

JOB SATISFACTION AMONG THE EMPLOYEE IN THE SUNDARAM INDUSTRIES PRIVATE LIMITED

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Abstract

The study is undergone at SUNDARAM INDUSTRIES PRIVATE LIMITED ROYAPETTAH, CHENNAI The project focuses on the employee's job satisfaction level. Job satisfaction refers to one's feelings towards one's job. If the employee's expectations are fulfilled (or) the employees get higher than what he/she feels with with satisfied. If job satisfaction increases organization commitment will increase This results in higher productivity. The main objectives of this paper are to assess the job satisfaction: to identify the effectiveness of job satisfaction and find out the several factors like personal and organizational factors influencing job satisfaction: to identify the effectiveness of job satisfaction and to find out the several factors like personal and organizational factors influencing job satisfaction of employees. In this study, 95 no's of respondents were been taken as a sample. Percentage analysis and chi-square have been incorporated for research analysis. The study helped in revealing the level of satisfaction of employees concerning the various factors provided in the organization. This study clearly shows that employees under organization are more or

less satisfied with the job. The organization should consider the salary, relationship of employees and supervisors, grievance handling, and give more opportunities to the new employees.

INTRODUCTION

Job is one of the important elements of people's life. Their living style and their social lives depend on their jobs. Therefore, every organization must have a satisfied workforce. Nowadays, the private sector plays a significant role in uplifting the economy of Pakistan. They are not only providing good services but are also providing job opportunities to a large group of people. Keeping in view the contribution of the private sector to society and the significant role of job satisfaction to improve the employees' performance, the present study aims to know the job satisfaction of employees and its relationship with the performance level. There is a general understanding that the overall productivity and success of an organization depends on the effective and efficient performance of employees and that better performance depends on the employees' job satisfaction. For that purpose, researchers have identified various aspects of job satisfaction, its relative importance, and its relationship with performance and productivity.

Job satisfaction is the positive and negative feelings of an employee

towards his job or it is the amount of happiness connected with the job. Therefore, job satisfaction is one of the most widely spread researched topics in the field of organizational psychology. According to Locke, job satisfaction is the positive and enjoyable feeling that results from the evaluation of one's job or job experience.

It is observed from the previous studies that when an employee is satisfied, he will perform at his level best to achieve the organizational objectives. Highly satisfied employees are usually regular and punctual, more productive, more committed, and more satisfied in their lives. For that purpose, to boost the level of job satisfaction to improve performance, employees should be given opportunities for advancement, i.e., pay scales, participation of the employees in policy-making, and taking efforts to increase organizational commitment. Similarly, safety and good relationships with supervisors and co-workers are the biggest satisfiers nature of the job, way of supervision, job security, recognition, and advancement are important factors for employees' organizational

commitment. Likewise, participation of employees in pension, profit-sharing plans, and job security is positively correlated with job satisfaction, whereas many studies have recommended opportunity for professional development as the biggest determinant of job satisfaction.

Job satisfaction is one of the complex areas, consisting of various kinds of feelings and conditions. As the environment becomes competitive and complex day by day, the importance of job satisfaction and its relationship with employees' performance also increases. The aim of the present research is therefore to study the satisfaction and performance level of three major professions, i.e., doctors, bankers, and university teachers of Peshawar. Health, which is one of the essential industries of both public

Definition:

Job satisfaction or employee satisfaction is a measure of workers' contentedness with their job, whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Job satisfaction can be measured in cognitive (evaluative), affective (or emotional), and behavioral components. Researchers have also

noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction). or cognitions about the job (cognitive job satisfaction). One of the most widely used definitions in organizational research is that of Edwin A. Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job. It is assessed at both the global level (whether the individual is satisfied with the job overall), or at the facet level (whether the individual is satisfied with different aspects of the job). Spector (1997) lists 14 common facets: appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security, and supervision. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job

- 1) An affective reaction to one's job
- 2) An attitude towards one's job

3) Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affected (emotion), belief, and behaviors

4) This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors

Research Problem:

- The respondents were unable to respond due to personal bias.
- Some information cannot be accessed due to its confidential nature.
- The respondents are less interested in answering the questionnaire, as it is an interruption to their regular work.
- Time was the main constraint.

