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# A STUDY ON EMPLOYEE ENGAGEMENT THROUGH JOB SATISFACTION

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## ABSTRACT

Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction: some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company. (The quality of the working conditions, leadership and social relationships, and the job itself) Job itself refers to the variety of tasks involved, the interest and the challenge the job generates, and the clarity of the job description or requirements.

The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attitude which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs.

**KEYWORDS**: Employee Engagement through Job Satisfaction

## INTRODUCTION

### Objectives of Job Satisfaction

The main aims, goals and objectives of employee satisfaction are;

- To provide an opportunity and comprehensive framework for the development of HR in an organization for full expression of their latent and manifest potentials.
- To locate, ensure, recognize and develop the enabling capabilities of the employees in the organization in relation to their present and potential roles.
- To develop the constructive mind and an overall personality of the employees.
- To develop the sense of team spirit, team work and inter team collaboration.
- To develop the organizational health, culture and effectiveness.
- To humanize the work in the organization.

- To develop dynamic human relationship, and
- To generate systematic information about human resources.

**Need For Study**

- To study and examine whether the respondents are satisfied with their jobs.
- To analyze various factors that lead to employee satisfaction.
- To review the policies of the company based on the employee perspective and management perspective.
- The results of this research emphasize to employers and employees how much workers value both the support of management and having good relationship with their fellow workers.

**Statement of Problem**

- To study and examine whether the respondents are satisfied with their jobs.
- To analyze various factors that lead to employee satisfaction.
- To review the policies of the company based on the employee perspective and management perspective.

## RESEARCH METHODOLOGY

**Research Design**

The researcher has selected the Ex-post facto research design which aims to collect data with a definite purpose. The main characteristic of this research design is that the researcher has no control over the variable. Research design is the basic framework that provides guidelines for the rest of research process. It is a map or blue print to which the research is to be conducted.

**Sample**

The sample size taken for the study is 50. Questionnaires were prepared and distributed to both male and female employees in the organization. Respondents were properly educated to reveal the facts existing in the Organization to make the study more effective. As most of the engineers work in the construction site, questionnaires were distributed at the site itself and later they were collected.

**Data Analysis and Interpretation**

**Table 1: Shows the Gender Wise Distribution of the Respondents**

| Group | Respondents | (%) |
|---|---|---|
| Male | 34 | 68% |
| Female | 16 | 32% |
| **Total** | **50** | **100%** |

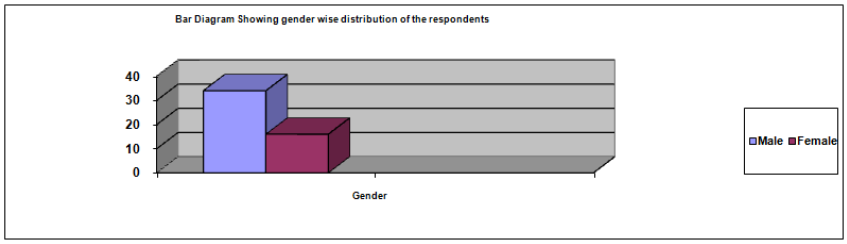


**Figure 1**

**Table 2: Shows the Age Wise Distribution of the Respondents**

| Age | Respondents | (%) |
|---|---|---|
| 19 – 25 | 0 | 0% |
| 26 – 34 | 4 | 8% |
| 35 – 40 | 14 | 28% |
| 41 and Above | 32 | 64% |
| **Total** | **50** | **100%** |

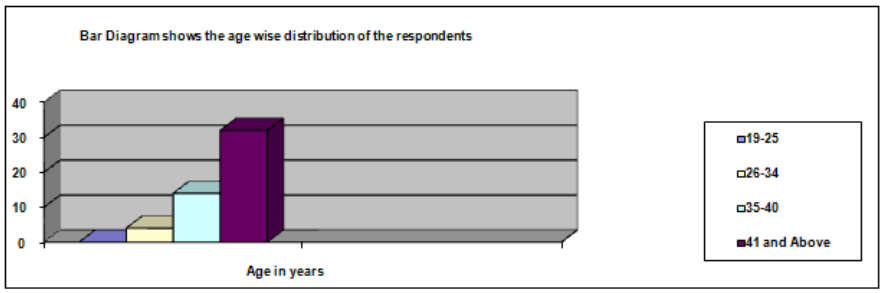


**Figure 2**

**Table 3: Shows the Education Wise Distribution of the Respondents**

| Education | Respondents | (%) |
|---|---|---|
| Post Graduate | 3 | 6% |
| Graduate | 22 | 44% |
| Diploma | 25 | 50% |
| **Total** | **50** | **100%** |

