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## **A Study on Satisfaction Level of Employees with Special Reference to Shivangi Bakers Private Limited (Parle-G Biscuit Company) Khamgaon**

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### **ABSTRACT**

This study is aimed at analyzing the level of employee satisfaction at SHIVANGI BAKERS PRIVATE LIMITED, A PARLE-G BISCUIT COMPANY LOCATED IN KHAMGAON. The study has been conducted through a survey questionnaire administered to a sample of 100 employees out of 650 employees from various departments like mixing department, packaging, cream mixing, supervisors, security guards, maintenance room, cleaners, porters, operators. The questionnaire consisted of close and open-ended questions related to various aspects of job satisfaction such as pay and benefits, job security, work environment, communication, and employee engagement.

The results of the study revealed that the overall level of employee satisfaction at Shivangi Bakers Private Limited was moderate to low. Among the different dimensions of job satisfaction, the highest level of satisfaction was found in the area of job security, while the lowest level of satisfaction was observed in the area of communication. The study also found significant differences in employee satisfaction levels based on gender, age, and tenure in the company.

Based on the findings, the study suggests that the company should focus on improving communication channels and providing more opportunities for employee engagement to enhance job satisfaction among its employees. The study also recommends that the company should conduct regular surveys to monitor and improve employee satisfaction levels. The findings of this study can be useful for HR managers and policymakers in the Parle-G biscuit industry and in related manufacturing firms to improve employee satisfaction and hence retention in their organizations.

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### **INTRODUCTION**

Job satisfaction is an important aspect of an employee's work experience and has been the subject of research in organizational behavior and human resource management. Employees who are satisfied with their job are likely to have a positive attitude towards their work, are more productive, and have higher levels of job performance. In contrast, employees who are dissatisfied with their job may experience negative emotions, low motivation, and may even leave the organization.

Therefore, it is important for organizations to understand the factors that contribute to employee job satisfaction. There are many factors that can influence job satisfaction, including work-life balance, job security, compensation, opportunities for growth and development, and relationships with coworkers and supervisors (Anitha, 2011).

This study aims to identify the most important factors that contribute to employee job satisfaction. By understanding these factors, organizations can take steps to improve the work environment and enhance job satisfaction, which can lead to higher employee retention, increased productivity, and a more positive organizational culture. (Egan, T. M., Yang, B., & Bartlett, K. R. (2004).

Employee satisfaction is a critical factor in organizational success, and it directly impacts employee productivity, job commitment, and turnover rates (Moore et al., 2012). This study seeks to identify the key factors that influence employee satisfaction and the extent to which employees are satisfied with their work environment and overall job experience at Shivangi Bakers Private Limited. By analyzing the level of employee

satisfaction, the study intends to provide insights into the strengths and weaknesses of the organization's human resource management practices and offer recommendations for improving employee satisfaction and overall organizational performance.

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## LITERATURE REVIEW

**Raja Sambandam (2013)** conducted a study on employee job satisfaction with special reference to Krishnagiri district co-operative spinning mills ltd. The study concluded that employees under organization are more or less satisfied with the different aspects of the job. The organization should consider on the salary, relationship of employees and supervisors, grievance handling and give more opportunity for the new employees.

**Harrell (1958)** has given a list of the determinants of job satisfaction by grouping the into three factors: a) Personal factors: sex, age, number of dependents, time on job, intelligence, education and personality. b) Factors inherent in the job: type of work, skill require occupational status, geography, and size of the plant. and c) Factors controlled by the management: security, pay, fringe benefits, opportunity for advancement, working conditions, co-workers, responsibility, and supervision. Such grouping of factors helps to study the overall job satisfaction in a systematic manner.

**Hamed F (2012)** concluded that standard working conditions, better wages, minimum working hours, incentives and respect for equality can change into better and more satisfied workers and a lower turnover of staff. In the RMG sector workers constantly feel that they have been largely deprived of the rights and benefits in the existing labor laws, especially the rights and benefits related to issue of appointment letters, job security, provident fund, gratuity and working hours. The reason is that most of the garment factories do not practices HR and IR issues and have no well- defined HR or Personnel unit. In the RMG sector, workers are controlled by a work supervisor who works on behalf of the factory owner. But the typical work supervisor has no training in leadership, human resource policies, law and legislation, and health and safety policies.

