



A STUDY ON HOW TO IMPROVE EMPLOYEE SATISFACTION LEVEL IN A COMPANY AT PCBL

¹Name of 1st Yadav Shailesh A vadhesh, ²Name of 2nd Akshay B. Joshi,

¹Designation of 1st Student, ²Designation of 2nd Student,

¹Name of Department of 1st Parul University MBA(HR),

¹Name of organization of 1st Vadodara, India

Abstract : This study has been undertaken to investigate the determinants of stock returns in Karachi Stock Exchange (KSE) using two assets pricing models the classical Capital Asset Pricing Model and Arbitrage Pricing Theory model. To test the CAPM market return is used and macroeconomic variables are used to test the APT. The macroeconomic variables include inflation, oil prices, interest rate and exchange rate. For the very purpose monthly time series data has been arranged from Jan 2010 to Dec 2014. The analytical framework contains.

IndexTerms - Component,formatting,style,styling,insert.

The purpose of this study is on how employees are satisfied with their respective designations and jobs and is the employee able to handle work stress is he able to seek motivation or are there any different leadership styles that he is not able to adapt to it? When it's about workload is the employee able to handle it or not does the manager help him to sort out work-life balance. Irrespective of the organizational structure wherever he or she is there are several challenges faced by an employee is that affecting employee's satisfaction over the job and over the organizational where his commitment towards organization might not be satisfying neither him nor the respective organization? To find out the satisfaction level of employee. To find out the level of the good relationship between the Employee satisfaction and organizational.

Economic theories state that in the normal course of business, resources will be stripped away by competing firms and new entrants to an industry. Consequently, it would behoove organizations to focus efforts toward maintaining and new entrants to an industry. Consequently, it would behoove organizations to focus efforts toward maintaining those resources that provide competitive advantage (Barney, 1986). An organization should be cognizant of the benefits of the resources it controls. By benefits means resources that could be utilized to generate profits for the organization (Wernerfelt, 1984). Wernerfelt, further defined a resource as those things that contribute to the strength or weakness of an organization. Satisfaction is one of the competitive advantages which help organization to grow internally and externally. Satisfaction is the act of fulfilling a need, desire, appetite or the feeling gained from such fulfillment. Satisfaction means you have had enough. It is a multifaceted construct with a variety of definitions and related concepts which has been studied in a variety of disciplines for many years till now. Many theories and articles of interest to managers, social psychologist and scholars, focus on satisfaction because most people spend their life time for work and understanding of the factors that increase satisfaction, is important to improve the well-being of individuals in this facet of the living (Porter, 1985). In management we studied satisfaction in different perspectives such as: customer satisfaction, job satisfaction, employee satisfaction and many more. Employees are considered to be one of the most important pillars on which the building of organization stand. Organizations hold many resources that might be divided in physical and human resources. Utilization of non-human resources is not possible without efforts of the human resource. So, human resource is the asset that enables organizations to reap benefits from other sources. Every activity is directly or indirectly backed by human efforts therefore organizations should hold the best employees and while selecting such employees the concentration really moves towards the satisfied employees. Satisfied employees offer huge returns to organizations. The construct of employee satisfaction is important as satisfied employees can do more for the organization in the shape of better performance and productivity (Schneider, 1987). Realizing the significance of employee satisfaction, the earliest employee satisfaction research took place in the 1930s 's (Kornhauser & Sharp, 1932). Since that time, a substantial amount of progress has been made, both in applying context (Roethlisberger & Dickson, 1939) and on theoretical fronts (Hop Pock, 1935). As early as the 1950s 's, some of the larger companies were conducting employee satisfaction on a more or less regular basis. By the 1970s 's several research suppliers had developed standardized employee satisfaction Questionnaires that were used widely. Employee satisfaction has been a key area of research among industrial and organizational psychologists. Hundreds of articles on it have been published in academic journals and trade publications. Historically the motivation behind this research was the belief that employees' satisfaction influenced productivity, absenteeism, and retention. In

the earlier 1980s "s, an additional issue arose, the influence of employee satisfaction on customer satisfaction in predominantly service-oriented settings. Employee satisfaction also plays a central role in the study of behavior at work. For the practitioner, knowledge of the determinants, the consequences and the other correlates of employee satisfaction can be vital. Indeed, Roznowski & Hulin (1992), claim that "once an individual joins an organization, a vector of scores on a well-constructed, validated set of satisfaction scales become the most informative data, the organizational psychologist or manager can have."

LITERATURE REVIEW

- **Brikend AZIR** Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations.
- A Raziq, R Maulabakhsh - *Procedia Economics and Finance*, 2015 One of the many challenges for a business is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition. In order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions. The objective of this paper is to analyses the impact of working environment on employee job satisfaction. The study employed a quantitative methodology. Data was collected through a self-administered survey questionnaire .The results indicates a positive relationship between working environment and employee job satisfaction. The study concludes with some brief prospects that the businesses need to realize the importance of good working environment for maximizing the level of job satisfaction.
- A Hartika, M Fitridiani, M Asbari - *Journal of Information Systems and ...*, 2023 - jisma.org The purpose of writing this article is a narrative literature review of 3 (three) articles that discuss the effect of job satisfaction and job loyalty on employee performance with the aim of identifying and summarizing previously published articles without any criticism of the articles reviewed. In achieving the goals or objectives to be achieved, companies need to pay attention to one of them is producing data that is inconsistent or sometimes does not reach the production target, this is due, among other things, two indications of weak job satisfaction and job loyalty which have an impact on employee performance that is less noticed.
- F Saputra, MR Mahaputra - *Dinasti International Journal of ...*, 2022 - dinastipub.org The Literature Review article on the Effect of Job Satisfaction, Employee Loyalty and Employee Commitment to Leadership Style is a scientific article that aims to build a research hypothesis on the influence between variables which will be used in further research, within the scope of Human Resource Management. The method of writing this Literature Review article is the library research method, which is sourced from the online media Google Scholar and uses Mendeley as a reference. The results of this Literature Review article are that: 1) Job Satisfaction has an effect on Leadership Style; 2) Employee Loyalty has an effect on Leadership Style; and 3) Employee Commitment has an effect on Leadership Style. Apart from these 3 independent variables that affect endogenous variables, there are other factors including salary, work environment and work culture variables.
- (Davis et al.,1985). Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place.
- (Kaliski,2007) Job satisfaction is a worker's sense of achievement and sucess on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment
- (Armstrong, 2006) The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction
- (George et al., 2008). Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay
- (Mullins, 2005 s (Aziri, 2008 Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, forexample, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005 s (Aziri, 2008).
- Sheffield Manpower Project (1970), stated that examined a sample of public, academician special Librarians in Job Satisfaction study and reported that more preference has been expressed for greater responsibility of various kinds: more freedom of choice, greater opportunity to improvise and to act in a solo capacity and less choice for supervision. Work restructuring and job enlargement techniques should be considered in order to try and meet this desire. This applies at all levels, including the junior most staff. It also applies in asituation where duties have been rigidly divided into professionals and non-professionals
- EriaMuwanguzi School of Education, Humanities and Social Sciences, Bugema University Abstract When an employee is satisfied with the job, then such an employee will be more productive and creative and is more likely to be retained by the organization. Some job satisfaction theoretical frameworks and models are available to that effect namely; Herzberg's' Two Factor Theory, Adams Equity Theory, and Job Characteristic Theory among others. We find that all the above models have been widely employed in the study of job satisfaction studies. We notably argue that Smerek and Petersons' Model can be included on the list of job satisfaction models. Hence based on a thorough review of Smerek and Petersons' model, research hypotheses were derived to guide further studies on the factors related to job satisfaction and a review of the literature was conducted on these identified research hypotheses