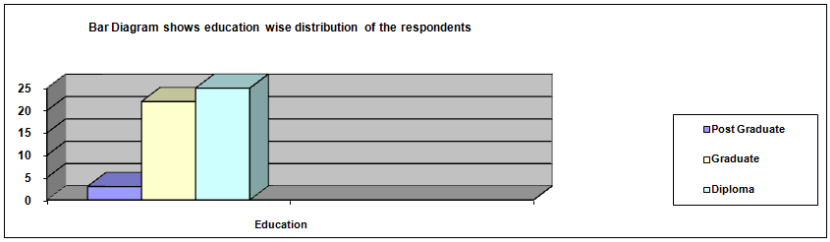


**Figure 3**

**Table 4: Shows Salary Wise Distribution of the Respondents**

| Employee Salary | Respondents | (%) |
|---|---|---|
| 60000 to 100000 | 5 | 10% |
| 100001 to 150000 | 14 | 28% |
| 150001 and Above | 31 | 62% |
| **Total** | **50** | **100%** |

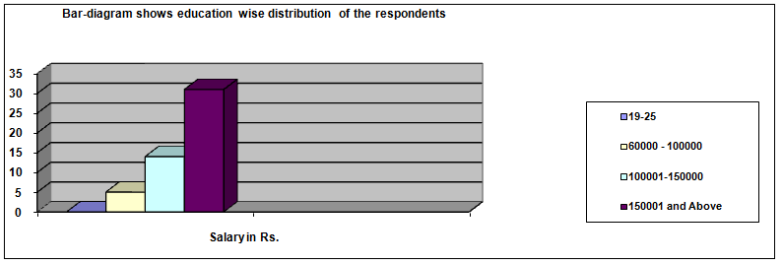


**Figure 4**

**Table 5: Shows the Experience Wise Distribution of the Respondents**

| Service Length | Respondents | (%) |
|---|---|---|
| Less than 1 | 6 | 12% |
| 2 to 3 | 13 | 26% |
| 4 to 6 | 15 | 30% |
| 7 and Above | 16 | 32% |
| **Total** | **50** | **100%** |

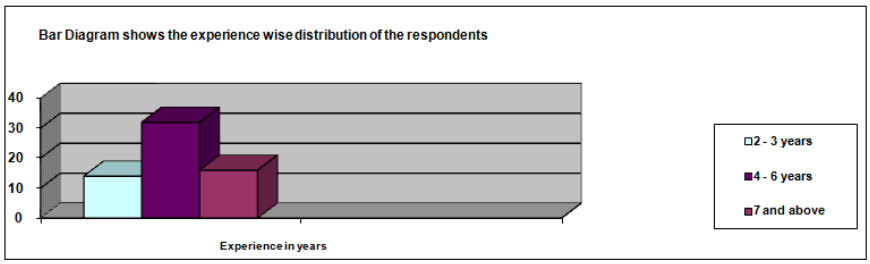


**Figure 5**

**Table 6: Shows Significance of Mean Difference between Male and Female Respondents on Relationship with Team Members**

| Group | N | Mean X | S.D | M.D | S.E | "T" Value |
|---|---|---|---|---|---|---|
| Male | 34 | 10.26 | 1.71 | 1.54 | 0.84 | 1.325 NS |
| Female | 16 | 11.8 | 3.14 | | | |

NS – Not Significant

The above table shows the significance of mean difference between male and female respondents on the relationship with team members. The obtained't' value 1.325 is insignificant. The value shows that there is no significance difference between male and female respondents on relationship with team members. This indicates that both the genders had a similar impact on the relationship with team members.

Therefore, the stated hypothesis (No: 1) that "there is no significant difference between the male and female respondents on the relationship with team members" is accepted.