**According to Rousseau (1995)**, the psychological contract refers to the unwritten expectations and obligations between employees and their employers. When employees perceive that their employer has failed to fulfill their expectations, this can lead to job dissatisfaction and a breakdown of the psychological contract. Therefore, organizations should strive to meet employees' expectations regarding job security, compensation, opportunities for advancement, and work conditions to improve employee job satisfaction.

**According to Spector (1997)** employee satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." It is a subjective evaluation of an employee's experience at work, including the work environment, job security, compensation, benefits, and other factors that affect their overall satisfaction level. Numerous studies have been conducted on employee satisfaction, and the findings suggest that it is closely related to job performance, employee retention, and organizational commitment. Factors Affecting Employee Satisfaction: Several factors influence employee satisfaction, including job security, compensation, benefits, work-life balance, job autonomy, social support, and career growth opportunities. In a study conducted by Shiu-Yi (2009), the author found that job satisfaction was positively related to job security, salary, benefits, and work-life balance.

**A study by Khandekar (2010)** identified work autonomy, social support, and job fit as significant predictors of employee satisfaction. Impact of Employee Satisfaction: The impact of employee satisfaction on organizational outcomes has been extensively researched, and the findings suggest that satisfied employees tend to be more productive, motivated, and committed to their work.

**A study by Hwang and Kim (2015)** found that employee satisfaction was positively related to job performance, job involvement, and organizational commitment. Another study by Wang and Shyu (2008) found that employee satisfaction positively impacted customer satisfaction and organizational performance

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## OBJECTIVES OF STUDY

- To know overall satisfaction level of employees working in Shivangi bakers private limited.
- To study job satisfaction of employees with respect to Relation with co- workers
- To study job satisfaction of employees with respect to relationship with supervisor
- To study job satisfaction of employees with respect to pay-scale

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## RESEARCH MEATHODOLOGY

**Research Design:** The research design chosen for studying employee satisfaction was descriptive research. The data was collected data through survey method with the help of a well-structured questionnaire.

**Primary Data:** - Primary data has been collected through questionnaire and interviews.

**Secondary Data:** - The secondary data has been collected from periodical journals, books, company records and Internet

**Population:** 650

**Sample size:** 100 Employees,

**Duration of study-1year:** 2022-23

**Sample design:**

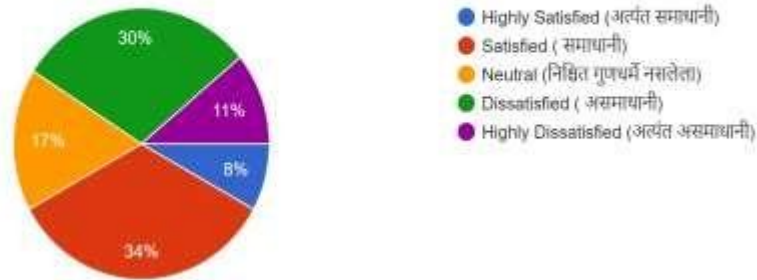
We have used stratified sampling technique to collect the samples. Accordingly, employees form various department were chosen based on their proportion in the population. Minimum 4 employees were taken from each group/

Department	Total employees	Sample taken
Mixing	100	14
Packaging	340	50
Cream mixing	50	7
Supervisor	15	4
Security guard	20	4
Maintenance room	20	4
Cleaners	30	5
Porters	50	7
Operators	25	5

## DATA ANALYSIS AND INTERPRETATION

### 1. “ Overall how satisfied are you with current job “

1 . Overall how satisfied are you with current job ? १. (सध्याच्या नोकरीबद्दल तुम्ही किती समाधानी आहात ?)  
100 responses