- Abbas, Quaiser And Awan, Sajid H. (2017) measures that the impact of organizational politics on employee performance in the public sector organizations. The study developed a framework on the basis of an extensive literature review which was then tested to provide an empirical insight about the proposed relationships. The data were collected from the employees of 15 public sector organizations in Pakistan. The data was statistically analyzed using regression analysis. The results revealed that organizational politics have a significant impact on employee performance. The findings of the study reinforce that the management needs to understand the perception of employees about the organizational politics prevailing in their organizations and have to adopt strategies that would minimize the perception of organizational politics and enhance employee performance
- M.L. Poon, (2004) There is evidence that performance ratings are often manipulated for political purposes. The present study examined the effects of employees' perceptions of political motives in performance appraisal on their job satisfaction and intention to quit using survey data from an occupationally heterogeneous sample of white-collar employees (N 1/4 127) from various organizations. Regression analysis results indicated that when employees perceived performance ratings to be manipulated because of raters' \personal bias and intent to punish subordinates they expressed reduced job satisfaction that, in turn, led to greater intentions to quit their jobs .Manipulations of ratings for motivational purposes, however, had no effect on job satisfaction and turnover intention
- Gerald R. Ferris, Laci M. Rogers Fred, R. Blass Wayne And A. Hochwarter, (2009) Job-limiting pain (JLP) is an increasingly relevant topic in organizations. However ,research to date has failed to examine the stress-inducing properties of pain and its effects on job satisfaction and organizational citizenship behavior (OCB). To address this gap, the purpose of this paper is to examine the interactive relationship between JLP and political skill (PS) on job satisfaction .PS is supported as a neutralizer of stress brought on by JLP. Job satisfaction and organizational citizenship scores decline as pain increases for those with low levels of PS. Increased JLP has little effect on satisfaction and citizenship for those with high levels of PS
- Kenny et al (2016) Evaluated six different measures of workplace and job satisfaction. This helps in investigating the relationship between job satisfaction and education in Australia. It helps in increasing the potential among the employees and produces biased results. An Australian focus is mainly over the commonwealth government. It has gained control over both legislative houses in the 2004 election. On gaining both houses, the government had introduced wide-sweeping reforms over the workplace relation system of Australia. Concerning this, an act was passed Conciliation and Arbitration Act in 1904. The motive of introducing this act was to suggest the reforms. These reforms helped in defining the requirement level of flexibility in workplace relations.
- Dall'Ora (2016) analyzed that the success and growth of an organization are directly proportional to the job satisfaction of an employee. It has been defined that the business that excels employer satisfaction faces the decrease in overall turnover rate by 50%. This decreases the overall development and growth of an organization. In addition to this Tahghighi et al (2017) have defined that more satisfied workers, stimulate positive actions. This helps in improving the company identification of variables. It affects the level of employee satisfaction. In addition to this, job satisfaction has been also affected by customer loyalty in direct and indirect ways. The value of the type of services received by customers contributes to defining customer satisfaction.
- As per Tessier (2016), the new HLDA survey has revealed the level of job satisfaction among the Australian workers. Based on which it has been found that only 40 % of Australian workers or employees possess a higher level of job satisfaction. Among which 36% of workers have been found to balance work and non-work commitments in terms of flexibility. The remaining of 26% of workers is found to be unsatisfied with their jobs. On analyzing the views of Ramkissoon and Mavondo (2015) it has been found there are various components which affect the overall level of job satisfaction. Among which the components included are job payment and working hours. This factor attracts the highest level of customer satisfaction. As per the analysis of report about 30% of workers are defined to be unsatisfied or not satisfied with the working hours and total wages.
- Morge (1953) In his study on the Job satisfaction of the employees of white collar jobs found that fifty five male teachers were satisfied with their job with oppose to thirty five percent female employees who were not satisfied with their job. This study highlighted the relationship between gender and job satisfaction and concluded that satisfaction is affected by gender. Gardon (1955) in his research on the Job satisfaction of the workers of industrial concern and human needs industries found that if person,s individual needs are satisfied then their job satisfaction increases; thereby reflecting a positive relation with the job satisfaction. Bidwel and Charles (1956) studied on the Job satisfaction and school management and concluded that effective education is necessary to develop a good image of the school and that teachers "Job satisfaction increased by perfect management. Sinha and Singh (1961) studied the relationship between job satisfaction and absenteeism. A random sample was selected from various departments of Tesco, Jamshedpur. The sample consisted of high and low-absentee workers. Respondents consisted of 50 each from both the categories. The job satisfaction questionnaire consisted of items of four components of job satisfaction namely nature of work, wages and security, supervisors and supervision, and the company's overall personnel policy. It was found that low absentees were significantly more satisfied with their jobs than high absentees.
- Prasad (1964) studied the personality and the relative elements of Job satisfaction namely age and experience. In his study, he concluded that the age of professionals had no effect on job satisfaction, while job satisfaction increased with the frequency of experience thereby showing a significant relation with Job satisfaction.
- Rajgopal (1965) In his study explored the relationship between the satisfaction and productivity of textile mills workers belonging to high and low-productive mills. Six mills, three high and three low (Productivity was indexed in terms of operative hours per unit of Production four the past three years) were chosen for the study. 75 workers each from high Productivity and low Productivity mills were chosen for the study. They were asked to indicate their degree of satisfaction/dissatisfaction on a 5-point scale ranging from extreme satisfaction to extreme dissatisfaction on thirty items representing seven aspect of work (i.e., salary, job, management, working condition, welfare facilities , coworkers, and union management relations). The results highlighted that high productive mill workers were significantly more satisfied with five of the seven aspect excluding job and coworkers.
- Lodahl&Kejner (1965) found in a study that Job satisfaction is affected by meaningfulness of work and adequacy of supervision.
- Kapoor and Rao (1969) examined the age and attitude towards officers in understanding the Job satisfaction of 146 female employees. His research highlighted that female employee and married female employee having more than twenty five years of age always oppose against injustice and struggle against management too.
- Jawa (1971) collected data on 70 semi-skilled workers in his study on anxiety and job satisfaction. On the basis of the anxiety scale filled by the respondents and their scores, anxiety was divided into three groups of high, average and low anxiety. In addition to

this a satisfaction questionnaire was also filled by the respondents. The results indicate a trend of increasing satisfaction with decreasing anxiety level