**Table 7: Shows Significance of Mean Difference between Male and Female Respondents on Organization Policies and Goals**

| Group | N | Mean X | S.D | M.D | S.E | "T"-Value |
|---|---|---|---|---|---|---|
| Male | 34 | 6.91 | 2.01 | 1.15 | 0.68 | 1.690 NS |
| Female | 16 | 8.06 | 2.35 | | | |

NS – Not Significant

The above table shows the significance of mean difference between male and female respondents on the organization goals and policies. The obtained 't' value 1.690 is insignificant. The value shows that there is no significance difference between male and female respondents on Organization policies and goals. This indicates that both the genders had a similar impact on the Organization goals and policies.

Therefore, the stated hypothesis (No: 2) that "there is no significant difference between the male and female respondents on the organization polices and goals" is accepted.

**Table 8: Shows Significance of Mean Difference between Male and Female Respondents on Organization Culture and Welfare Activities**

| Group | N | Mean X | S.D | M.D | S.E | "T"-Value |
|---|---|---|---|---|---|---|
| Male | 34 | 7.65 | 2.73 | 2.16 | 0.78 | **3.025 |
| Female | 16 | 9.81 | 2.17 | | | |

S – Significant at 0.01 level

The above table shows the significance of mean difference between male and female respondents on the Organization culture and welfare activities. The obtained't' value 3.025 is significant. The value shows that there is significance difference between male and female respondents on Organization culture and welfare activities. This indicates that both the genders had a varied impact on organization culture and welfare activities.

Therefore, the stated hypotheses (No: 3) that "there is no significant difference between the male and female respondents on the Organization culture and welfare activities" is rejected.

**Table 9: Shows Significance of Mean Difference between Male and Female Respondents on Compensation and Benefits**

| Group | N | Mean X | S.D | M.D | S.E | "T"-Value |
|---|---|---|---|---|---|---|
| Male | 34 | 5.32 | 1.36 | 0.32 | 0.41 | 0.801 NS |
| Female | 16 | 5.00 | 1.32 | | | |

NS – Not Significant

The above table shows the significance of mean difference between male and female respondents on Compensation and benefits. The obtained't' value 0.801 is insignificant. The value shows that there is no significance difference between male and female respondents on Compensation and benefits. This indicates that both the genders had a similar impact on Compensation and benefits.

Therefore, the stated hypotheses (No: 4) that "there is no significant difference between the male and female respondents on Compensation and benefits" is accepted.

**Table 10: Shows Significance of Mean Difference between Male and Female Respondents on Motivation**

| Group | N | Mean X | S.D | M.D | S.E | "T"-Value |
|---|---|---|---|---|---|---|
| Male | 34 | 30.71 | 2.96 | 1.59 | 0.0.97 | 1.638 NS |
| Female | 16 | 29.12 | 3.28 | | | |

NS – Not Significant

The above table shows the significance of mean difference between male and female respondents on Motivation. The obtained't' value 1.638 is insignificant. The value shows that there is no significance difference between male and

female respondents on Motivation. This indicates that both the genders had a similar impact on Motivation.

Therefore, the stated hypotheses (No: 5) that "there is no significant difference between the male and female respondents on Motivation" is accepted.

**Table 11: Shows Significance of Mean Difference between Male and Female Respondents on Safety**

| Group | N | Mean X | S.D | M.D | S.E | "T"-Value |
|---|---|---|---|---|---|---|
| Male | 34 | 8.44 | 2.27 | 2.25 | 0.68 | 3.320** |
| Female | 16 | 10.69 | 2.21 | | | |

** – Significant at 0.01 level

The above table shows the significance of mean difference between male and female respondents on Safety. The obtained't' value 3.320 is significant at 0.01 level. The value shows that there is significance difference between male and female respondents on Safety aspects of the Organization. This indicates that both the genders had a varied impact on the safety aspects.

Therefore, the Stated hypotheses (No: 6) that "there is no significant difference between the male and female respondents on the relationship with team members" is rejected.

**Table 12: Shows ANOVA for Different Experience Levels of the Respondent on the Variable "Relationship with Team Members"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 33.98 | 11.33 | 2.33 NS |
| Within Group | 46 | 223.80 | 4.87 | |
| **Total** | **49** | **257.78** | | |

NS – Not Significant

The above table shows ANOVA for different experience levels of the respondents on relationship with team members. Further the table reveals the "F" value 2.33 which is insignificant. The value indicates that there is no significant difference among difference experience levels of the respondent on the variable relationship with team members.

