- It is used as an indicator of the effectiveness of organizational reward system.
- It is used in the evaluation of the impact of organizational changes on Spirit of co-operation and mutual respect etc.

#### ❖ **Assuring Employee Satisfaction**

Assuring employee satisfaction, over the long term, requires careful planning and effort both by management and by workers. Managers are encouraged to consider such theories as Herzberg's (1957) and Maslow's (1943) Creating a good blend of factors that contribute to a stimulating, challenging, supportive, and rewarding work- environment is vital. Because of the relative prominence of pay in the reward system, it is very important that salaries be tied to job responsibilities and that pay increases be tied to performance rather than seniority. So, in essence, employee satisfaction is a product of the events and conditions that people experience on their jobs. Brief (1998) wrote: "If a person's work is interesting, her pay is fair, her promotional opportunities are good, her supervisor is supportive, and her co-workers are friendly, then a situational approach leads one to predict she is satisfied with her job".

**CHAPTER-IV**  
**METHODOLOGY OF THE STUDY**

## METHODOLOGY OF THE STUDY

### **4.1 Research Approach and design**

The methodology followed for conducting the study includes the specification of research design, sample design, questionnaire design, data collection and statistical tools used for analyzing the collected data.

#### **❖ Research design:**

The research design used for this study is of the descriptive type. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or a group.

#### **❖ Area of study**

The area of study is confined to the employees of HMT MTL

#### **❖ Questionnaire design**

The questionnaire framed for the research study is a structured questionnaire in which all the questions are predetermined before conducting the survey. The form of question is of both closed and open type. The scales used to evaluate questions is the “Likert 5 point scale”

#### **❖ Pilot study**

It is appropriate to conduct pilot survey to check the reliability of the questionnaire. So a pilot study was conducted on 25 respondent which is 5% of the population.

### **4.2 Sources of Online Data**

#### **❖ Google Public Data Explorer**

Google Public Data Explorer makes it easy for anyone to access and interact with public data from international organizations and academic institutions. You can upload, share and visualize datasets. Here’s an overview to get an idea of how to use Google Public Data Explorer.

### ❖ **Open Data Network**

The Open Data Network, launched by Socrata.com in 2014, is an online data catalogue that makes finding the data you need as easy and familiar as finding data with Google. Its latest enhancements include updates for elements like autosuggestion and easier mobile navigation. This site covers all major US regions including public data sources for areas like finance, health, infrastructure, education and social services to name a few.

### ❖ **Open Data Portals**

At Dataportals.org you can find a curated list of open data resource portals around the world. It will help you start broadly and then narrow down your search by location. With 519 portals, as of this writing, the site welcomes additions or feedback to create one of the most widely curated free public data sources online that every user can benefit from.

## **4.3 Sampling Design**

### ❖ **Data collection**

The primary data was collected by using questionnaires. The questionnaire has 75 questions excluding personal background. A five point scale was used such as, Strongly agree, Agree, Undecided, Disagree and Strongly disagree.

### ❖ **Technique**

To uncover the important attributes which determine the satisfaction level of the employee with respect to the various services catered by the company, a non-structured in-depth interview of employee, selected by convenience, is carried out. Then a list of attributes is finalized keeping in mind that an attribute once selected is not repeated on being encountered for the second time.

### ❖ **Data Collection and Analysis**

Exhaustive list of all the employees are obtained. A sample size of 75 is chosen to be representative of the population (nearly 15% of the population).The random sampling method is adopted.

### ❖ **Research instrument**

The Structured questionnaire is used as the research instrument for the study.

### ❖ **Sampling Technique:**

The simple random sampling method is adopted for the study.

### ❖ **Data Collection Method**

#### ▪ **Primary data**

The primary data are those, which are collected afresh and for the first time and thus happen to be original in character. The primary data were collected through well-designed and structured questionnaires based on the objectives.

#### ▪ **Secondary data**

The secondary data are those, which have already been collected by someone else and passed through statistical process. The secondary data required for the research was collected from the past records maintained by the company.

## **4.4 Data Analysis Tools**

### ❖ **Statistical Tools And Techniques**

To analyze and interpret collected data the following statistical tools were used.

- Percentage method
- Two Way Analysis
- Chi-square analysis
- Combined Mean

- **Percentage method**

The percentage is used for making comparison between two or more series of data. It is used to classify the opinion of the respondent for different factors. It is calculated as,

$$\text{Percentage of respondent} = \frac{\text{No. of respondents favorable} * 100}{\text{Total no. of respondents}}$$

- **Two Way Analysis**

When analysis of categorical data is concerned with more than one variable, two-way tables (also known as contingency tables) are employed. These tables provide a foundation for statistical inference, where statistical tests question the relationship between the variables on the basis of the data observed.

- **Chi-square analysis**

Chi-square analysis in statistics is to test the goodness of fit to verify the distribution of observed data with assumed theoretical distribution. Therefore it is a measure to study the divergence of actual and expected frequencies.; Karl Pearson has developed a method to test the difference between the theoretical (hypothesis) & the observed value.

$$\text{Chi-square } (\chi^2) = \sum (O-E)^2 / E$$

O = Observed Frequency

E = Expected Frequency

R= Number of Rows

C = Number of Columns

Degrees Of Freedom (V) = (R -1) (C -1) where R represents the number of rows in the two-way table and C represents the number of columns. E is calculated from two way table = row total X column total / grant total

(For all the chi-square test, the table value is taken as @ 5% level of significance).

#### **4.5 Report Structure**

The study represent in seven chapters are given below:

##### ❖ CHAPTER 1

- Introduction

It presents an overview and describes about the job satisfaction of employees in HMT and the factors which have been identified in first chapter.

##### ❖ CHAPTER 2

- Industry profile

It describes the overall machine tool industry and its business process, market demand, pricing strategies, challenges faced and future prospect, the competition among various coir companies in the industry.

##### ❖ CHAPTER 3

- Review of literature

Describes earlier reviews and theories regarding organization culture and job satisfaction.

##### ❖ CHAPTER 4

- Methodology of the study

Includes the research methodology, online sources, sampling design, data an analytical tool , report structure and limitations of study.

##### ❖ CHAPTER 5

- Data Analysis, Interpretation & Inference



Includes the data representation and interpretation

## CHAPTER 6

- Findings of the Study

Includes observation from literature review and data analysis related to business problem.

## ❖ CHAPTER 7

- Conclusions

Includes concludes the problem.

### 4.6 Limitations of the Study

- The study was completely based on secondary data, hence the inherent limitations of the secondary data might have reflected in analysis.
- The difficulty to obtain the confidential data.
- Secondary data available on online was limited and out dated which affect the study.
- Due to Covid -19 pandemic situations the opinion from employees about their organization culture and job satisfaction couldn't collected from them.