- Smith, Scott, and Hulin (1977) selected 4,000 managers of the 145 companies for the sample of the study on the Job satisfaction of professional employees of the company. It was found out through this research that satisfaction increases with the age. Thus, indicating a positive relation of Job satisfaction with age.
- Richmond, McCroskey, and Davis (1982), stated that “moderately satisfied employees may be more productive than a dissatisfied employee; extremely satisfied employees may form the type of work group known as the “happiness for lunch bunch” (McCroskey, Larson & Knapp, 1971) and be more of a social group than a work group, hence lowering productivity.
- Bhatt (1987) studied the personality determinations of Job satisfaction of college teachers of Saurashtra University and all college teachers were included in the sample of the study. It was found that female teachers were more satisfied than male teachers, also no significant difference was found in the mean scores of married and unmarried teachers. It was also found that Job satisfaction had no significant relation with the age, area of the work, educational qualification and experience
- National Center for Education Statistics, (1997) in a report on job satisfaction among American teachers identified that more administrative support and leadership, good student behavior, a positive school atmosphere, and teacher autonomy as working conditions associated with higher job satisfaction. A weak relationship was found between faculty satisfaction and salary and benefits. Research also shows that demographic variable such as age and gender have little or no significant impact on job satisfaction
- Yankelovich Partners (1998) in their study surveyed 10,339 workers across 10 European countries, Russia, Japan, and the United States. Researchers consistently identified the same top five key attributes in a job: ability to balance work and personal life, work that is truly enjoyable, security for the future, good pay or salary and enjoyable co-workers. Across the four major geographic regions studied, importance of potential advancement and the opportunity to build skills as a way to maintain employability and job security was emphasized by the workers.
- Karl & Sutton (1998) found that from an employee point of view, job satisfaction is a desirable outcome in itself. While from a managerial or organizational effectiveness point, job satisfaction is important due to its impact on absenteeism (1) turnover, (2) and pro-social “citizenship” behaviors such as helping coworkers, helping customers, and being more cooperative. Thus it becomes important for the managers to understand what employees value in order to redesign jobs, reward systems, and human resource management policies that will result in optimum job satisfaction and productivity.
- Gohil(1999) studied on the motivation vis-à-vis job satisfaction and organizational perception of bank employees in Saurashtra region and was confined to the officer and clerical staff of the public sector commercial banks of the Saurashtra region. The study was conducted on 780 employees and a significant difference was found in the average scores of job satisfaction of managerial cadre and clerical. A significant difference was also observed between (a) academic qualification and means scores of job satisfaction, (b) family tension and means scores of job satisfaction, (c) family environment and means scores of job satisfaction. The study also highlighted correlation in length of service and mean scores of job satisfaction.
- Schneider (2003) studied the relationships between several facets of employee satisfaction and organizational financial (return on assets; ROA) and market performance (earnings per share; EPS). The study included 35 organizations over a period of eight years. Significant positive relationships were found between attitudes concerning satisfaction with security, satisfaction with pay, and overall job satisfaction with financial (ROA) and market performance (EPS).
- Niranjana and Pattanayak (2005) tried to explore the dynamics of organizational citizenship behavior, learned optimism, and organizational ethos represented by OCTAPACE in service and manufacturing organizations in India. The manufacturing sector was found to have a better work culture whereas service sector had high organizational citizenship behavior and learned optimism.
- Singh (2009) revealed a significant difference between high and low work culture groups which is related to their satisfaction with management. The possible reason for it being the obligation towards others produced a sense of responsibility within individuals which made them more satisfied in comparison to low scorers on this dimension.
- Vagh (2010) highlighted that most of the employees of Municipal Corporation of Saurashtra Region were not satisfied. Employees of the Municipal Corporations have many questions and there is a strong need to give the attention on solution of employees questions as and when it arises.
- Adeniji (2011) in his study on Organizational Climate and Job Satisfaction among Academic Staff in Some Selected Private Universities in Southwest Nigeria. The study was based on the responses received from 293 respondents of five private Universities in the South-West Zone of Nigeria. The results showed a positive relationship between organizational climate and job satisfaction. Herzberg,s Two-Factor theory was used as a framework for this study

BACKGROUND OF THE STUDY

Improving employee satisfaction in a company is a multifaceted process that begins with a comprehensive background study. It involves defining the purpose and objectives of the initiative, reviewing current satisfaction levels through surveys and feedback sessions, and benchmarking against industry standards. The study extends to evaluating HR policies, compensation and benefits, leadership and management practices, work-life balance, company culture, and training programs. Furthermore, it includes an examination of employee recognition and feedback mechanisms. Once the data is compiled and analyzed, actionable recommendations are prioritized, and an action plan is developed with clear steps and timelines. Implementation and continuous monitoring of progress follow, with periodic evaluations to assess the impact. Successful initiatives are communicated and

celebrated with employees, and the process is iterative, with regular updates and improvements to maintain a positive and satisfying work environment.

The human factor and its influence on the performance and profitability of companies has been a popular area of research, says Wright and Cropanzano (2007). The Hawthorne studies and the Human Relations movement have greatly affected the view on leadership, teamwork and motivation, according to Åteg et al (2004). Schou (2007) believes that the human capital of an organization is the most important asset in the strive to reach high profitability. What People know and do with their knowledge is the only sustainable advantage in competition According to Civi (2000). He believes that knowledge is worth more than traditional assets like land, labor, and capital since its value does not decrease with time. Leading technology And physical and financial capital have historically been associated with competitive benefits, But just like Civi (2000), Bassi and McMurrer (2005) say that these are too short-lived to Provide sustainable advantages. They agree that superior human capital capabilities and Strategies are the foundation of a long-term solution to reach profitability. The value of specific individuals for the success of the company has increased drastically. Companies have realized that there are employees who are extremely important because of their knowledge, experiences, customer contacts, and networks, which has led to competition among the most attractive employees, according to Schou (2007). Åteg et al (2004) report that Since the 1950s, Swedish industry has had problems with recruitment and finding qualified Workers during times of flourishing economy. During the 1970s, employees' expectations of Work got higher. They demanded interesting work, a good working environment, and Possibilities to influence their

Working situation. Åteg et al (2004) anticipate that the Swedish Industry will suffer even bigger problems when people born during the 1940s will reach the Age of retirement, due to demographic changes. They believe that it will be essential to offer attractive work to be able to keep qualified workers. Liukkonen (2006) believes that it will not be enough for companies to be profitable, they also need to be responsible and caring Employers. Social responsibility has recently become emphasized she says, and employee job Satisfaction is a topic of high interest to both scientists and employers. Job satisfaction is, according to Oshagbemi (1999, p. 388), referring to "an individual's Positive emotional reactions to a particular job". The emotions come as a consequence from the individual's comparison of what was desired or anticipated, with the actual outcome. Kiley (1986) believes that improving job satisfaction is relevant in order to improve human health since it affects the physical and mental well-being of the employees and plays an important role in the overall life quality. Moreover, job satisfaction has been proven to have a direct impact on customer satisfaction, according to Chi and Gursoy (2009). They argue that satisfied workers are loyal to the organization and provide customers with outstanding Service, which will be recognized by the customers who buy time to become loyal to the Company. Loyalty improves sales performance and, as a consequence, increases revenues. The subject of job satisfaction is also of interest because of its influence on job-related Behaviors, i.e. productivity, personnel turnover, and absenteeism, according to Savery (1989). Even though zero personnel turnover is not desirable since it may cause a lack of innovation and fresh ideas (Savery, 1989), the costs connected to turnover and absenteeism Are considerable, claims Liukkonen (1994). However, she believes that these problems are caused partly by shortages that are possible to overpower by well-aimed Personnel Management. When it comes to personnel management, job satisfaction is a matter of fundamental Importance, according to Kiley (1986), because of managers' interest in making effective use of people. Job dissatisfaction has been related to poor performance, personnel turnover, Absenteeism, and low morale, as well as strikes, complaints, and sabotage, (Kiely, 1986; Savery, 1989; Falkenburg and Schyns, 2007). Cohen and Golan (2007) state that employee turnover causes large costs for the organization. Branham (2005) is referring to a Saratoga Institute Research from 2003 where the estimated average cost of losing an employee is a one-year Salary. In addition to the cost of voluntary turnover, Kiely (1986) mentions the problems Connected to dissatisfied people who stay within the organization. They may be subjects of Occasional absenteeism, something that Liukkonen (1994) considers to be very disturbing to the production. She has made a draft of the different costs connected to absenteeism and comes To the conclusion that except for the remaining labor cost, there are several excess costs that Might strike the company, such as lower quality, overtime, overabundant employment, Increased demands on management, lost smoothness of production, delivery delays and lack Of competences. Even though job satisfaction is just one of the explanations for employee turnover and Absenteeism, Savery (1989) argues that there is a strong connection. Hence, it is of Companies' best interest to make some effort and try to improve it. Moreover, apart from diminishing the many negative effects that job dissatisfaction clearly brings along, increasing Job satisfaction is beneficial in the sense that it positively affects customer satisfaction According to Sousa-Poza et al (2000). They state that employee satisfaction has proven to have a direct relationship to customer satisfaction, something that is of interest for managers.