Hence, the states hypothesis (No: 6) that "there is no significant difference among the different experience levels on relationship with team members" is accepted.

**Table 13: Shows ANOVA for Different Experience Levels of the Respondent on the Variable "Organization Policies and Goals"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 54.83 | 18.28 | 4.80** |
| Within Group | 46 | 175.25 | 3.81 | |
| **Total** | **49** | **230.08** | | |

**Significant at 0.01 level

The above table shows ANOVA for different experience levels of the respondent on Organization policies and goals. Further the table reveals the "F" value 4.80 which is significant at 0.01 level. The value indicates that there is significant difference among difference experience levels of the respondent on the Organization goals and policies.

**Table 14: Mean and Variability of the Experience Levels of the Respondent on Organizational Policies and Goals**

| Experience Level | N | Mean | Variance | Sd |
|---|---|---|---|---|
| 1 | 6 | 9.33 | 10.27 | 3.20 |
| 2 | 13 | 6.54 | 1.77 | 1.33 |
| 3 | 15 | 8.07 | 4.92 | 2.22 |
| 4 | 16 | 6.38 | 2.25 | 1.50 |
| **Total** | **50** | **7.28** | **4.70** | **2.17** |

The above table (No) shows mean and SD for different experience levels of the respondents on the variable "Organization Policies and Goals". Table shows the mean value for experience level 1 to be highest (less than a year of experience) and for experience level 4 the mean is low.

Hence the stated hypotheses (No: 6) that "there is no significant difference among the different experience levels on Organization goals and policies" is rejected.

**Table 15: Shows ANOVA for Different Experience Levels of the Respondent on the Variable "Organizational Culture and Activities"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 81.89 | 27.30 | 4.40** |
| Within Group | 46 | 285.33 | 6.20 | |
| **Total** | **49** | **367.22** | | |

**Significant at 0.01 level

The above table shows ANOVA for different experience levels of the respondent on Organizational culture and welfare activities. Further the table reveals the "F" value 4.40 which is significant. The value indicates that there is significant difference among difference experience levels of the respondents on the variable Organizational culture and welfare.

**Table 16: Mean and Variability of the Experience Levels of the Respondent on Organizational Culture and Welfare Activities**

| Group | N | Mean | Variance | SD |
|---|---|---|---|---|
| 1 | 6 | 10.67 | 13.87 | 3.72 |
| 2 | 13 | 6.46 | 1.94 | 1.39 |
| 3 | 15 | 8.67 | 8.81 | 2.97 |
| 4 | 16 | 8.69 | 4.63 | 2.15 |
| **Total** | **50** | **8.34** | **7.49** | **2.74** |

The above table (No) shows mean and SD for different experience levels of the respondents on the variable "Organization Culture and Welfare activities". Table shows the mean value for group 1 to be highest (less than a year of experience) and for group 2 the mean is low.

Hence, the stated hypotheses (No: 6) that "there is no significant difference among the different experience levels on Organizational culture and welfare activities" is rejected.

**Table 17: Shows ANOVA for Different Experience Levels of the Respondent on the Variable "Compensation and Benefits"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 45.48 | 15.16 | 16.18** |
| Within Group | 46 | 43.10 | 0.94 | |
| **Total** | **49** | **88.58** | | |

**Significant at 0.01 level

The above table shows ANOVA for different experience levels of the respondent on Compensation and Benefits. Further the table reveals the 'f' value 16.18 which is significant. The value indicates that there is significant difference among difference experience levels of the respondent on the variable Compensation and Benefits.

**Table 18: Mean and Variability of the Experience Levels of the Respondent on Compensation and Benefits**

| Group | N | Mean | Variance | SD |
|---|---|---|---|---|
| 1 | 6 | 7.33 | 0.67 | 0.82 |
| 2 | 13 | 5.69 | 0.56 | 0.75 |
| 3 | 15 | 5.00 | 1.71 | 1.31 |
| 4 | 16 | 4.25 | 0.60 | 0.77 |
| **Total** | **50** | **5.22** | **1.81** | **1.34** |

The above table (No) shows mean and SD for different experience levels of the respondent on the variable "Compensation and Benefits". Table shows the mean value for group 1 to be highest (less than a year of experience) and for group 4 the mean is low.