Research Methodology:

The present study on Job Satisfaction among the Employees in Sundaram Industries Private Limited adopts a quantitative and descriptive research design, supported by survey methods. The primary objective of the methodology is to measure the overall job satisfaction of employees and to

examine the impact of various factors such as pay and benefits, work environment, supervision and leadership, recognition and rewards, career growth opportunities, and work-life balance on employee satisfaction. The study population comprises all full-time employees of Sundaram Industries Pvt. Ltd., covering different departments, roles, and tenure levels. A stratified random sampling technique is proposed to ensure representation across different categories of employees, and the target sample size is around 200–250 respondents, which is statistically sufficient given the employee strength of the company. Data collection will be carried out using a structured questionnaire based on a 5-point Likert scale, including sections on demographics, job satisfaction factors, and overall outcomes like organizational commitment and turnover intention. The questionnaire will be adapted from validated instruments such as the Minnesota Satisfaction Questionnaire and Spector's Job Satisfaction Survey, and a pilot test will be conducted with 25–30 employees to check clarity and reliability before the final rollout.

The study emphasizes reliability and validity by conducting Cronbach's alpha for internal consistency and factor

analysis for construct validity. For data analysis, both descriptive and inferential statistics will be applied. Descriptive measures such as mean, standard deviation, and percentage distribution will be used to summarize employee responses. Inferential tools such as t-tests, ANOVA, correlation, and multiple regression analysis will be applied to examine relationships between independent variables (pay, recognition, supervision, etc.) and the dependent variable (overall job satisfaction). Additionally, regression models may be used to test whether job satisfaction significantly influences employee turnover intention and organizational commitment. Ethical considerations such as informed consent, confidentiality, and voluntary participation will be strictly followed throughout the research process.

The methodology also acknowledges certain limitations such as reliance on self-reported data, potential social desirability bias, and restricted generalizability since the study is confined to a single organization. Nevertheless, the approach ensures systematic data collection, reliable analysis, and actionable insights that can help the management of Sundaram Industries Pvt. Ltd. implement HR

interventions to enhance employee satisfaction.

II.LITERATURE REVIEW

Job satisfaction can be defined as a sense of employee achievements and success- es. It is generally believed that it is directly related to productivity and work performance, as well as to personal well-being. Job satisfaction means doing the work one likes, doing it well, and being rewarded for own efforts (Kaliski, 2007; Aziri, 2011). People can also have different approaches to various aspects of their work, such as the type of work they are doing, colleagues, superiors, or subordinates, and their salary (George and Jones, 2008). Different motivation styles and leadership styles can work differently for every employee, resulting in increased work performance and job satisfaction. Therefore, job satisfaction is an essential element in motivating employees and encouraging them to achieve better results (Raziq and /Maul b7/akhsh, 2015). Ostroff (1992) says that employee satisfaction is of great importance not only for employees but also for the entire organization. Because satisfied employees are usually happy and motivated to work, consequently the organization can get amazing results from their work, from the other side, those dissatisfied employees will not be

encouraged and will be disturbed by their work routine, they will run away from responsibility and even avoid work (sick leave, days off, etc.) (Judge, et al., 2001). Job satisfaction is considered one of the main factors of the effectiveness and efficiency of business organizations. The new managerial paradigm, which insists that employees should be treated primarily as someone who have their own needs and personal desires, is a very good indicator of the importance of Job satisfaction in modern enterprises. Analyzing job satisfaction, it can be concluded that a satisfied employee is a happy employee and a happy employee is a successful employee (Aziri, 2011). The availability of superiors at the time of need, the ability to connect with employees, stimulating creative thinking and knowledge of values, openness in the eyes of employees, and the ability to communicate with employees are basic features of supervision. Various researches have shown that with good and effective supervisors, the level of employee satisfaction was high, while with poorer communication skills, the level of employee dissatisfaction was high (Schroffel, 1999; Raziq and Maul bakhsh, 2015).