## **CHAPTER-V**

### **DATA ANALYSIS, INTERPRETATION & INFERENCE**

## **DATA ANALYSIS, INTERPRETATION & INFERENCE**

This chapter is allocated for analysis and interpretation of data. Preparing percentage analysis, two-way table and chi-square test does the analysis of job satisfaction, which is directly extracted from the questionnaire. The variations in the extent of the employee satisfaction can be measured with the variables such as job secured, promotional opportunity, relationship with management, and satisfaction factors of the respondents.

### **6.1 Calculation of Satisfactory Scores**

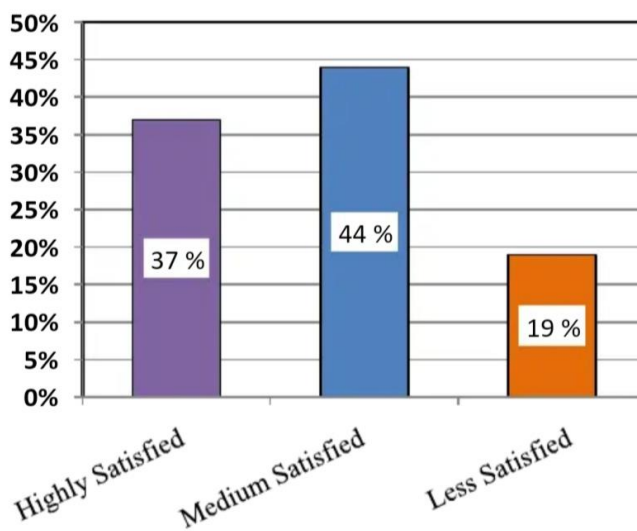
The Respondents were asked to state their level of Satisfaction. Based on their responses the Satisfaction score obtained by each respondent was found out. Points or scores were allocated based on the response. For each of the factor three levels of satisfaction were assigned namely high, medium and low. The total scores secured by each respondent were thus arrived at. All the seventy five respondents were classified based on their level of satisfaction. Those who have obtained up to 125 points were classified under low satisfaction category, Respondents with 125 – 175 points were classified under medium satisfaction category and those with more than 175 points were classified under high satisfaction category.

❖ **SIMPLE PERCENTAGE TABLE**

▪ **Table 1: Number of Respondents and Level of Satisfaction**

<b>Level Of Satisfaction</b>	<b>No. Of Respondents</b>	<b>Percentage</b>
Highly satisfied	28	37.%
Medium satisfied	33	44.%
Less satisfied	14	19%
Total	75	100

▪ **Fig: 4. Percentage of Respondents & Level of Satisfaction Interpretation**



**Interpretation:**

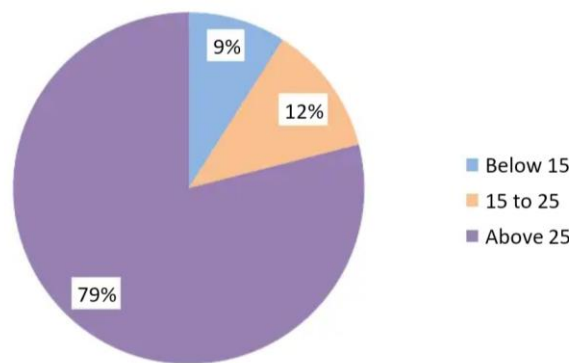
From the above table and graph it is inferred that 37% of employees are highly satisfied ,44% of employees are medium satisfied and 19% are low satisfied. It has been analyzed that majority of the employees are showing medium satisfaction.

- **SIMPLE PERCENTAGE TABLE**
- **Table 2. Percentage of Respondents & Experience**

**Experience:** Experience of the employees in their job is another factor affecting the perception on job satisfaction. Highly experienced may expect better working atmosphere. The respondents are classified into three categories according to their level of experience.

<b>EXPERIENCE</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE (%)</b>
Below 15	7	9%
15 to 25	9	12%
Above 25	59	79%
Total	75	100

- **Fig:5. Percentage of Respondents & Experience**



**Interpretation:**

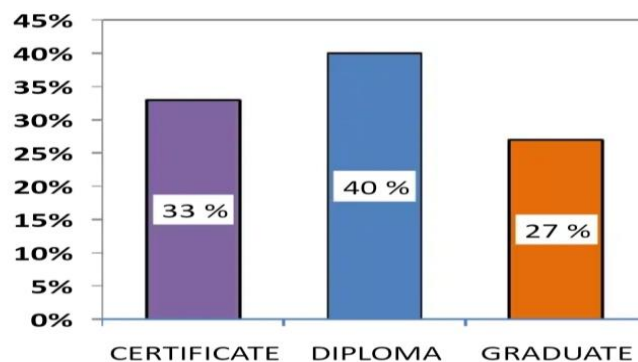
The above table and graph reveals that the majority of the respondents (79%) are those with above 25 years of experience and 12% of the respondents have 15 to 25 years' experience and 9% of the respondents are below 15 years' experience.

- **SIMPLE PERCENTAGE TABLE**
- **Table3. Percentage of Respondents & Educational Qualification**

**Education:** Education qualification of the respondents may affect the perception of job satisfaction. Highly educated may expect much better work life than others. According to educational qualification the respondents are classified into three categories as under.

<b>EDUCATIONAL QUALIFICATION</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE (%)</b>
Certificate	25	33%
Diploma	30	40%
Graduate	20	27%
Total	75	100

- **Fig: 6. Percentage of Respondents & Educational Qualification**



**Interpretation:**

The above table and graph reveals that 33 % respondents are certificate holders , 40% respondents are Diploma holders and 27% respondents are Graduates.

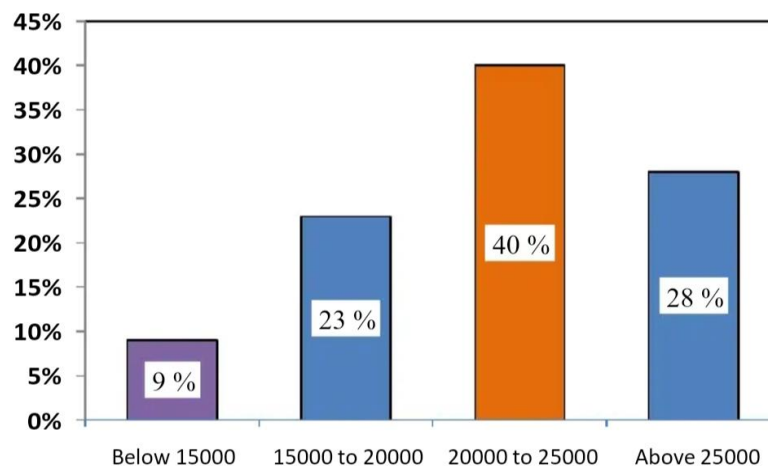
❖ **SIMPLE PERCENTAGE TABLE**

▪ **Table 4. Percentage of Respondents & Their Salary Salaries:**

Every employee will expect a reasonable pay to be paid for the job done by him. This scale of pay may enhance job satisfaction to a greater extent.