Hence the stated hypotheses (No: 6) that "there is no significant difference among the different experience levels on Compensation and Benefits" is rejected.

**Table 19: Shows ANOVA for Different Experience Levels of the Respondent on the Variable "Motivation"**

| Source of Variation | D.F. | Ss | Ms | "F" |
|---|---|---|---|---|
| Between Group | 3 | 221.10 | 73.70 | 13.20** |
| Within Group | 46 | 256.90 | 5.58 | |
| **Total** | **49** | **478.00** | | |

**Significant at 0.01 level

The above table shows ANOVA for different experience levels of the respondent on Motivation. Further the table reveals the 'f' value 13.20 which is significant. The value indicates that there is significant difference among difference experience levels of the respondent on the variable Motivation.

**Table 20: Mean and Variability of the Experience Levels of the Respondent on Motivation**

| Group | N | Mean | Variance | SD |
|---|---|---|---|---|
| 1 | 6 | 27.50 | 25.90 | 5.09 |
| 2 | 13 | 33.54 | 1.44 | 1.20 |
| 3 | 15 | 29.87 | 6.70 | 2.59 |
| 4 | 16 | 28.81 | 1.10 | 1.05 |
| **Total** | **50** | **30.20** | **9.76** | **3.12** |

The above table (No) shows mean and SD for different experience levels of the respondent on the variable "Motivation". Table shows the mean value for group 2 to be highest (less than a year of experience) and for group 6 the mean is low.

Hence the stated hypotheses (No: 6) "there is no significant difference among the different experience levels on Motivation" is rejected.

**Table 21: Shows ANOVA for Different Experience Levels of the Respondent on the Variable "Safety"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 4.64 | 1.55 | 0.24 NS |
| Within Group | 46 | 294.08 | 6.39 | |
| **Total** | **49** | **298.42** | | |

NS – Not Significant

The above table shows ANOVA for different experience levels of the respondent on Safety aspects. Further the table reveals the 'f' value 0.24 which is insignificant. The value indicates that there is no significant difference among difference experience levels of the respondent on the variable Safety.

Hence the stated hypotheses (No: 6) that "there is no significant difference among the different experience levels on Safety" is accepted.

**Table 22: Shows ANOVA for Different Age Levels of the Respondent on the Variable "Relationship with Team Members"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 34.18 | 11.39 | 2.34 NS |
| Within Group | 46 | 223.60 | 4.86 | |
| **Total** | **49** | **257.78** | | |

NS – Not Significant

The above table shows ANOVA for different age levels of the respondent on Relationship with team members. Further the table reveals the 'f' value 2.34 which is insignificant. The value indicates that there is no significant difference among difference age levels of the respondent on the variable Relationship with team members.

Hence the stated hypotheses (No: 6) that "there is no significant difference among the different experience levels on Safety" is accepted.

**Table 23: Shows ANOVA for Different Age Levels of the Respondent on the Variable "Organizational Policies and Goals"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 49.54 | 16.51 | **4.21 |
| Within Group | 46 | 180.54 | 3.92 | |
| **Total** | **49** | **230.08** | | |

**Significant at 0.01 level

The above table shows ANOVA for different age levels of the respondent on Organizational policies and goals. Further the table reveals the 'f' value 4.21 which is significant. The value indicates that there is significant difference among difference age levels of the respondent on the variable Organizational policies and goals.

**Table 24: Mean and Variability of the Age Levels of the Respondent on Organizational Policies and Goals**

| Group | N | Mean | Variance | SD |
|---|---|---|---|---|
| 1 | 6 | 10.20 | 7.20 | 2.68 |
| 2 | 13 | 6.75 | 2.47 | 1.57 |
| 3 | 15 | 7.19 | 4.16 | 2.04 |
| 4 | 16 | 6.75 | 4.50 | 2.12 |
| **Total** | **50** | **7.28** | **4.70** | **2.17** |

The above table (No) shows mean and SD for different age levels of the respondent on the variable "Organization policies and goals". Table shows the mean value for group 1 to be highest (between 19 to 25 years of age) and for group 2 and 4 the mean is low.