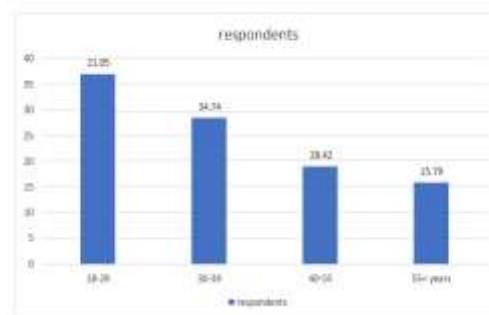
Rötze claims that there are four determinants influencing employee

satisfaction: “supervisor/leader”, “job design”, “workplace environment” and “performance pay”. According to his research, the factor supervisor/leader has not a so strong impact on motivation but is crucial for job-design satisfaction and affects the level of satisfaction with performance pay very much (Brenninger, 2015). So it can be claimed that managers can influence employee satisfaction, commitment, and performance through appropriate leadership styles.

III.DATA ANALYSIS AND INTERPRETATION

Age of respondents

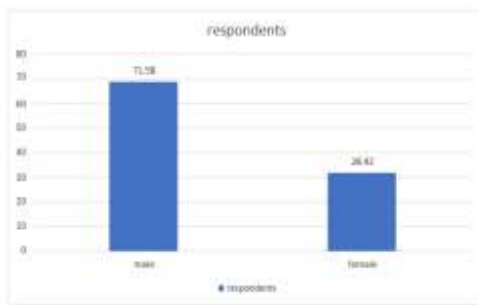
| AGE | NO. OF RESPONDENTS | PERCENTAGE |
|-----------|--------------------|------------|
| 18-29 | 30 | 31.05 |
| 30-39 | 33 | 34.74 |
| 40-55 | 27 | 28.42 |
| 55+ years | 15 | 15.79 |
| Total | 95 | 100 |



Interpretation

The above table interpreted that 36.84% of respondents are of the age group 18-29, 28.42% of them belong to the age group 30-39 and 18.95% belong to the age group 40-55 and 15.79 are the age group of 55+years.

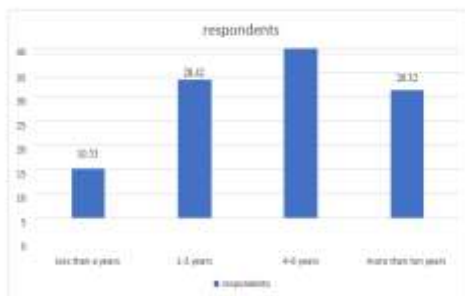
| GENDER | NO. OF RESPONDENTS | PERCENTAGE |
|--------|--------------------|------------|
| Male | 68 | 71.58 |
| Female | 27 | 28.42 |
| Total | 95 | 100 |



Interpretation:

The above table interpreted that 68.42% were respondent male, 32.58% were respondent's female

| OPTIONS | NO. OF RESPONDENTS | PERCENTAGE |
|---------------------|--------------------|------------|
| Less than a year | 10 | 10.53 |
| 1-3 years | 27 | 28.42 |
| 4-6 years | 33 | 34.74 |
| More than ten years | 25 | 26.32 |
| Total | 95 | 100 |

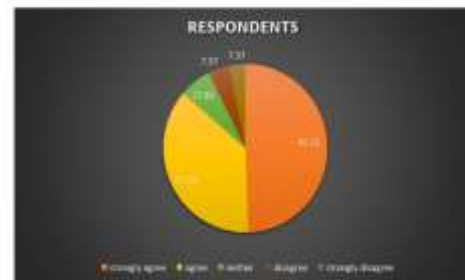


INTERPRETATION:

From the above table, 10.53% of employees have working experience in less than a year, and 28.42% of employees have the working experience in 1-3 years. Between 34.74% of employees have the working experience in 4-6, at the time 26.32% of employees

have the working experience of more than 10 years in this organization.