SALARY	NO. OF RESPONDENTS	PERCENTAGE (%)
Below 15000	7	9 %
15000 to 20000	17	23 %
20000 to 25000	30	40 %
Above 25000	21	28 %
Total	75	100

▪ **Fig:7. Percentage of Respondents & Their Salary**



**Interpretation:**

The above table and graph reveals that 9.33% respondents are getting a salary below 15000, 22.66% respondents are getting a salary between 15000 & 20000, 40% respondents are getting a salary between 20000 & 25000 and 28% respondents are getting a salary above 25000.

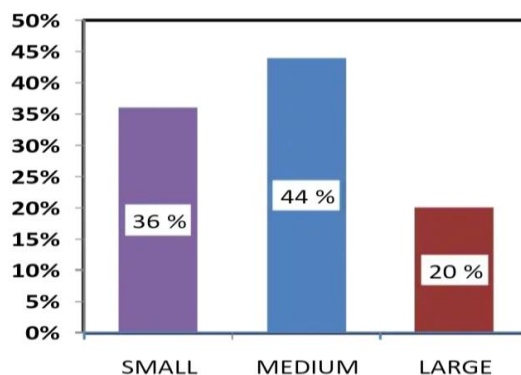
❖ **SIMPLE PERCENTAGE TABLE**

▪ **Table 5.**

The respondents have been classified into three groups. The number of family members up to four has been grouped as small size. Members between four to six is been grouped under medium size family and above six members have been grouped under large size family. Family members include father, mother, husband, wife and children.

<b>FAMILY SIZE</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE (%)</b>
Small	27	36%
Medium	33	44%
Large	15	20%
Total	75	100

▪ **Fig:8. Percentage of Respondents & Family Size**





**Interpretation:**

The above table and graph reveals that 36% respondents belongs to small family size, 44% respondents belongs to medium family size, 20% respondents belongs to large family size.

❖ **TWO WAY TABLE**

▪ **Table 6. Relationship Between Experience and Level of Satisfaction**

<b>YEARS OF EXPERIENCE</b>	<b>LEVEL OF SATISFACTION</b>			<b>TOTAL</b>
	<b>HIGHLY SATISFIED</b>	<b>MEDIUM SATISFIED</b>	<b>LESS SATISFIED</b>	
Below 15	4 (57%)	3 (43%)	0	7
15 to 25	3 (34%)	4 (44%)	2 (22%)	9
Above 25	21 (36%)	26 (44%)	12 (20%)	59
Total	28	33	14	75

**Interpretation:**

The above table reveals that the respondents having below 15 years of experience have derived the highest satisfaction. The percentage of medium satisfaction is high in the category of 15 to 25 and above 25 years group.

❖ **TWO WAY TABLE**

▪ **Table 7. Relationship Between Educational Status And Level of Satisfaction**

EDUCATIONAL QUALIFICATION	LEVEL OF SATISFACTION			TOTAL
	HIGHLY SATISFIED	MEDIUM SATISFIED	LESS SATISFIED	
Certificate	15 (60%)	7 (28%)	3 (12%)	25
Diploma	9 (30%)	13 (43%)	8 (27%)	30
Graduate	4 (20%)	13 (85%)	3 (15%)	20
Total	28	33	14	75

**Interpretation:**

From the above table the percentage of highly satisfied respondents are more in the “Certificate group. The percentage of medium satisfied respondents is more in the “Graduate group”. The percentage of less satisfied respondents is more in the “Diploma group”.

❖ **TWO WAY TABLE**

▪ **Table 8. Relationship Between Monthly Salary And Level of Satisfaction**

SALARY	LEVEL OF SATISFACTION			TOTAL
	HIGHLY SATISFIED	MEDIUM SATISFIED	LESS SATISFIED	
Below rs.15000	4 (57%)	3 (43%)	0 (0%)	7
Rs.15000 to rs. 20000	11 (65%)	5 (29%)	1 (1%)	17
Rs.20000 to rs. 25000	10 (33%)	14 (47%)	6 (20%)	30
Above rs.25000	3 (15%)	11 (52%)	7 (33%)	21
Total	28	33	14	75

**Interpretation:**

The above table reveals that the percentage of highly satisfied respondents are more in the “Rs15000 to 20000 group”, percentage of medium satisfied respondents are more in the “above Rs.25000 group” and percentage of less satisfied respondents are more in the “above Rs 25000 group”.

❖ **TWO WAY TABLE**

▪ **Table 9. Relationship Between Family Size and Level of Satisfaction**

FAMILY SIZE	LEVEL OF SATISFACTION			TOTAL
	HIGHLY SATISFIED	MEDIUM SATISFIED	LESS SATISFIED	
SMALL	8 (30%)	9 (33%)	10 (37%)	27
MEDIUM	16 (48%)	14 (42%)	3 (9%)	33
LARGE	4 (27%)	10 (66%)	1 (7%)	15
Total	28	33	14	75

**Interpretation:**

From the above table the percentage of highly satisfied respondents are more in the “medium family size”: percentage of medium satisfied respondents are more in the “large family size” and percentage of less satisfied respondents are more in the “small family size”.

❖ **CHI – SQUARE TEST**

- **Table 10. Chi – Square Test is conducted to extent the relationship between the Experience and Level of Satisfaction**

**Hypothesis:1**

**H<sub>0</sub>:** There is no significant relationship between experience and level of satisfaction

<b>O</b>	<b>E</b>	<b>O-E</b>	<b>(O-E)<sup>2</sup></b>	<b>(O-E)<sup>2</sup>/E</b>
4	2.61	1.39	1.932	0.740
3	3.36	-0.36	0.130	0.039
21	22.03	-1.03	1.061	0.048
3	3.08	-0.08	0.006	0.002
4	3.96	0.04	0.002	0.0004
26	25.96	0.04	0.002	0.00006
0	1.31	-1.31	1.716	1.310
2	1.68	0.32	0.102	0.0609
12	11.01	0.99	0.980	0.0890
<b>Total</b>				<b>2.2895</b>

Degree of freedom = 4

Table value = 9.49

Calculated value = 2.2895

***Interpretation:***

Since the calculated value is less than the table value. So the Null hypothesis is accepted. Hence, there is no significant relationship between experience and level of satisfaction (Note: For all the chi-square tests the table value is taken @ 5% level of significance).