Hence the stated hypotheses (No: 7) that "there is no significant difference among the different age levels on Organizational policies and goals" is rejected.

**Table 25: Shows ANOVA for Different Age Levels of the Respondent on the Variable "Organizational Culture and Welfare Activities"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 118.47 | 39.49 | 7.30 NS |
| Within Group | 46 | 248.75 | 5.41 | |
| **Total** | **49** | **367.22** | | |

NS – Not Significant

The above table shows ANOVA for different age levels of the respondent on Organizational culture and welfare activities. Further the table reveals the 'f' value 7.30 which is insignificant. The value indicates that there is no significant difference among difference age levels of the respondent on the variable Organizational culture and welfare activities.

Hence the stated hypotheses (No: 7) that "there is no significant difference among the different age levels on Organizational culture and welfare activities" is accepted.

**Table 26: Shows ANOVA for Different Age Levels Of the Respondent on the Variable "Compensation and Benefits"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 43.92 | 14.64 | 15.08 NS |
| Within Group | 46 | 44.66 | 0.97 | |
| **Total** | **49** | **88.58** | | |

NS – Not Significant

The above table shows ANOVA for different age levels of the respondent on Compensation and benefits. Further the table reveals the 'f' value 15.08 which is insignificant. The value indicates that there is no significant difference among difference age levels of the respondent on the variable compensation and benefits.

Hence the stated hypotheses (No: 7) that "there is no significant difference among the different age levels on compensation and benefits" is accepted.

**Table 27: Shows ANOVA for Different Age Levels of the Respondent on the Variable "Motivation"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 295.15 | 93.38 | 24.75 NS |
| Within Group | 46 | 182.85 | 3.98 | |
| **Total** | **49** | **478.00** | | |

NS – Not Significant

The above table shows ANOVA for different age levels of the respondent on Motivation. Further the table reveals the 'f' value 24.75 which is insignificant. The value indicates that there is no significant difference among difference age levels of the respondent on the variable Motivation.

Hence the stated hypotheses (No: 7) that "there is no significant difference among the different age levels on Motivation" is accepted.

**Table 28: Shows ANOVA for Different Age Levels of the Respondent on the Variable "Safety"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 40.26 | 13.42 | 2.39 NS |
| Within Group | 46 | 258.46 | 5.62 | |
| **Total** | **49** | **298.72** | | |

NS – Not Significant

The above table shows ANOVA for different age levels of the respondent on Safety. Further the table reveals the 'f' value 2.39 which is insignificant. The value indicates that there is no significant difference among difference age levels of the respondent on the variable Safety.

Hence the stated hypotheses (No: 7) that "there is no significant difference among the different age levels on Safety" is accepted.

**Table 29: Shows ANOVA for Different Education Levels Of the Respondent on the Variable "Relationship with Team Members"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 85.69 | 28.56 | 7.63 NS |
| Within Group | 46 | 172.09 | 3.74 | |
| **Total** | **49** | **257.78** | | |

NS – Not Significant

The above table shows ANOVA for different education levels of the respondent on Relationship with team members. Further the table reveals the 'f' value 7.63 which is insignificant. The value indicates that there is no significant difference among difference education levels of the respondent on the variable Relationship with team members.

Hence the stated hypotheses (No: 8) that "there is no significant difference among the different education levels on Relationship with team members" is accepted.

**Table 30: Shows ANOVA for Different Education Levels of the Respondent on the Variable "Organizational Policies and Goals"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 56.57 | 18.86 | 5.00 NS |
| Within Group | 46 | 173.51 | 3.77 | |
| **Total** | **49** | **230.08** | | |

NS – Not Significant

The above table shows ANOVA for different education levels of the respondent on Organizational policies and goals. Further the table reveals the 'f' value 5.00 which is insignificant. The value indicates that there is no significant difference among difference education levels of the respondent on the variable Organizational and policies and goals.

Hence the stated hypotheses (No: 8) that "there is no significant difference among the different education levels on organizational policies and goals" is accepted.