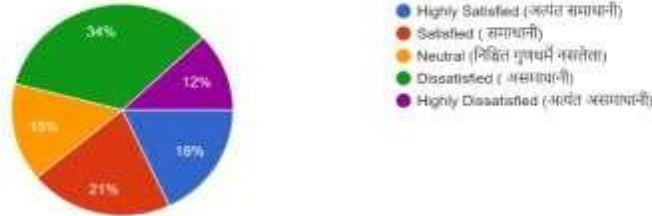
### INTERPRETATION:

Out of 100 respondents, 8 employees are Highly Satisfied, 34 are Satisfied, 17 are Neutral, 30 are Dissatisfied and 11 are Highly Dissatisfied. Here the median lies in “Neutral” category. If weights are assigned as (4,5] for Highly Satisfied, (3, 4] for Satisfied, (2,3] for Neutral, (1,2] for Dissatisfied and (0,1] for Highly Dissatisfied, then the weighted-mean is 2.98. Hence according to mean the satisfaction level as 2.98 lies in (2,3] range it can be said the satisfaction level of employees is “Neutral”.

## 2. “How much you feel you have a good relation with your supervisors”

4. How much you feel you have a good relation with your supervisors? (4. तुमच्या पर्यवेक्षकांशी तुमचे चांगले संबंध असल्याचे तुम्हाला किती वाटते?)

100 responses



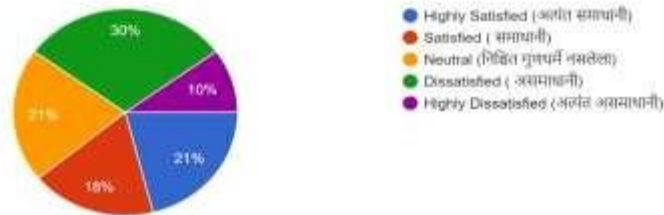
### INTERPRETATION:

Out of 100 respondents, 18 employees are Highly Satisfied, 21 are Satisfied, 15 are Neutral, 34 are Dissatisfied and 12 are Highly Dissatisfied. Here the median lies in “Neutral” category. If weights are assigned as (4,5] for Highly Satisfied, (3, 4] for Satisfied, (2,3] for Neutral, (1,2] for Dissatisfied and (0,1] for Highly Dissatisfied, then the weighted-mean is 2.99. Hence according to mean the satisfaction level as 2.99 lies in (2,3] range it can be said the satisfaction level of employees is “Neutral”.

## 3. “How much you feel you have a good working relationship with your co-workers”

3. How much you feel you have a good working relationship with your co-workers? (3. तुमच्या सहकर्मचाऱ्यांसोबत तुमचे चांगले कामाचे नाते आहे असे तुम्हाला किती वाटते?)

100 responses

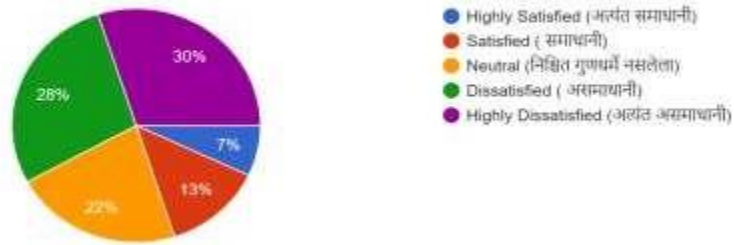


### INTERPRETATION:

Out of 100 respondents, 21 employees are Highly Satisfied, 18 are Satisfied, 21 are Neutral, 30 are Dissatisfied and 10 are Highly Dissatisfied. Here the median lies in “Neutral” category. If weights are assigned as (4,5] for Highly Satisfied, (3, 4] for Satisfied, (2,3] for Neutral, (1,2] for Dissatisfied and (0,1] for Highly Dissatisfied, then the weighted-mean is 3.10. Hence according to mean the satisfaction level as 3.10 lies in (2,3] range it can be said the satisfaction level of employees is “Satisfied”.