❖ **CHI – SQUARE TEST**

- **Table 11. Chi – Square Test is conducted to extent the Relationship Between Educational Status and Level of Satisfaction**

**Hypothesis:2**

**H<sub>0</sub>:** There is no significant relationship between experience and level of satisfaction.

O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
15	9.33	5.67	32.14	3.445
9	11.2	-2.2	4.84	0.432
4	7.47	-3.47	12.04	1.612
7	11	-4	16	1.455
13	13.2	-0.2	0.04	0.003
13	8.8	4.2	17.64	2.005
3	4.67	-1.67	2.789	0.597
8	2.9	5.1	26.01	8.969
3	3.73	-0.73	0.533	0.143
<b>Total</b>				<b>18.661</b>

Sample Calculations: Refer Two way table 6 (Page No. )

Degree of freedom = (No of Row-1) X (No of Column -1)  
= (3-1) X(3-1) = 4

Expected frequency = row total X column total / grand total

$E_{11} = 28 \times 7 / 75 = 2.61$

Degree of freedom = 4

Table value = 9.49

Calculated value = 18.661

***Interpretation:***

Since the calculated value is more than the table value. So the Null hypothesis is rejected. Hence, there is significant relationship between education and level of satisfaction.

❖ **CHI – SQUARE TEST**

- **Table 12. Chi – Square Test is conducted to extent the Relationship Between Monthly Salary And Level of Satisfaction**

**Hypothesis:3**

**H<sub>0</sub>:** There is no significant relationship between experience and level of satisfaction.

O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
4	2.61	1.39	1.932	0.7402
11	6.35	4.65	21.623	3.4051
10	11.02	-1.2	1.44	0.1285
3	7.84	-4.84	23.426	2.9879
3	3.08	-0.08	0.006	0.0021
5	7.48	-2.48	6.150	0.822
14	13.2	0.8	0.64	0.0485
11	9.24	1.76	3.098	0.335
0	3.08	-3.08	9.486	3.08

1	3.17	-2.17	4.709	1.485
6	5.6	0.4	0.16	0.0286
7	3.92	3.08	9.486	2.42
<b>Total</b>				<b>15.484</b>

Degree of freedom - 6

Calculated value - 15.484

Table value – 12.59

***Interpretation:***

Since the calculated value is less than the table value. So the Null hypothesis is accepted. Hence, there is no significant relationship between monthly salary and level of satisfaction.

❖ **CHI – SQUARE TEST**

▪ **Table 13. Chi – Square test Relationship Between Family Size And Level of Satisfaction**

**Hypothesis:4**

**H<sub>0</sub>:** There is no significant relationship between experience and level of satisfaction.

<b>O</b>	<b>E</b>	<b>O-E</b>	<b>(O-E)<sup>2</sup></b>	<b>(O-E)<sup>2</sup>/E</b>
8	10.08	-2.08	4.3264	0.4292
16	12.3	3.7	13.69	1.1130
4	5.6	-1.6	2.56	0.4571
9	11.88	-2.88	8.2944	0.6981
14	14.52	-0.52	0.2704	0.0186
10	6.6	3.4	11.56	1.7515



10	5.04	4.96	24.6016	4.8812
3	6.16	-3.16	9.9856	1.6210
1	2.8	-1.8	3.24	1.1571
<b>Total</b>				<b>12.1271</b>

Degree of freedom - 4

Calculated value - 12.1271

Table value – 9.49

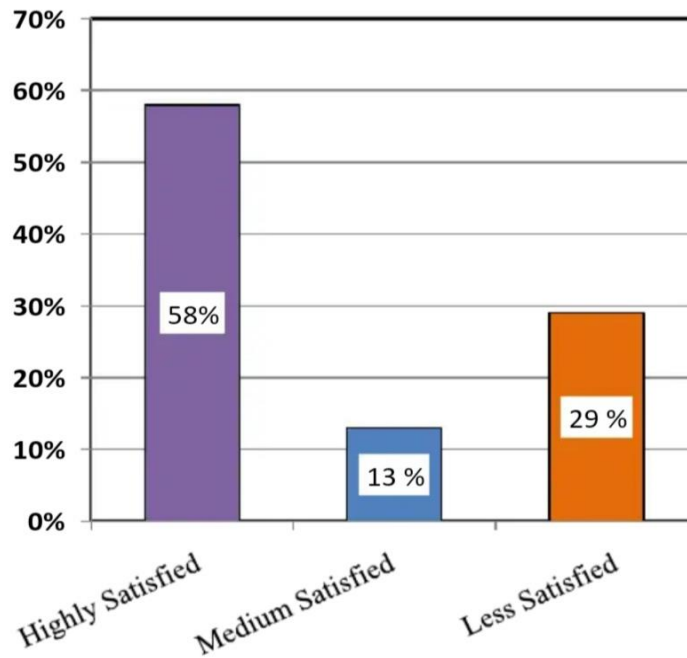
***Interpretation:***

Since the calculated value is more than the table value. So the Null hypothesis is rejected. Hence, there is significant relationship between family size and level of satisfaction.

▪ **Table 14: Comparison between Satisfaction Level and Company Culture**

<b>Level Of Satisfaction</b>	<b>No. Of Respondents</b>	<b>Percentage</b>
Highly satisfied	43	58%
Medium satisfied	10	13%
Less satisfied	22	29%
Total	75	100

- **Fig: 9. Comparison between Satisfaction Level and Company Culture**



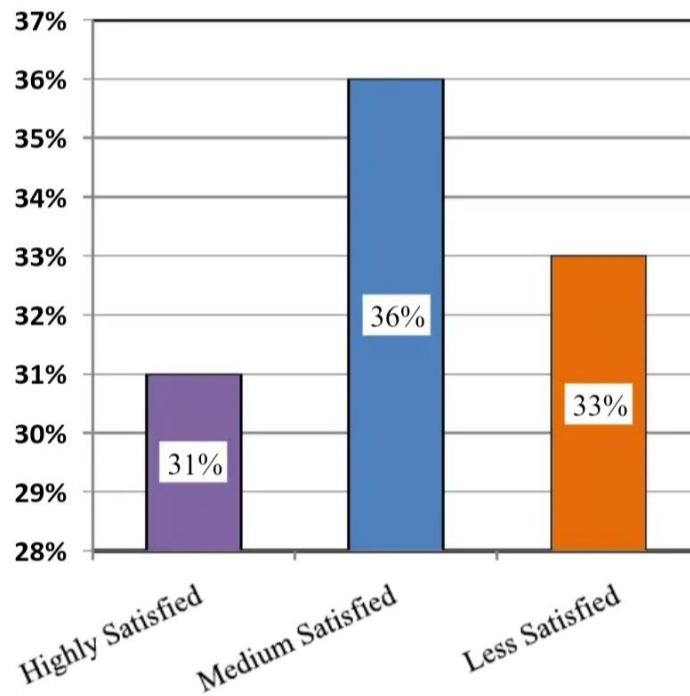
***Interpretation:***

The above table and graph reveals that that 58% of employees are highly satisfied ,13% of employees are medium satisfied and 29% are less satisfied with the “company Culture”.