These findings suggest that human resource management (HRM) practices can be used to Increase the level of employee job satisfaction, and as a consequence, also improve customer Satisfaction. Increasing job satisfaction is a complex challenge however, because of its multidimensional nature, according to Kiely (1986). Sang et al (2009) mention job related factors Influencing job satisfaction such as pay, leadership, colleagues, working conditions, job Security, possibilities to promotion, the company policies and the work itself. Savery (1989) Mentions the clarity of amount of authority and responsibility as well as the amount of time to Do the job and the feedback on performance as important factors, while Åteg et al (2004) Bring up status, the feeling of being important and the possibility to see the results of one's Work. According to Oshagbemi (2003), personal correlates to job satisfaction, such as age, Gender, length of service etc. are important because they take into account the differences between people. Moreover, Kiely (1986) acknowledges the influence of time on job Satisfaction. Job satisfaction is not stable, but changes over time due to different situations

Statement of problem

Employee satisfaction is a crucial determinant of organizational success and employee retention. To enhance employee satisfaction at PCBL, several key challenges and issues need to be addressed:

1. Low Job Satisfaction: PCBL faces a notable issue with low job satisfaction among its employees. Many employee's express dissatisfaction with their roles, responsibilities, and the overall work environment.

2. High Turnover Rates: PCBL has been experiencing a high turnover rate, which is indicative of employee dissatisfaction. Frequent departures are disruptive and costly for the organization, and addressing the root causes is crucial.
3. Ineffective Communication: Communication breakdowns between management and employees have been observed. There is a lack of clear and transparent communication, leading to misunderstandings, uncertainty, and frustration among the workforce.
4. Insufficient Recognition and Rewards: PCBL lacks a structured system for recognizing and rewarding employee contributions. Employees feel undervalued and unappreciated, which impacts their morale and job satisfaction.

OBJECTIVE OF STUDY

To understand the problem of the employee in the working condition. To know the employee's opinion about the workplace, pay, and benefits. To study and analyze the various factors affecting the job satisfaction level.

1. To measure the level of job satisfaction among employees.
2. To study the growth opportunity of employees.
3. To study the attitude of the employees towards their work.

Research Methodology

The data need for the study is collected from the employees, through questionnaire. Analysis and interpretation has been done by using the statistical tools and data presented through tables and charts.

1.1 RESEARCH DESIGN

The study was based on survey method. The aim of the study is to find satisfaction levels of employees at PCBL.

1.2 SOURCE OF DATA

The data collected for the study consists of both primary and secondary data.

PRIMARY DATA

In this study primary data were collected through personnel interview using questionnaire.

SECONDARY DATA

Secondary data for this study was collected from.

- ❖ Research Paper
- ❖ Indirect observation
- ❖ Web Portals

1.3 DATA COLLECTION METHOD

Data collect through Google form and used an objective type questioner for survey, find out the conclusions of the survey by preparing the percentage graph.

1.4 POPULATION

Population for this study consists of the employee of the Chemical Industry (PCBL).

1.5 SAMPLING METHOD

Data sampling method is as per convenience.

1.6 DATA COLLECTION INSTRUMENT

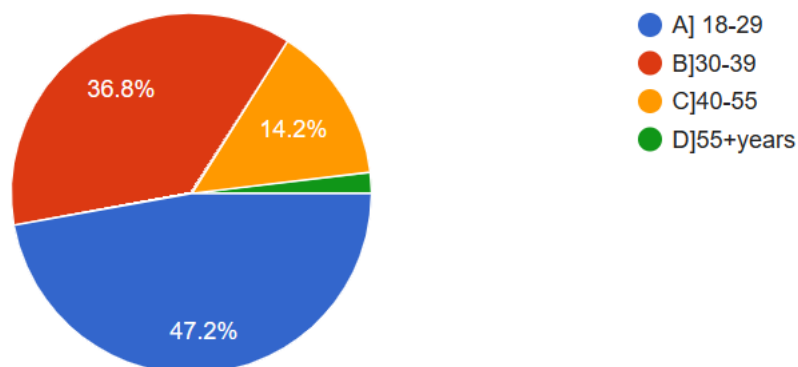
The data collection instrument is questionnaire, with help of Google form.

6 DATA ANALYSIS AND INTERPRETATION

Data Analysis: Descriptive Analysis: Initial analysis will include descriptive statistics to summaries and present the sample's demographic characteristics and key variables. The fundamental type of statistics, descriptive statistics are used to examine the demographic features of the study sample. One statistical method used to show the sample's demographics gender, educational background, total work experience, the sample distribution according to the aforementioned demographic parameters is shown in Tables.

Age:

106 responses

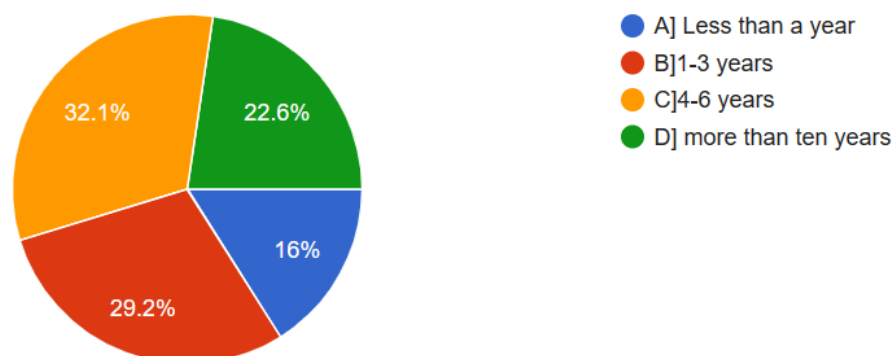


AGE	FREQUENCY	PERCENTAGE
18-29	50	47.2%
30-39	39	36.8%
40-55	15	14.2%
55+	2	1.9%

It shows that 47.2% highest population belongs to 18-29, the percentage 30-39 is 36.8%, 40-55 – 14.2%, 55+ 1.9%

Experience

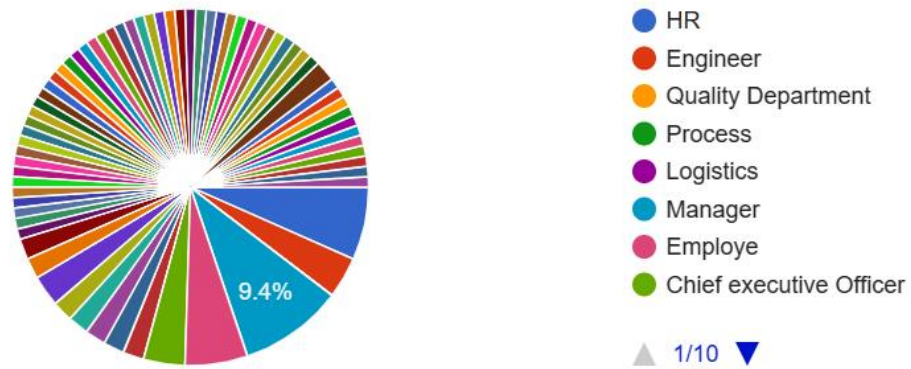
106 responses



EXPERIENCE	FREQUENCY	PERCENTAGE
Less than a year	17	16%
1-3 years	31	29.2%
4-6 years	34	32.1%
More than tens years	24	22.6%

It shows that less than a year of experience 17, 1 to 3 years of experience 31, 4 to 6 year of experience 34 and more than tens years of experience is 24.

