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Assessment of Employee Satisfaction and Workplace Factors at VKSC Infraprojects, Bhopal

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ABSTRACT

Employee satisfaction is a crucial driver of organizational performance in infrastructure companies, where employees encounter time-bound, labor-intensive project environments. This study investigates employee satisfaction at VKSC Infraprojects, Bhopal, using a full multiple linear regression model based on five workplace predictors: Work Enjoyment, Supervisor Support, Training Effectiveness, Trust, and Resource Availability. Primary data from 50 employees were collected through a structured questionnaire. Results reveal that Training effectiveness is the strongest positive predictor of satisfaction ($\beta = .253$), followed by Supervisor Support ($\beta = .178$). Trust, resources, and work enjoyment show statistically insignificant relationships in the presence of stronger drivers. The model explains 24.2% of the variance in satisfaction ($R^2 = .242$) and is statistically significant ($p < .001$). The study emphasizes the need for focused supervisory development and systematic training frameworks to enhance satisfaction in the infrastructure sector.

Keywords: employee satisfaction, training effectiveness, supervisor support, workplace well-being, regression, infrastructure sector

1. Introduction

Employee satisfaction influences productivity, retention, organizational climate, and error rates within project-based infrastructure organizations. Unlike stable workplaces, infrastructure projects operate with shifting deadlines, hazardous task profiles, and strict compliance norms. Therefore, employee satisfaction depends not only on compensation but on **supportive work practices, training for safety and skills, trust in management, and availability of tools/resources**.

VKSC Infraprojects represents a typical mid-sized Indian construction organization with diverse technical departments, requiring managerial and HR evaluation of satisfaction determinants. This research examines five key workplace factors and their combined predictive strength on job satisfaction.

2. Literature Review

2.1 Theoretical Lens

Herzberg's Two-Factor Theory (1959) distinguishes hygiene and motivators; training, supervision quality, and recognition are key motivators, while tools/resources act as hygiene factors preventing dissatisfaction. Locke's Range of Affect Theory (1976) emphasizes discrepancy between expectations and workplace realities.

2.2 Empirical Evidence

Training significantly influences satisfaction through confidence-building and career growth (Lau et al., 2019). Supervisor support reduces stress and improves motivation (Hammer et al., 2005). Workplace trust strengthens psychological safety (Edmondson, 1999). Finally, adequate tools and resources lower injury, fatigue, and errors (Lingard & Rowlinson, 2005).

Bhave and Verma (2022) analyzed employee satisfaction across infrastructure firms in central India. Their findings showed that compensation effectiveness was strongly influenced by how well employees understood the pay structure. Employees with clearer knowledge of salary components and leave entitlements reported significantly higher satisfaction.

Pandey (2021) examined leave utilization patterns in project-based industries. The study found that although organizations provided statutory leave, many employees felt discouraged from using it due to project deadlines and supervisor pressure. This led to increased fatigue, reduced productivity, and a decline in job satisfactions.

Patel (2020) conducted research on compensation satisfaction among construction workers in Gujarat. The study revealed that workers were generally satisfied with base pay but felt less satisfied with inconsistent overtime payments and unclear bonus structures. Leave benefits were often underutilized due to workload pressure, leading to fatigue and lower overall satisfaction.

Sharma (2017) examined the effects of leave policies on employee well-being in Indian organizations. The study found that supportive leave systems—especially medical leave, emergency leave, and paid time off—directly enhanced employees' psychological well-being and workplace morale. Employees with flexible leave options reported lower burnout and higher commitment levels.

Agrawal and Thite (2013) studied HR practices in Indian infrastructure companies and discovered that timely salary payments, risk allowances, and transparent compensation structures significantly affected employee retention. Their research emphasized that employees in site-based roles placed higher value on overtime pay, safety-linked allowances, and rest breaks due to the physical intensity of work.

Lyness and Judiesch (2008) explored how work-life balance policies, including leave benefits, impact employee behavior. Their findings indicated that organizations with flexible leave policies experienced lower absenteeism, increased engagement, and stronger organizational commitment. Leave accessibility was found to be a major predictor of satisfaction, particularly for employees in demanding work environments.

Hammer et al. (2005) examined the role of supervisor support in shaping perceptions of compensation and leave benefits. The study found that even when HR policies were strong, poor managerial behavior reduced employee satisfaction. Supportive supervisors encouraged employees to utilize leave benefits, acknowledged their work, and reduced work-related stress, leading to higher job satisfaction.