- **Table 15: Comparison between Satisfaction Level and “Company Policy & activity”**

Level Of Satisfaction	No. Of Respondents	Percentage
Highly satisfied	23	31%
Medium satisfied	27	36%
Less satisfied	25	33%
Total	75	100

- **Fig: 10. Comparison between Satisfaction Level and “Company Policy & activity”**



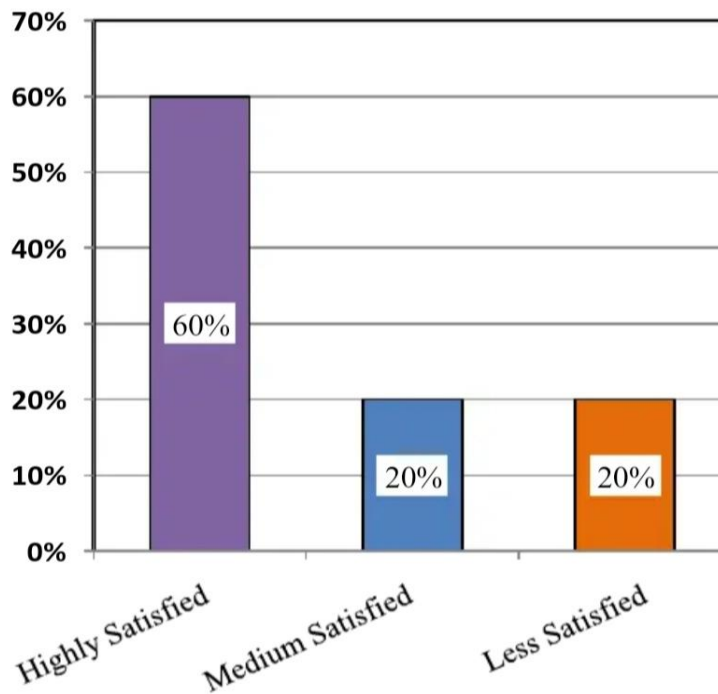
***Interpretation:***

The above table and graph reveals that that 31% of employees are highly satisfied, 36% of employees are medium satisfied and 33% are low satisfied with the companies policy and activity.

- **Table 16: Comparison between Satisfaction Level and “Work Place and Environment”.**

Level Of Satisfaction	No. Of Respondents	Percentage
Highly satisfied	45	60%
Medium satisfied	15	20%
Less satisfied	15	20%
Total	75	100

- **Fig: 11.Comparison between Satisfaction Level and “Work Place and Environment”.**



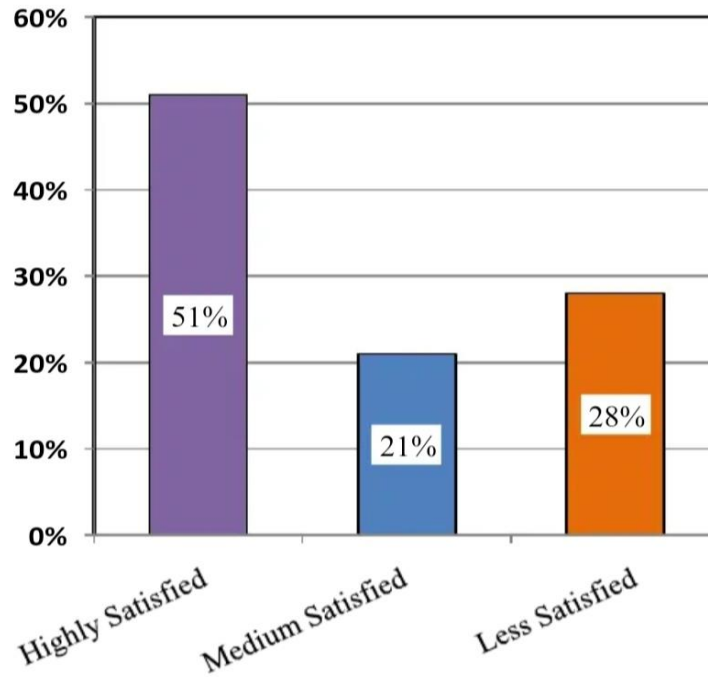
***Interpretation:***

The above table and graph reveals that 60% of employees are highly satisfied , 20% of employees are medium satisfied and 20% are low satisfied with “Work Place and Environment”.

- **Table 17.Comparison between Satisfaction Level and “Communication”.**

Level Of Satisfaction	No. Of Respondents	Percentage
Highly satisfied	38	51%
Medium satisfied	16	21%
Less satisfied	21	28%
Total	75	100

- **Fig: 12. Comparison between Satisfaction Level and “Communication”.**



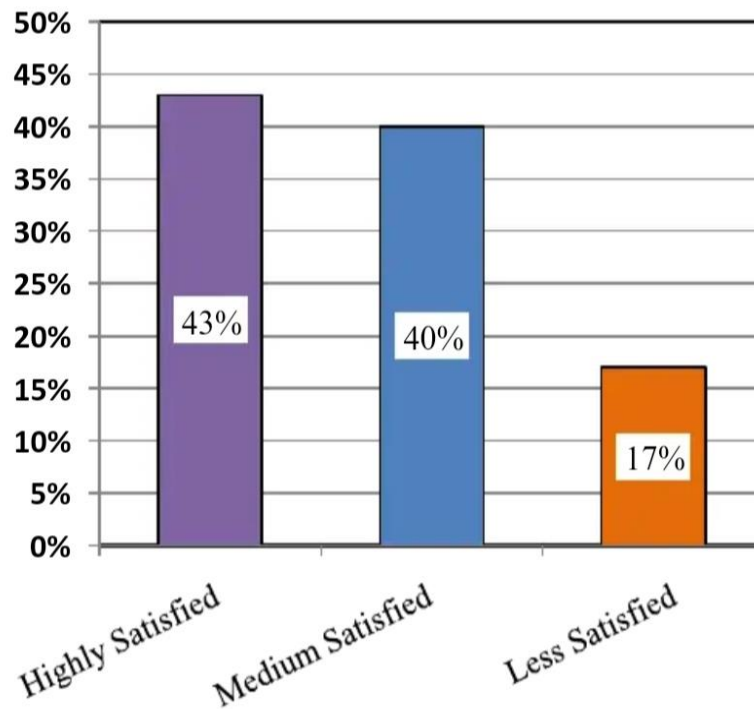
***Interpretation:***

The above table and graph reveals that 51% of employees are highly satisfied , 21% of employees are medium satisfied and 28% are low satisfied with “communication”.