## 4 “ how much satisfied are you with your pay scale”

5. How much satisfied are you with your pay scale? (5. तुम्ही तुमच्या वेतनश्रेणीबाबत किती समाधानी आहात?)  
100 responses



#### INTERPRETATION:

Out of 100 respondents, 7 employees are Highly Satisfied, 12 are Satisfied, 22 are Neutral, 29 are Dissatisfied and 30 are Highly Dissatisfied. Here the median lies in "Neutral" category. If weights are assigned as (4,5] for Highly Satisfied, (3, 4] for Satisfied, (2,3] for Neutral, (1,2] for Dissatisfied and (0,1] for Highly Dissatisfied, then the weighted-mean is 2.37. Hence according to mean the satisfaction level as 2.37 lies in (2,3] range it can be said the satisfaction level of employees is "Neutral".

#### Summary:

Question	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
How much You feel physically safe in working environment (Objective 1)	8	34	17	30	11
How much you feel secure with your job (objective 1)	13	16	20	31	20
How much you feel you can easily communicate with members of all levels of this organization (objective 3)	15	20	19	29	17
How much you feel satisfied with the overtime rules of your organization (objective 4)	9	17	16	31	27
How much you satisfied with the benefits offered by company? like - insurance and compensation (objective 4)	10	21	23	27	19

#### Work life balance

How much you feel working time and energy spent on the job is affecting your daily life	23	25	17	25	10
How much do you feel positive and motivated with in your work place	13	12	24	31	20

## RESULTS AND FINDINGS

- According to the research it was found that effect of satisfaction level of the employees with their overall current job are Dissatisfied.
- From the above information effect of satisfaction level of employees feels Dissatisfied with relationship with their co-workers.

- From the above information effect of satisfaction level of 34% employees are feel Dissatisfied with good relation with their supervisors.
- From the above information effect of satisfaction level of 30% employees are Highly Dissatisfied with their pay-scale.

By looking at all the above mention points and data that we have collected we can interpretate that the responders of Shivangi Bakers that have filled the google form are Dissatisfied and Highly Dissatisfied in working with Shivangi bakers.

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## CONCLUSION

Employee satisfaction is a crucial aspect of organizational success. A satisfied workforce is more likely to be productive, motivated, and committed to the organization's goals. On the other hand, low employee satisfaction can lead to high un over rates, poor performance, and a negative workplace culture. In the context of the study on, Shivangi bakers private limited, it is essential to examine the factors that influence employee satisfaction levels. Some of the factors that can affect employee satisfaction in an organization include:

**Compensation and Benefits:** Fair and competitive compensation and benefits packages can improve employee satisfaction levels.

**Work-life Balance:** Providing opportunities for employees to maintain a healthy work-life balance can increase job satisfaction levels.

**Opportunities for Growth and Development:** Employees who feel that they have opportunities to grow and develop within the organization are more likely to be satisfied with their jobs.

**Supportive Work Environment:** A positive and supportive work environment can help employees feel valued and appreciated. Communication: Effective communication between employees and management can foster a positive workplace culture and improve job satisfaction. In conclusion, it is important for organizations to prioritize employee satisfaction as a key factor in achieving success. By focusing on factors such as compensation, work-life balance, opportunities for growth and development, supportive work environment, and communication, organizations can create a positive workplace culture that promotes employee satisfaction, engagement, and productivity.

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## SUGGESTION

**Foster a positive workplace culture:** A positive workplace culture can go a long way in promoting employee satisfaction. Parle-G Biscuits should promote an environment where employees feel valued and respected. This could include promoting open communication, recognizing employee achievements, and fostering a sense of teamwork.

**Address concerns related to compensation and benefits:** The survey may reveal that employees are dissatisfied with their compensation and benefits. If this is the case, Parle-G Biscuits should consider offering competitive salaries and benefits to attract and retain the best talent. The company could also consider offering incentives and bonuses to employees who perform well.

**Improve communication channels:** Good communication between management and employees is critical for employee satisfaction. The company can improve communication channels by regularly holding town halls, conducting one-on-one meetings.

**Conduct regular employee surveys:** Conducting regular employee satisfaction surveys can help the company to understand the concerns and feedback of employees. This can help to identify areas of improvement and take necessary actions to improve employee satisfaction.

**Invest in employee training and development:** Investing in employee training and development can show employees that the company is invested in their growth and development. This can lead to increased job satisfaction and employee retention.

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