Designation

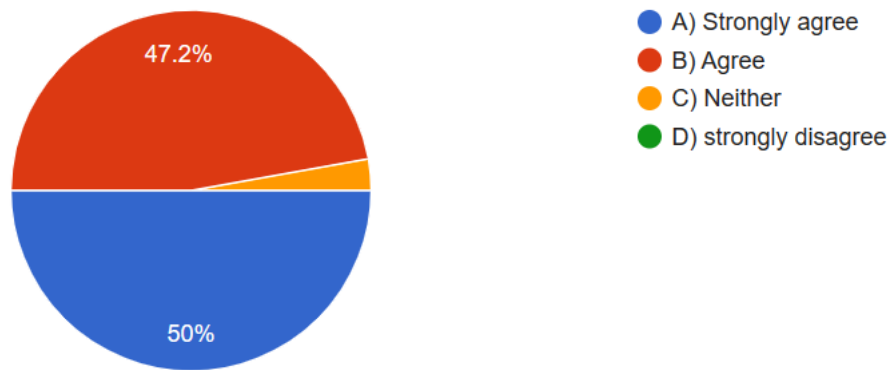


Designation	Frequency	Percentage
Hr	4	3.8%
Engineers	7	6.6%
And others	95	89.6%

It shows that a company has different departments with designation Hr -4, engineers -7, and others 95.

1. The company has an effective work culture

106 responses



Strongly agree
Agree
Neither
Strongly disagree

Frequency

53

50

3

0

Percentage

50%

47.2%

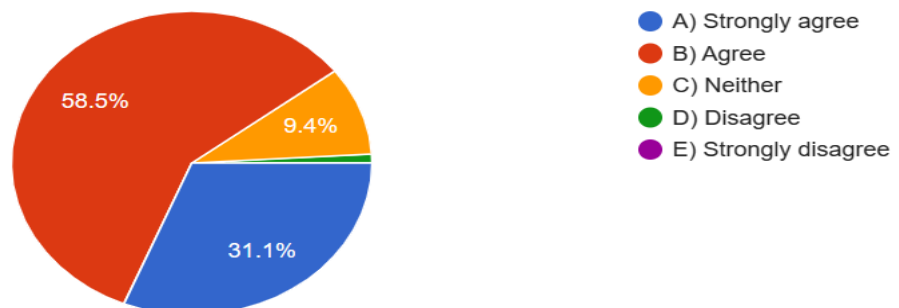
2.8%

0

Respondents of the study strongly agree and agree that organization has an effective work culture.

2. Delegation of work is effective in the organization

106 responses



Strongly agree
Agree
Neither
Disagree

Frequency

33

62

10

1

Percentage

31.1%

58.5%

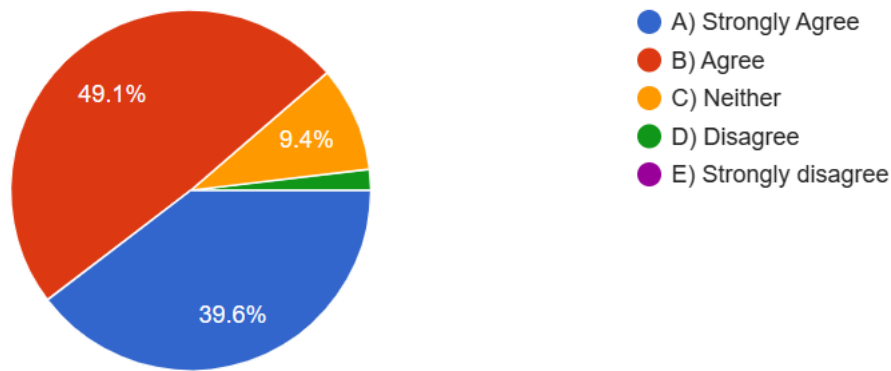
9.4%

0.9%

Its shows that 31% Strongly agree ,58.5% agree,9.4%neither ,0.9% disagree majority of people agree that delegation of work is effectiveness.

3. The company gives the required materials, resources, and technologies to your job

106 responses

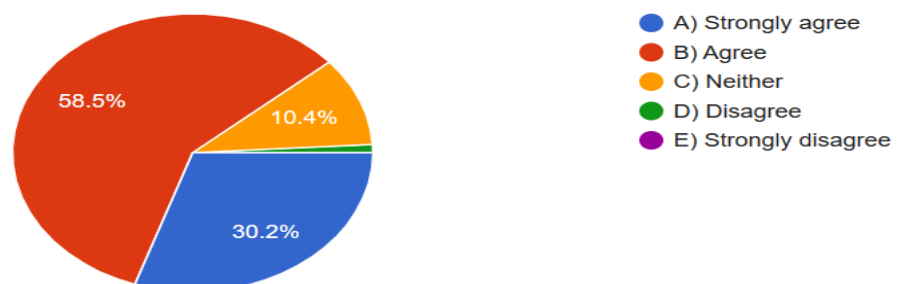


	Frequency	Percentage
Strongly agree	53	50%
Agree	50	47.2%
Neither	3	2.8%
Disagree	NA	NA
Strongly disagree	NA	NA

It shows that 50% Strongly agree, 47.2% agree,2.8% neither. respondent agree that as per their requirement company provides resources, materials, and technologies

4. The Job responsibilities are clearly defined

106 responses

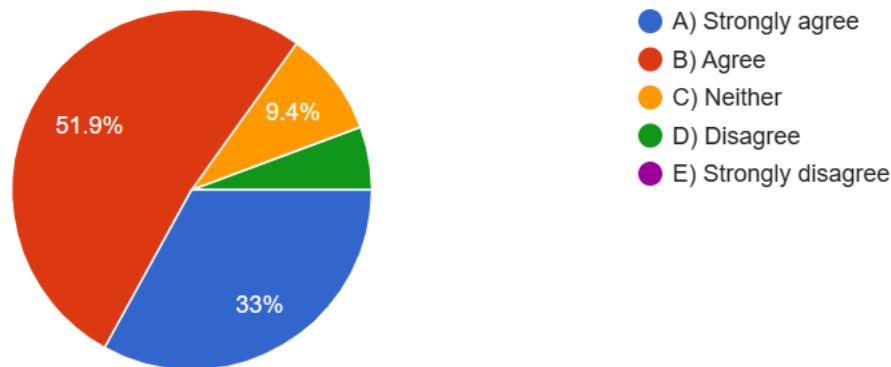


	Frequency	Percentage
Strongly agree	33	31.1%
Agree	62	58.5%
Neither	10	9.4%
Disagree	1	0.9%
Strongly disagree	NA	NA

It shows that 33 of frequency strongly agree, 62 of frequency agree ,10 of neither and 1 disagree that the job responsibilities are clearly defined.