- **Table 18. Comparison between Satisfaction Level and “Training & development”.**

Level Of Satisfaction	No. Of Respondents	Percentage
Highly satisfied	32	43%
Medium satisfied	30	40%
Less satisfied	13	17%
Total	75	100

- **Fig: : 13.Comparison between Satisfaction Level and “Training & development”.**



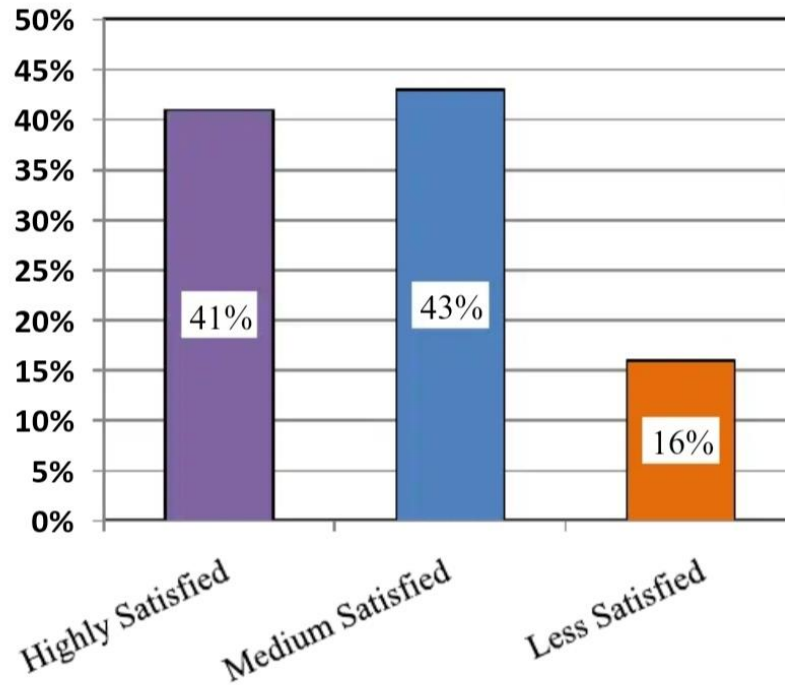
***Interpretation:***

The above table and graph reveals that 43% of employees are highly satisfied, 40% of employees are medium satisfied and 17% are low satisfied with “Training & development”.

- **Table 19.Comparison between Satisfaction Level and “Performance Appraisal”.**

Level Of Satisfaction	No. Of Respondents	Percentage
Highly satisfied	31	41%
Medium satisfied	32	43%
Less satisfied	12	16%
Total	75	100

- **Fig: : 14. Comparison between Satisfaction Level and “Performance Appraisal”.**



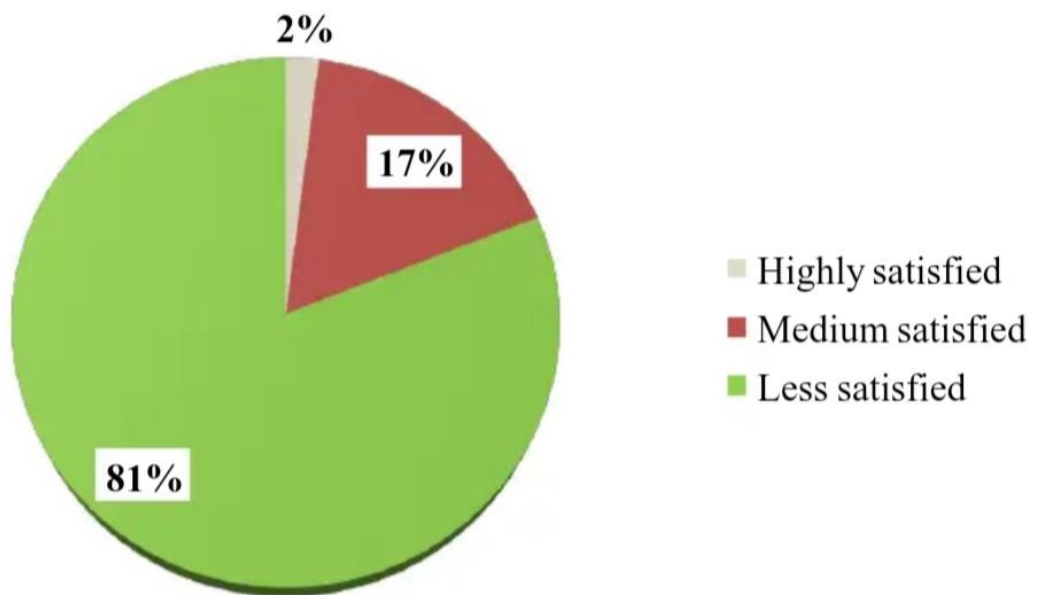
***Interpretation:***

The above table and graph reveals that 41% of employees are highly satisfied, 43% of employees are medium satisfied and 16% are low satisfied with “Performance Appraisal”.

- **Table 20. Comparison between Satisfaction Level and “compensation”.**

Level Of Satisfaction	No. Of Respondents	Percentage
Highly satisfied	1	2%
Medium satisfied	13	17%
Less satisfied	61	81%
Total	75	100

- **Fig:15. Comparison between Satisfaction Level and “compensation”.**



***Interpretation:***

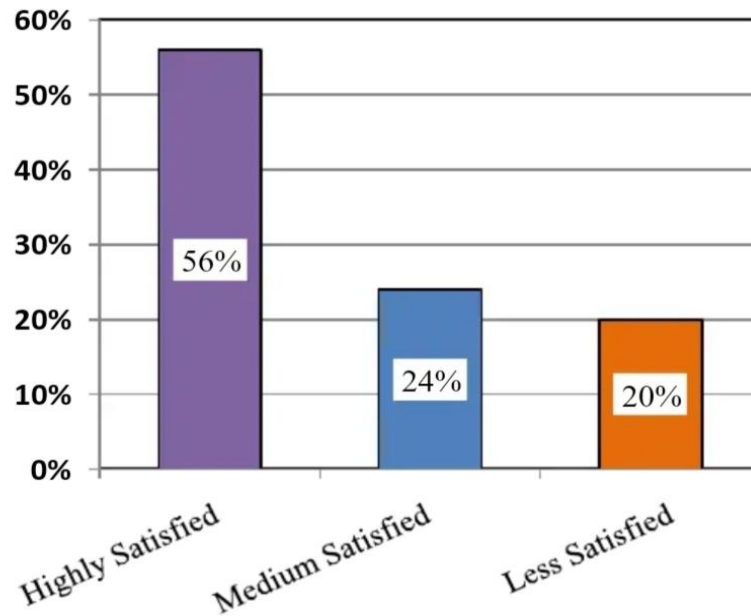
The above table and graph reveals that 2% of employees are highly satisfied , 17% of employees are medium satisfied and 81% are low satisfied with “Compensation”

- **Table 21 Comparison between Satisfaction Level and “Manager/Supervisor Co-operation”.**

Level Of Satisfaction	No. Of Respondents	Percentage
Highly satisfied	42	56%
Medium satisfied	18	24%
Less satisfied	15	20%
Total	75	100



- **Fig:16.Comparison between Satisfaction Level and “Manager/Supervisor Co-operation”.**