**Table 31: Shows ANOVA for Different Education Levels of the Respondent on the Variable "Organizational Culture and Welfare Activities"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 16.90 | 5.63 | 0.74 NS |
| Within Group | 46 | 350.32 | 7.62 | |
| **Total** | **49** | **367.22** | | |

NS – Not Significant

The above table shows ANOVA for different education levels of the respondent on Organization culture and welfare activities. Further the table reveals the 'f' value 0.74 which is insignificant. The value indicates that there is no significant difference among difference education levels of the respondent on the variable Organizational and welfare activities.

Hence the stated hypotheses (No: 21) that "there is no significant difference among the different education levels on Organizational culture and welfare activities" is accepted.

**Table 32: Shows ANOVA for Different Education Levels of the Respondent on the Variable "Motivation"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 133.05 | 44.35 | 5.91 NS |
| Within Group | 46 | 344.95 | 7.50 | |
| **Total** | **49** | **478.00** | | |

NS – Not Significant

The above table shows ANOVA for different education levels of the respondent on Motivation. Further the table reveals the 'f' value 5.91 which is insignificant. The value indicates that there is no significant difference among difference education levels of the respondent on the variable Motivation.

Hence the states hypotheses (No: 8) "there is no significant difference among the different education levels on Motivation" is accepted.

**Table 33: Shows ANOVA for Different Education Levels of the Respondent on the Variable "Safety"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 5.45 | 1.82 | 0.84 NS |
| Within Group | 46 | 293.27 | 6.38 | |
| **Total** | **49** | **298.72** | | |

NS – Not Significant

The above table shows ANOVA for different education levels of the respondent on Safety. Further the table reveals the 'f' value 0.84 which is insignificant. The value indicates that there is no significant difference among difference education levels of the respondent on the variable Safety.

Hence the states hypotheses (No: 8) "there is no significant difference among the different education levels on Safety" is accepted.

**Table 34: Shows ANOVA for Different Salary Levels of the Respondent on the Variable "Relationship with Team Members"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 31.57 | 15.78 | **3.28 |
| Within Group | 46 | 226.21 | 4.51 | |
| **Total** | **49** | **257.78** | | |

**Significant at 0.01 level

The above table shows ANOVA for different salary levels of the respondent on Relationship with team members. Further the table reveals the 'f' value 3.28 which is significant. The value indicates that there is significant difference among difference salary levels of the respondent on the variable Relationship with team members.

**Table 35: Mean and Variability of the Salary Levels of the Respondent on Relationship with Team Members**

| Group | N | Mean | Variance | SD |
|---|---|---|---|---|
| 1 | 5 | 13.00 | 7.50 | 2.74 |
| 2 | 14 | 10.29 | 0.53 | 0.73 |
| 3 | 31 | 10.39 | 6.31 | 2.51 |
| **Total** | **50** | **10.62** | **5.26** | **2.29** |

The above table (No) shows mean and SD for different salary levels of the respondent on the variable "Relationship with team members". Table shows the mean value for group 3 to be highest (salary above 150000) and for group 1 the mean is low.

Hence the states hypotheses (No: 9) "there is no significant difference among the different salary levels on Relationship with team members" is rejected.

**Table 36: Shows ANOVA for Different Salary Levels of the Respondent on the Variable "Organizational Policies and Goals"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 76.23 | 38.11 | 11.64 NS |
| Within Group | 46 | 153.85 | 3.27 | |
| **Total** | **49** | **230.08** | | |

NS – Not Significant

The above table shows ANOVA for different salary levels of the respondent on Organizational policies and goals. Further the table reveals the 'f' **value** 11.64 which is insignificant. The value indicates that there is no significant difference among difference salary levels of the respondent on the variable Organizational policies and goals.

Hence the states hypotheses (No: 9) "there is no significant difference among the different salary levels on organizational policies and goals" is accepted.

**Table 37: Shows ANOVA for Different Salary Levels of the Respondent on the Variable "Organizational Culture and Welfare Activities"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 97.75 | 48.87 | 8.52 NS |
| Within Group | 46 | 269.47 | 5.73 | |
| **Total** | **49** | **367.22** | | |

NS – Not Significant

The above table shows ANOVA for different salary levels of the respondent on Organizational culture and welfare activities. Further the table reveals the 'f' value 8.52 which is insignificant. The value indicates that there is no significant difference among difference salary levels of the respondent on the variable Organizational culture and welfare activities.