5. The company follows strategic objectives

106 responses

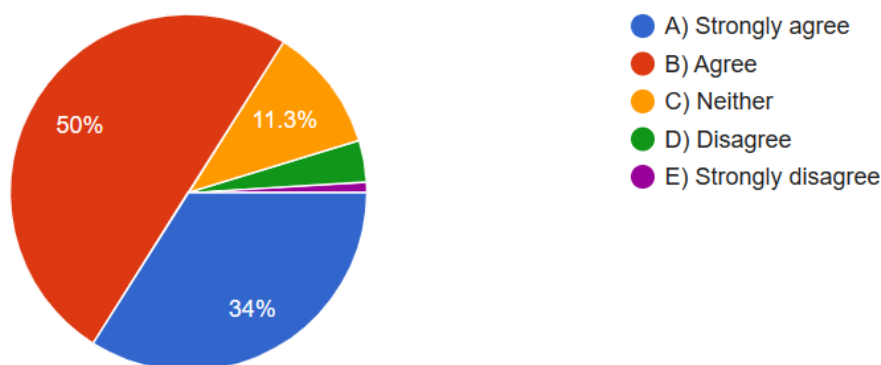


	Frequency	Percentage
Strongly agree	35	33%
Agree	55	51.9%
Neither	10	9.4%
Disagree	6	5.7%
Strongly disagree	NA	NA

Responses 33% Strongly agree, 51.9% agree, 9.4% neither ,5.7% disagree that company follows strategic objective.

6. Management involves in the success of personal growth and professional growth

106 responses

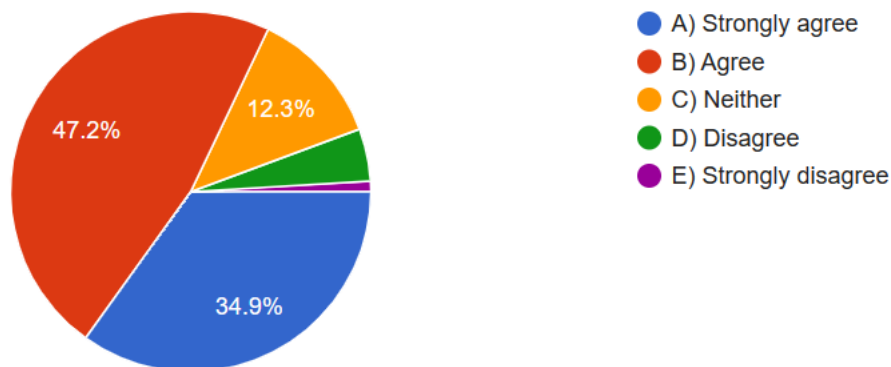


	Frequency	Percentage
Strongly agree	36	34%
Agree	53	50%
Neither	12	11.3%
Disagree	4	3.8%
Strongly disagree	1	0.9%

It shows that 34% of 33 volumes strongly agree, 50% of 53 volume agree, 11.3% of 12 volume choose neither, 3.8 of 4 volume disagree and 0.9% of 1 disagree that management involves in personal growth and professional growth.

7. The company creates an atmosphere of work-life balance

106 responses



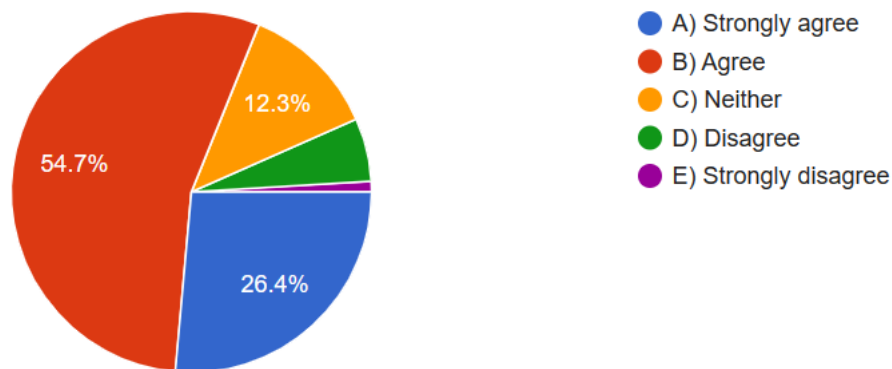
	Frequency	Percentage
Strongly agree	37	34.9%
Agree	50	47.2%
Neither	13	12.3%
Disagree	5	4.7%
Strongly disagree	1	0.9%

Respondents 34.9% strongly agree that the company creates work-life balance, 47.2% agree, 12.3% neither, 4.7 disagree

International Research Journal
IJNRD
Research Through Innovation

8. Involvement of employees is effective in the decision-making process

106 responses

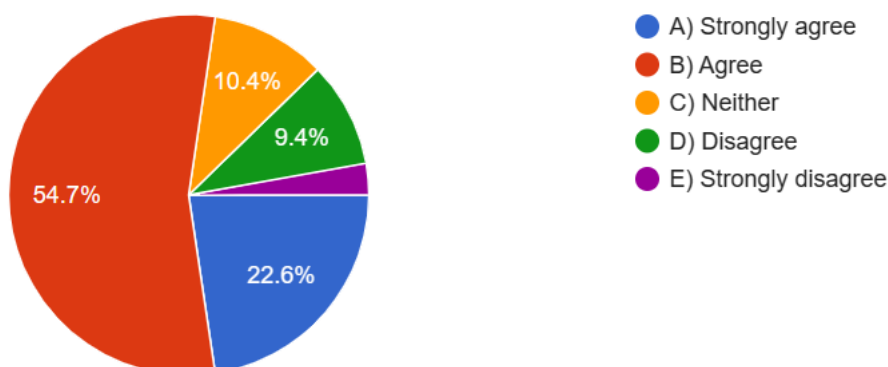


	Frequency	Percentage
Strongly agree	28	26.4%
Agree	58	54.7%
Neither	13	12.3%
Disagree	6	5.7%
Strongly disagree	1	0.69%

Respondents out of 106 of 86 agree that involve of employees is effective in decision-making because they work regularly so they get ideas to solve issues.

9. Feedback is communicated in the organization for employees' salubrity and indispensable changes are made

106 responses

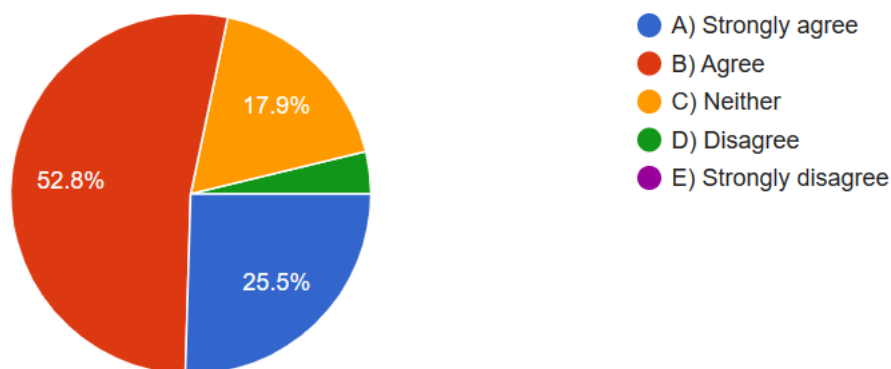


	Frequency	Percentage
Strongly agree	24	22.6%
Agree	58	54.7%
Neither	11	10.4%
Disagree	10	9.4%
Strongly disagree	3	2.8%

It shows that 22.6% strongly agree, 54.7% agree, 10.4%neither ,9.4 disagree that feedback which gives changes which are indispensable changes.