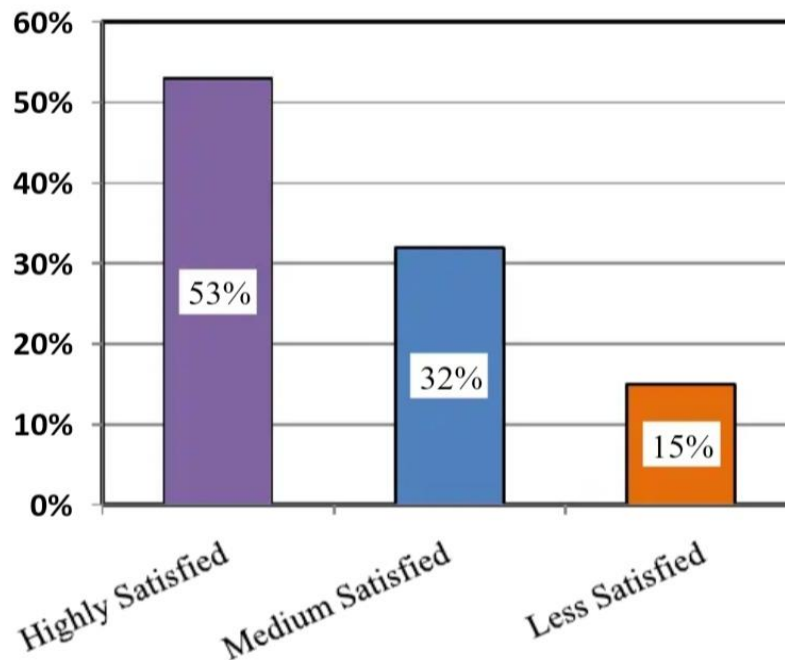
***Interpretation:***

The above table and graph reveals that 56% of employees are highly satisfied , 24% of employees are medium satisfied and 20% are low satisfied with “Manager/Supervisor Co-operation”.

- **Table 22 Comparison between Satisfaction Level and “Job Satisfaction”**

Level Of Satisfaction	No. Of Respondents	Percentage
Highly satisfied	40	53%
Medium satisfied	24	32%
Less satisfied	11	15%
Total	75	100

- **Fig: 17. Comparison between Satisfaction Level and “Job Satisfaction”**



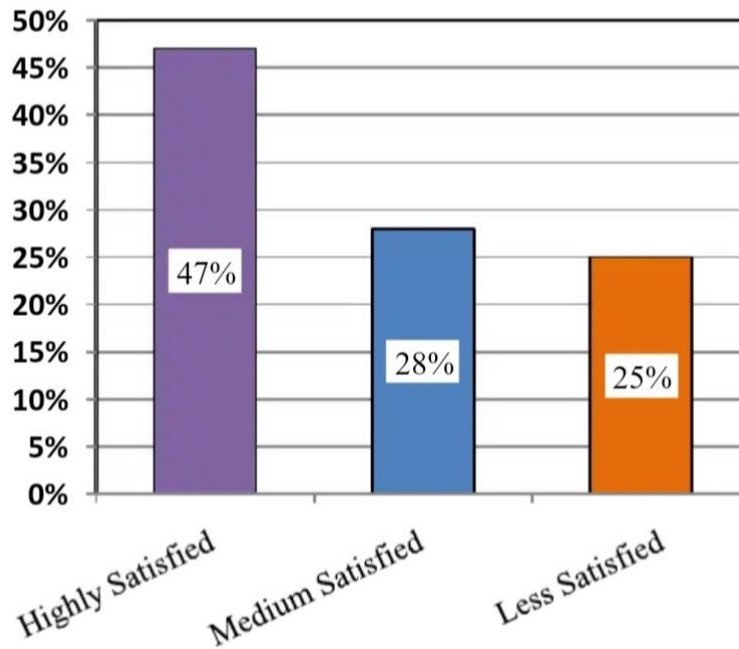
**Interpretation:**

The above table and graph reveals that 53% of employees are highly satisfied, 32% of employees are medium satisfied and 15% are low satisfied with “Job Satisfaction”.

- **Table 23 Comparison between Satisfaction Level and “Opportunity for Promotion/Carrier Prospectus ”**

Level Of Satisfaction	No. Of Respondents	Percentage
Highly satisfied	35	47%
Medium satisfied	21	28%
Less satisfied	19	25%
Total	75	100

- **Fig:18.Comparison between Satisfaction Level and “Opportunity for Promotion/Carrier Prospectus ”**



***Interpretation:***

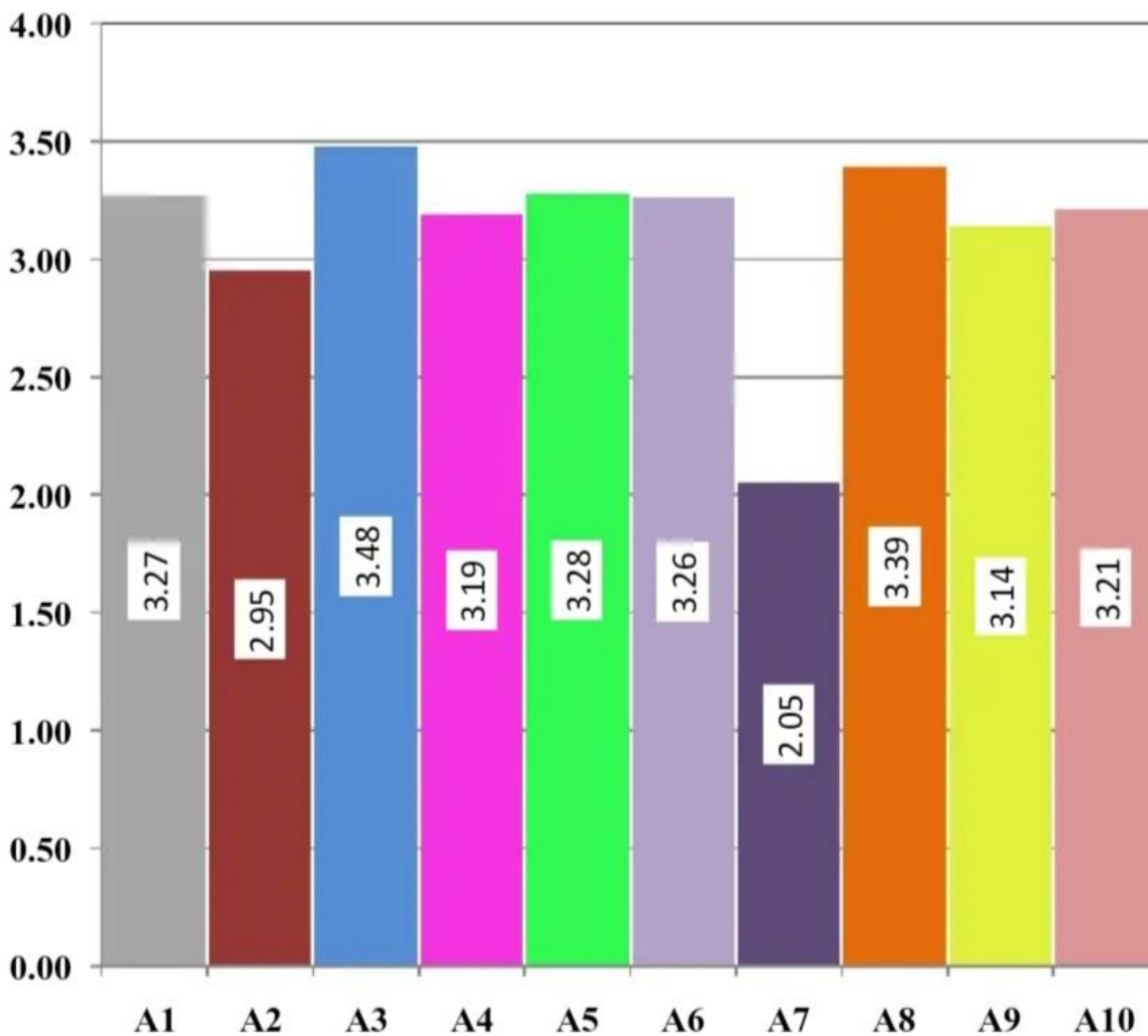
The above table and graph reveals that 47% of employees are highly satisfied, 28% of employees are medium satisfied and 25% are low satisfied with “Opportunity for Promotion / Carrier Prospectus”.