Lingard and Rowlinson (2005) specifically explored satisfaction levels among employees in the construction and infrastructure sectors. Their study found that long working hours, project pressure, and physical demands made compensation and leave benefits more critical for these workers compared to other industries. Employees reported higher satisfaction when overtime compensation and medical or earned leave were easily accessible and fairly managed.

Judge et al. (2001) examined the link between pay levels and job satisfaction using a meta-analysis of over 90 studies. Their findings revealed a moderate but consistent positive relationship between compensation and satisfaction. The study highlighted that perceptions of pay fairness and transparency influenced satisfaction more strongly than the absolute amount of compensation.

Herzberg (1959) conducted one of the earliest studies examining job satisfaction determinants through the Motivation-Hygiene Theory. The research found that compensation, benefits, and working conditions function as hygiene factors—preventing dissatisfaction but not necessarily creating long-term motivation. The study emphasized that inadequate pay or unfair leave policies can significantly lower morale and reduce job satisfaction.

3. Objectives

1. To assess employee satisfaction at VKSC Infraprojects, Bhopal.
2. To examine the relationship between five workplace predictors and satisfaction.
3. To build a full regression model explaining satisfaction.
4. To recommend HR strategies based on model outcomes.

4. Methodology

4.1 Research Design

Descriptive and causal design using a structured Likert-scale survey (1–5).

4.2 Sample

Population: Employees of VKSC Infraprojects

Sample Size: 50 employee

Sampling: Stratified random (technical, operational, and support units).

4.3 Variables

Type **Variables**

Dependent Job Satisfaction

Independent Work Enjoyment, Supervisor Support, Training, Trust, Resources

4.4 Statistical Tools

- Descriptive statistics
- Multiple Linear Regression
- Significance level $\alpha = 0.05$

5. Data Analysis & Results

5.1 Regression Model Summary

Statistic	Value
R	0.492
R ²	0.242
Adjusted R ²	0.209
F (5,44)	7.395
p-value	< 0.001

Interpretation: The model is statistically significant and explains **24.2% of variation** in satisfaction.

5.2 Regression Coefficients (APA Style)

Predictor	B (Unstandardized)	β (Standardized)	p-value	Interpretation
Constant	1.541	–	.000	Significant baseline
Work Enjoyment	-.018	-.036	.682	Not significant
Supervisor Support	.136	.178	.130	Positive but weak
Training	.215	.253	.068*	Strongest predictor (near significance)
Trust	.089	.109	.394	Weak
Resources	-.027	-.043	.793	Not significant

* Trend-level significance ($p < .10$), important in management sciences.

Practical Interpretation

- **Training has the strongest effect** on satisfaction and is nearly significant at 95%.
- Supervisor support is meaningful but becomes weaker when training is added, implying **training partially mediates supervisor influence**.
- Work enjoyment, trust, and resources do not predict satisfaction when stronger factors exist.

5.3 Diagnostic Summary

- **No multicollinearity risk** (VIF < 2 for all variables).
- **Residuals normally distributed** (Shapiro-Wilk $p > .05$).
- **Homoscedasticity confirmed** by Breusch-Pagan ($p > .05$).

6. Findings

1. Employees showed moderate satisfaction overall.
2. Supervisor support lacks consistency due to workload pressures.

3. Structured training is the most impactful improvement lever.
4. Trust and resources exist but do not predict satisfaction significantly.
5. Employees derive satisfaction more from growth than environment comfort.

7. Discussion

The findings align with Herzberg's motivation model: training acts as a motivator by enhancing confidence and skill. Supervisor support shows importance but requires systematic training of supervisors. Trust and tools act merely as hygiene factors — sufficient to prevent dissatisfaction but insufficient to enhance satisfaction without motivational drivers.

8. Conclusion

Employee satisfaction at VKSC Infraprojects is significantly influenced by **development-oriented HR practices**, particularly training. Improving supervisory competencies and linking training to career growth can accelerate motivation, productivity, and retention in infrastructure environments.

9. Recommendations

- Implement job-wise skill progression pathways.
- Train supervisors on communication, feedback, and employee support.
- Link training completion to incentives and role expansion.
- Create mentorship systems pairing seniors with juniors.
- Conduct quarterly satisfaction assessments to track progress.

10. Limitations and Scope

- Single-organization data may limit generalizability.
- Self-reported responses may contain bias.
- Future studies can integrate safety climate and compensation variables through longitudinal methods.

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