10. The company recognizes that diligence works effectively.

106 responses

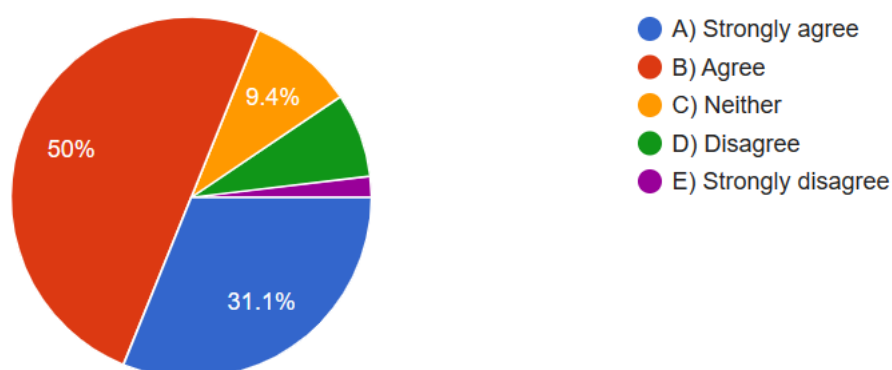


	Frequency	Percentage
Strongly agree	27	25.5%
Agree	56	52%
Neither	19	17.9%
Disagree	4	3.8%
Strongly disagree	NA	NA

27 of frequency strongly agree ,56 of frequency agree 19 of frequency neither agree or disagree ,4 of frequency disagree that diligence of work effectively.

11. Suggestions are taken at all levels for development

106 responses

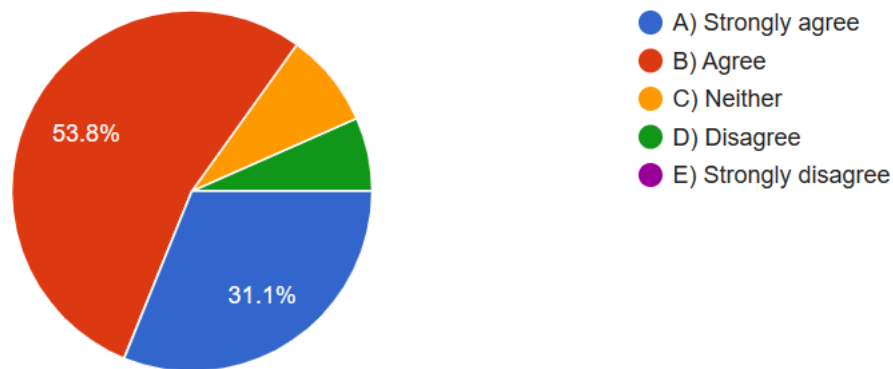


	Frequency	Percentage
Strongly agree	33	31.1%
Agree	53	50%
Neither	10	9.4%
Disagree	8	7.5%
Strongly disagree	2	1.9%

It shows that suggestions taken for all levels of development 33 of the frequency strongly agree, 53 of the frequency agree. 10 neither yes or no, 8 disagree, 2 strongly disagree.

12. Welfare facilities are effectively provided to the employee

106 responses

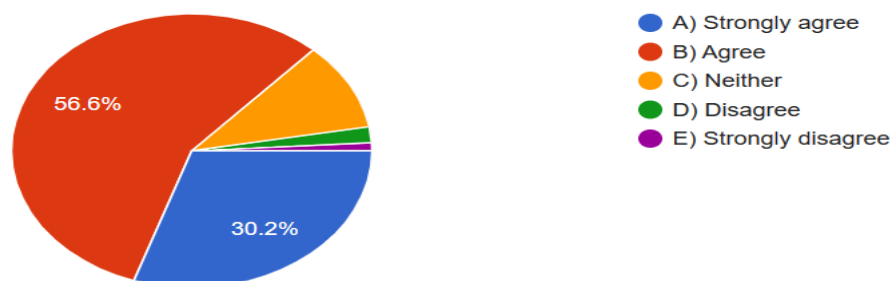


	Frequency	Percentage
Strongly agree	33	31.1%
Agree	57	53.8%
Neither	9	8.5%
Disagree	7	6.6%
Strongly disagree	NA	NA

In the company welfare facilities effectively provided 31.1% strongly agree, 53.8% agree, 8.5% neither yes or no, 6.6% disagree.

13. Training programs for employees are carried out regularly.

106 responses



	Frequency	Percentage
Strongly agree	32	30.2%
Agree	60	56.6%
Neither	11	10.4%
Disagree	2	1.9%
Strongly disagree	1	0.9%

It shows that 92 of frequency agree that training carried out regularly.

HYPOTHESIS TESTING

- Null Hypothesis (H0): There is no significant correlation between employee engagement and job satisfaction in the PCBL.
- Alternative Hypothesis (H1): There is a significant positive correlation between employee engagement and job satisfaction in the PCBL.

➤ Correlation Analysis:

Correlations				
		WC TOTAL	TP TOTAL	JR TOTAL
Work Culture TOTAL	Pearson Correlation	1	.977**	.973**
	Sig. (2-tailed)		0	0
	N	106	106	106
Training Program TOTAL	Pearson Correlation	.977**	1	.981**
	Sig. (2-tailed)	0		0
	N	106	106	106
Job Responsibilities TOTAL	Pearson Correlation	.973**	.981**	1
	Sig. (2-tailed)	0	0	
	N	106	106	106
**. Correlation is significant at the 0.01 level (2-tailed).				

Correlation coefficients will be calculated to examine the work Culture, Training Program, Job Responsibilities.

The correlation coefficients provided in the table indicate the strength and direction of the relationships between three variables: Work Culture (WC), Training Program (TP), and the Job Responsibilities (JR).

Work Culture:

The Pearson correlation coefficient between WC TOTAL and TP TOTAL is 0.977, which indicates a very strong positive correlation.

The p-value associated with this correlation is less than 0.01 ($p < 0.01$), indicating that this correlation is statistically significant at the 0.01 level.

This means that there is a highly significant positive relationship between employee engagement and job satisfaction. In simpler terms, as employee engagement increases, job satisfaction tends to increase as well.

Training Program:

The Pearson correlation coefficient between TP TOTAL and JR TOTAL is 0.981, which also indicates a very strong positive correlation.

The p-value associated with this correlation is also less than 0.01 ($p < 0.01$), indicating that this correlation is statistically significant at the 0.01 level.

This implies that there is a highly significant positive relationship between job satisfaction and the combined score of employee engagement and job satisfaction.

7. RESULTS AND FINDINGS

- The analysis of the survey data reveals insights into the current state of employee wellbeing and stress levels in contemporary workplaces. The majority of respondents, 47.2%, fall within the 20-30 age range, indicating a youthful workforce. Additionally, 42.1% feel moderately affected by the overall workplace environment, while 26.2% report a high impact on stress levels.
- The study delves into the key determinants of employee well-being and stress, particularly within the context of HR practices and policies. The Experience shows 22%, ten plus Years of Experience respondents, and 32.1% 4-6 Years, respondents. Notably, 31.8% find HR policies moderately effective, while 29.9% consider them quite effective. The diverse opinions reflect varying perceptions of HR's role in supporting employee well-being.
- The impact of HR-driven evaluation on employee well-being, stress reduction, and overall job satisfaction is explored in the third objective. The linear regression analysis indicates a significant relationship between employees' perception of the workplace environment (Q1) and their Effective Work Culture (Q3). Similarly, there is a company gives the Required materials, Resources, and technologies (Q5) and their follows strategic objectives (Q11). However, Training Program for employee are carried out regularly.

8. LIMITATIONS

Limitations of the current study include the potentially limited sample size, which may restrict the generalizability of the findings. Additionally, the cross-sectional design of the research could hinder the establishment of causal relationships. There might also be issues related to the measurement of variables, such as reliance on self-reported data, which could introduce bias. Furthermore, the study may not fully consider all contextual factors that could impact the relationship between employee engagement and its effect on job satisfaction.