- **Table 24.DESRIPTIVE STATISTICS TABLE (COMBINED MEAN)**

The table below shows that the combined mean of the perceived value of employee satisfaction in relation with factors described. Higher the score, better the satisfaction of the particular factor. A score less than 2.5 indicates that the employees are not satisfied; between 2.5 and 3.0 indicates they are medium satisfied and a score above 3.0 indicates that they are highly satisfied.

<b>SL. NO.</b>	<b>FACTORS</b>	<b>COMBINED MEAN</b>	<b>REMARKS</b>
A1	Company Culture	3.27	Highly Satisfied
A2	Company Policy And Activities	2.95	Medium Satisfied
A3	Workplace And Environment	3.48	Highly Satisfied
A4	Communication	3.19	Highly Satisfied
A5	Training And Development	3.28	Highly Satisfied
A6	Performance Appraisal	3.26	Highly Satisfied
A7	Compensation	2.05	Less Satisfied
A8	Manager/Supervisor Co-Operation	3.39	Highly Satisfied
A9	Job Satisfaction	3.14	Highly Satisfied
A10	Opportunity For Promotion/ Career Prospectus	3.21	Highly Satisfied

▪ **Fig: 19. Combined mean value of factors**



***Interpretation:***

From the above table and graph it is inferred that the respondents are most satisfied with “Work Place and Environment” followed by “Manager/ Supervisor Cooperation” and are least satisfied with “Compensation”.

**CHAPTER-VI**  
**FINDINGS OF THE STUDY**

## **FINDINGS OF THE STUDY**

Research shows that satisfied, motivated employees will create higher customer satisfaction and in turn positively influence organizational performance. Convenient work location, working with young people, opportunities for promotion and career prospects, fair salary, good policies, job security and dynamic working environment are few attributes which are critically important from the view point of most of the employees.

The study on employee's satisfaction at HMT MTL KALAMASSERY is carried out with full co-operation of the employees and management. The data collected are analyzed scientifically and the results obtained. It is assured that the company may get high boosted moral in the organization provided some of the suggestions made in the report are carried out.

### **7.1 FINDINGS**

#### **❖ Educational qualification:**

- From the percentage table the majority of the respondents are in certificate level education group.
- The two-way table showing the high level of satisfaction is derived by the certificate level group of employees
- The chi-square test indicates that there is significant relationship between the educational qualification and the level of satisfaction.

#### **❖ Family size:**

- Majority of the respondents are from the medium family size group.
- High level satisfaction is derived by the respondents who are in the medium size group.
- The chi-square test reveals that there is significant relationship between the family size and the level of satisfaction.

❖ **Experience:**

- From the percentage table, majority of the respondents are in the “above 25 years of Experience group”.
- The two way table reveals that the high level of satisfaction is derived by the “above 25 years of Experience group”.
- Chi-square test shows that there is no relationship between the experience and the level of satisfaction.

❖ **Monthly income:**

- The percentage table indicates that the majority of the respondents are in the “Rs. 20,000 to Rs.25, 000 salary group”.
- The two-way table tells us high satisfaction is derived by the respondents who are in the “Rs.15,000 to 25,000 salary group”.
- Chi-square test reveals that there is no significant relationship between the monthly income and the level of satisfaction.
- The combined mean table shows the mean value is only 2.05 and is the least value.
- Comparison between Satisfaction Level and compensation table and graph reveals that 81% employees are less satisfied with the compensation given by the organization.

Employees have an overall satisfaction index of 3.04 which indicate that the employees are highly satisfied with the various services being catered by the company as against their importance. But the satisfaction index for compensation factor is only 2.05 which reveal that majority of employees are less satisfied with the company’s compensation plan.

## **7.2 SUGGESTIONS**

The feedback from the employees reveals that they are not satisfied with their remuneration. They are medium satisfied with “company policy and activities” and they are highly satisfied



with all other factors. The current level of employee satisfaction measured is significantly high in the organization. Based on the statistical analysis performed with the data collected via questionnaires the following suggestions were given to the organization.

- ❖ Management should give adequate remuneration to its employees. It will be helpful in achieving the goals and objectives of the organization.
- ❖ To get better response from employees the management should mostly concentrate on promotional aspects based on merit and seniority.
- ❖ Employee satisfaction index should be calculated periodically in order to spot any early sign of dip in the satisfaction levels of the employees.
- ❖ Regular feedbacks need to be given by the Human Resource Department on the ESI values of each employee to the department head for better tracking and controlling.
- ❖ Human resource department needs to conduct one on one review with employees whose ESI scores are reducing to arrest attrition effectively.
- ❖ To make the employees satisfied management may provide “Best Employee Award” or some appreciation by the department heads.

**CHAPTER-VII**

**CONCLUSION**

## CONCLUSION

People are the most important asset of any organization. We tend to spend an inordinate amount of time and energy focusing on customer experience, without giving enough thought to employee satisfaction. Yet employee satisfaction is paramount because it will determine the success or failure of any organization. Moreover, satisfied employees are more motivated and hardworking than dissatisfied ones. Collectively, these individuals achieve higher levels of job performance, which in turn increases organizational productivity and profitability. Employees who are satisfied and motivated perform better, leading to improvement in the quality of their work. In return, these productivity and profitability gains will allow the organization to provide more rewards to its employees. That is, treating employees as a valuable asset for organizations provides a win-win foundation for both employees and organizations. Therefore, the first priority of an organization “knowledge management should be to manage the employee satisfaction level. From a managerial perspective, it is crucial to know what factors influence employee satisfaction. However, this is not an easy task because human nature is very complex. Failure to do this would increase employee frustration and result in poor performance.

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