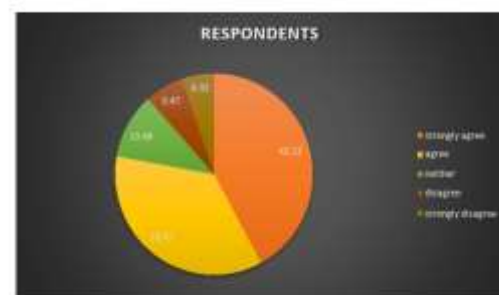
| OPTIONS | NO. OF RESPONDENTS | PERCENTAGE |
|-------------------|--------------------|------------|
| Strongly agree | 40 | 42.11 |
| Agree | 24 | 25.26 |
| Neither | 17 | 17.89 |
| Disagree | 7 | 7.37 |
| Strongly disagree | 7 | 7.37 |
| Total | 95 | 100 |



INTERPRETATION:

From the above table, 49.47% of the employees strongly agree that the delegation of work is effective in the organization and 36.84% of employees agree, 6.32% of employees neither, 4.12% of employees disagree, and 3.16% employees strongly disagree.

| OPTIONS | NO. OF RESPONDENTS | PERCENTAGE |
|-------------------|--------------------|------------|
| Strongly agree | 40 | 42.11 |
| Agree | 27 | 28.42 |
| Neither | 13 | 13.68 |
| Disagree | 9 | 9.47 |
| Strongly disagree | 6 | 6.32 |
| Total | 95 | 100 |



INTERPRETATION

From the above table, 42.11% of the employees strongly agree in employees are effective in the decision-making process and 28.42% of employees agree, 13.68% of employees neither, 9.47% of employees disagree, and 6.32% employees strongly disagree.

IV.FINDINGS

1. Majority of 36.84% of respondents are aged below
2. From the survey 68.42 pf respondents are male and 31.58 are females
3. 44.21% of employees strongly agree the organization is open to the change
4. 41.05% of employees strongly agree that the company has an effective work culture
5. The majority of employees are satisfied that the communication is effective among people
6. 49.47% of employees strongly agree delegation of work is effective
7. 56.84% of employees are highly satisfied that the organization provide all kind of required materials
8. 49.47% of employees are satisfied that the job responsibilities are defined
9. The overall employees accepted the company follows the strategic objectives
10. 46.32% of employees agreed that management involves success in personal growth and professional growth.
11. 46.32% of employees strongly agree that the company creates an atmosphere of work-life balance
12. 42.11% of employees are highly satisfied with their involvement ineffective the organization
13. 49.47% of the majority of the employees accepted the feedback communication among the employees is made indispensable changes.
14. 42.11% of employees strongly agree that the recognized religions work effectively.
15. 52.53% of employees are highly satisfied that the welfare facilities are provided.
16. The majority of employees are strongly agreeing the training program are carried out regularly.

V.CONCLUSION

The study was conducted to find out the link between job satisfaction and the performance of employees working in private organizations. While studying

the relationship of job satisfaction with different variables such as qualification, gender, occupation, family system, and marital status, it is concluded that job satisfaction has no significant association with gender, qualification, family system, as well as marital status. It is determined from the study that job satisfaction is significantly correlated with the occupation of employees. Hence, medical doctors are more satisfied with their jobs as compared to teachers and bankers. Furthermore, it is also concluded from the above results that the performance of satisfied employees is superior as compared to dissatisfied employees. Hence, the above results suggested that to improve the performance of employees such as quality of work, productivity, and leadership qualities, organizations should consider obvious factors of job satisfaction. Based on the above points we can say that employee attitudes typically reflect the morals of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public. So, every organization should develop strategies that strengthen the work environment and increase employee morale and employee satisfaction to enhance employee performance and

productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

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