8. CONCLUSION AND SUGGESATIONS

In conclusion, this study provides a comprehensive overview of employee well-being and stress levels in contemporary workplaces, highlighting the pivotal role of HR practices. The findings underscore the need for organizations to tailor well-being initiatives to diverse demographics, acknowledging the impact of age and gender on employee experiences. The correlation between HOW TO IMPROVE EMPLOYEE SATISFACTION. To further enhance the study's impact, future research should consider incorporating qualitative methods, adopting a longitudinal approach, and analyzing organizational culture. These suggestions aim to deepen the understanding of the complex interplay between workplace dynamics and employee well-being. Overall, this study serves as a foundation for organizations seeking to create supportive environments and foster employee satisfaction and resilience.

Suggestions:

1. **Compensation and Benefits:** A significant proportion of employees expressed dissatisfaction with their current compensation and benefits package, citing it as a primary reason for low morale.
2. **Work-Life Balance:** Many employees reported feeling overwhelmed by workload and expressed a desire for greater flexibility in work arrangements to achieve a better work-life balance.
3. **Career Development Opportunities:** A lack of clear career advancement paths and professional development opportunities emerged as a major concern among employees, leading to feelings of stagnation and frustration.
4. **Organizational Culture:** Employee perceptions of organizational culture varied, with some praising the company's inclusive and supportive environment, while others criticized aspects of hierarchical structures and communication.

Questionnaire:

NAME: _____

AGE:

- A) 18-29 B) 30-39 C) 40-55 D) 55+ years

GENDER:

- A) Male B) Female

EXPERIENCE:

- A) Less than a year B) 1-3 years C) 4-6 years D) more than ten years

INCOME:

- A) Under 3 LPA B) 4-6 LPA C) 6-8 LPA D) UP to 8 LPA

DESIGNATION: _____

1. The company has an effective work culture

- A) Strongly agree B) Neither C) Agree D) disagree E) Strongly disagree

2. The organization is open to the change

- A) Strongly agree B) Neither C) Agree D) Disagree E) Strongly disagree

3. Communication is effective and timely among the employee

- A) Strongly agree B) Neither C) Agree D) Disagree E) Strongly disagree

4. Delegation of work is effective in the organization

- A) Strongly agree B) Neither C) Agree D) Disagree E) Strongly disagree

5. The company gives required materials, resources, and technologies to your job

- A) Strongly Agree B) Neither C) Agree D) Disagree E) Strongly disagree

6. The Job responsibilities are clearly defined

- A) Strongly agree B) Neither C) Agree D) Disagree E) Strongly disagree

7. The company follows strategic objectives

- A) Strongly agree B) Neither C) Agree D) Disagree E) Strongly disagree

8. Management involves in the success of personal growth and professional growth

- A) Strongly agree B) Neither C) Agree D) Disagree E) Strongly disagree

9. The company creates an atmosphere of work-life balance

- A) Strongly agree B) Neither C) Agree D) Disagree E) Strongly disagree

10. Involvement of employees is effective in the decision-making process

- A) Strongly agree B) Neither C) Agree D) Disagree E) Strongly disagree

11. Feedback is communicated in the organization for employees' salubrity and indispensable changes are made

- A) Strongly agree B) Neither C) Agree D) Disagree E) Strongly disagree

12. The company recognizes that diligence works effectively.

- A) Strongly agree B) Neither C) Agree D) Disagree E) Strongly disagree

13. Suggestions are taken at all levels for development

- A) Strongly agree B) Neither C) Agree D) Disagree E) Strongly disagree

14. Welfare facilities are effectively provided to the employee

- A) Strongly agree B) Neither C) Agree D) Disagree E) Strongly disagree

15. Training programs for employees are carried out regularly.

- A) Strongly agree B) Neither C) Agree D) Disagree E) Strongly disagree

Reference

- Aziri, B. (2011). Job satisfaction: A literature review. *Management research & practice*, 3(4).
- Hartika, A., Fitridiani, M., & Asbari, M. (2023). Analisis Penerapan ISO 9001: 2015 di Rumah Sakit: Sebuah Narrative Literature Review. *Journal of Information Systems and Management (JISMA)*, 2(3), 16-24.
- Saputra, F., & Mahaputra, M. R. (2022). Effect of job satisfaction, employee loyalty and employee commitment on leadership style (human resource literature study). *Dinasti International Journal of Management Science*, 3(4), 762-772.
- Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. *American journal of community psychology*, 13(6), 693.
- Halidu, S. K., Adebayo, O. A., Chikezie, J., Sodiya, O. M., & Bobadoye, A. O. (2020). Practices of employee relations and job satisfaction in forestry research institute of Nigeria, Nigeria. *KIU Interdisciplinary Journal of Humanities and Social Sciences*, 1(2), 406-415.
- Kerschen, A. M., Armstrong, E. P., & Hillman, T. N. (2006). Job satisfaction among staff, clinical, and integrated hospital pharmacists. *Journal of pharmacy practice*, 19(5), 306-312.
- George, E., Louw, D., & Badenhorst, G. (2008). Job satisfaction among urban secondary-school teachers in Namibia. *South African Journal of Education*, 28(2), 135-154.
- Sidik, M. H. M., Ab Hamid, M. R., Ibrahim, A., & Ali, Z. M. (2017). Theoretical support for staff satisfaction in higher education institutions: A conceptual framework. *Journal of Quality Measurement and Analysis JQMA*, 13(2), 1-16.

- Muwanguzi, E. (2022). *Applicability of Smerek and Peterson's Assessment Model in analyzing Job Satisfaction among the Academic Staff at Makerere University* (Doctoral dissertation, Makerere University).
- Abbas, Q., & Awan, S. H. (2017). Impact of organizational politics on employee performance in public sector organizations. *Pakistan Administrative Review*, 1(1), 19-31.
- Poon, J. M. (2004). Effects of performance appraisal politics on job satisfaction and turnover intention. *Personnel review*, 33(3), 322-334.
- Ferris, G. R., Rogers, L. M., Blass, F. R., & Hochwarter, W. A. (2009). Interaction of job-limiting pain and political skill on job satisfaction and organizational citizenship behavior. *Journal of Managerial psychology*, 24(7), 584-608.
- Kenny, P., Reeve, R., & Hall, J. (2016). Satisfaction with nursing education, job satisfaction, and work intentions of new graduate nurses. *Nurse education today*, 36, 230-235.
- Dall'Ora, C., Griffiths, P., & Ball, J. (2016). Twelve-hour shifts: burnout or job satisfaction?. *Nursing times*, (3), 1-2.
- Morge, N. C. (1953). Satisfaction in the white collar Job, An Arbor institute of worth Regear. *Journal of Applied Psychology*, 2(1), 45-49.
- Prasad, K. S., & Rashed, R. A. A. An Empirical Study of Job Satisfaction in Public and Private Organizations in Different Countries. *Postgraduate Department of Business Management*, 28.
- Weissenberg, P., & Gruenfeld, L. W. (1968). Relationship between job satisfaction and job involvement. *Journal of Applied psychology*, 52(6p1), 469.
- Jawa, S. (1971). Anxiety and job satisfaction. *Indian Journal of Applied Psychology*, 8(2), 70-71.
- Vagh, R. S. (2010). *A comparative study of job satisfaction among the employees, based on selected background variables, of Municipal Corporation in Gujarat: A study of Saurashtra Region* (Doctoral dissertation, Saurashtra University).
- Adeniji, A. A. (2011). *Organizational climate and job satisfaction among academic staff in some selected private universities in southwest Nigeria* (Doctoral dissertation, Covenant University).