Hence the states hypotheses (No: 9) "there is no significant difference among the different salary levels on

organizational culture and welfare activities" is accepted.

**Table 38: Shows ANOVA for Different Salary Levels of the Respondent on the Variable "Compensation and Benefits"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 45.18 | 22.59 | 24.46 NS |
| Within Group | 46 | 43.40 | 0.92 | |
| **Total** | **49** | **88.58** | | |

NS – Not Significant

The above table shows ANOVA for different salary levels of the respondent on Compensation and benefits. Further the table reveals the 'f' value 24.46 which is insignificant. The value indicates that there is no significant difference among difference salary levels of the respondent on the variable Compensation and benefits.

Hence the states hypotheses (No: 9) "there is no significant difference among the different salary levels on compensation and benefits" is accepted.

**Table 39: Shows ANOVA for Different Salary Levels of the Respondent on the Variable "Motivation"**

| Source of Variation | D.F. | SS | MS | "F" |
|---|---|---|---|---|
| Between Group | 3 | 155.17 | 77.59 | 11.30 NS |
| Within Group | 46 | 322.83 | 6.87 | |
| **Total** | **49** | **478.00** | | |

NS – Not Significant

The above table shows ANOVA for different salary levels of the respondent on Motivation. Further the table reveals the 'f' value 11.30 which is insignificant. The

value indicates that there is no significant difference among difference salary levels of the respondent on the variable Motivation.

Hence the stated hypotheses (No: 9) that "there is no significant difference among the different salary levels on Motivation" is accepted.

**Summary**

- The objective of the study is to analyze the various factors that influence job satisfaction among the respondents. The specific objectives of the study were:
- To find out the impact of different sexes of the respondent on the perceived level of job satisfaction.
- To find out the influence of different age levels of the respondent on the perceived level of job satisfaction.
- To find out the effect of different education levels of the respondent on the perceived level of satisfaction.
- To find out the impact of different salary levels of the respondent on the level of job satisfaction.
- To find out the influence of different experience levels of the respondents on the level of job satisfaction.
- To find out the impact of different experience levels of the respondent on the following variable such as: Relationship with team members, Organizational policies and goals, Organizational culture and welfare activities,

Compensation and Benefits, Motivation, and Safety.

- To find out the impact of different age levels of the respondent on the following variable such as: Relationship with team members, Organizational policies and goals, Organizational culture and welfare activities, Compensation and Benefits, Motivation, and Safety.
- To find out the impact of different education levels of the respondent on the following variable such as: Relationship with team members, Organizational policies and goals, Organizational culture and welfare activities, Compensation and Benefits, Motivation, and Safety.
- To find out the impact of different salary levels of the respondent on the following variable such as: Relationship with team members, Organizational policies and goals, Organizational culture and welfare activities, Compensation and Benefits, Motivation, and Safety.
- To find out the impact of different sexes on the following variable such as: Relationship with team members, Organizational policies and goals, Organizational culture and welfare activities, Compensation and Benefits, Motivation, and Safety
- To fulfill the objectives of the study job satisfaction questionnaires were used. The scale has 5 points. Scale 1 represents strongly satisfied and scale 5 represents strongly dissatisfied. The lower the score indicates the higher the job satisfaction.
- The statistical analysis of‘t’ test and analysis of variance and were used in the present study.

**Recommendations**

- Proper mechanism for communication at all levels.
- More thrust is required on superior-subordinate relationship to provide healthy, competitive professional work environment.
- Facilitate adequate infrastructures which are very important to perform stated responsibilities and duties.
- Policies and goals should be clear.
- More welfare activities are required to develop a cohesive work environment.
- Safety and fire training for employees at all levels.

## CONCLUSIONS

In the present study the following conclusions were drawn:

The independent variable such as age, education, salary and gender has no significant difference on the levels of job satisfaction. But with regards to the gender, there is significant difference on “safety” aspects present in the organization, especially with the female employees.

There exists significant difference on different experience levels of the respondent over the dependent variable “Organizational policies and goals” “Organizational culture and welfare activities”, “Motivation”. Also there exists significant difference on different education levels of the respondent over the “Organizational policies and goals” Salary

has a greater impact on the interpersonal relationship with the team members and also one of the major motivation factors.

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