



A STUDY ON “EMPLOYEE JOB SATISFACTION AND ITS IMPACT ON PRODUCTIVITY WITH SPECIAL REFERENCE TO R.K. CNC MILLING AND MANUFACTURING” AT HOSUR

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ABSTRACT

This study examines the relationship between employee job satisfaction and productivity at R.K. Industries, a CNC machining unit in Hosur. The research evaluates key workplace factors such as compensation, work-life balance, managerial support, job clarity, growth opportunities, and stress levels through a structured survey of 104 respondents. Using statistical tools like percentage analysis, ANOVA, and correlation, findings reveal that most employees are satisfied, particularly in terms of managerial support, career advancement, and resource availability, though occasional stress persists across age groups. The study concludes that enhancing job satisfaction improves organizational productivity, recommending initiatives such as recognition programs, transparent communication, fair appraisals, and skill development. Future research can explore cross-industry comparisons, longitudinal trends, and deeper qualitative insights into job satisfaction in the manufacturing sector.

INTRODUCTION

Employee job satisfaction plays a crucial role in shaping workplace productivity, influencing both individual performance and overall organizational success. This study focuses on R.K. CNC Milling and Manufacturing in Hosur, examining the key factors that impact employee satisfaction and how they contribute to operational efficiency. In a manufacturing environment, aspects such as compensation, work-life balance, managerial support, job clarity, career growth, and workplace stress significantly affect employee morale and engagement. By analyzing these elements through structured surveys and statistical evaluations, this research aims to provide insights into the relationship between job satisfaction and productivity.

RESEARCH BACKGROUND

The concept of employee job satisfaction has been widely studied in organizational behavior and human resource management, as it directly influences productivity, retention, and workplace morale. Research highlights that job satisfaction is shaped by factors such as compensation, work-life balance, managerial support, career growth, and workplace environment. In the manufacturing sector, particularly in CNC machining units, employee satisfaction is closely linked to operational efficiency, skill development, and safety measures. Studies indicate that workplace well-being programs significantly enhance employee engagement and productivity, reinforcing the importance of mental and physical health in industrial settings. Additionally, research on HR practices in manufacturing firms in Hosur suggests that effective recruitment, training, and compensation strategies contribute to a positive organizational culture, further impacting job satisfaction.

COMPANY OVERVIEW

R.K. CNC Milling and Manufacturing, located in Hosur, Tamil Nadu, specializes in precision machining and manufacturing solutions, catering to the automotive and industrial sectors. The company is known for its expertise in CNC milling, turning, and high-precision component production, ensuring quality, efficiency, and innovation in its operations. With a commitment to technological advancements and customer satisfaction, R.K. CNC Milling and Manufacturing plays a vital role in supplying critical components to various industries. Its strategic location in Hosur, a hub for manufacturing excellence, enables seamless logistics and supply chain integration, reinforcing its position as a reliable and competitive player in the machining industry.

IDENTIFIED PROBLEM

One of the key challenges in employee job satisfaction at R.K. CNC Milling and Manufacturing in Hosur is workplace stress and retention issues. While employees generally appreciate managerial support and career growth, factors such as workload management, compensation concerns, and work-life

balance can impact overall satisfaction. Additionally, skill development opportunities and transparent appraisal systems play a crucial role in maintaining motivation and engagement. The manufacturing environment itself presents challenges related to physical strain, safety measures, and job clarity, which can affect productivity. Addressing these concerns through effective HR policies, employee recognition programs, and structured career development initiatives can enhance satisfaction and drive higher organizational efficiency.

OBJECTIVES OF THE STUDY

- To examine the relationship between job satisfaction and employee productivity.
- To understand the role of professional growth opportunities in enhancing employee motivation and retention.
- To determine the extent to which employees receive necessary tools and resources to perform their tasks effectively.

REVIEW OF LITERATURE

Janseen (2000) studied 170 non-management employees from a Dutch industrial organization in the food sector. Results showed a positive relationship between job demands and innovative work behaviour when employees perceived effort reward fairness.

Manickavasagam (2000) analysed morale and some related factors of job performance such as productivity, labour cost turnover, absenteeism and accidents. This study found 2/3 of its employees with a high morale and very significant relationship between morale and accidents. The study pointed out that inverse relationships of morale with production, absenteeism, labour cost and profitability need deeper investigation. The study cautioned that inverse relationship may be a temporary phenomenon but concrete steps such as good working conditions, better prospects of promotion etc. may help to enhance the morale of employees of the undertaking.

Joshi (2001) attempted to study and compare the extent of job satisfaction among the employees of public and private sector organizations and to find out relationship between job satisfaction and occupational level in both the sectors. A sample of 60 each was taken from both the sectors. The hierarchical status was represented at three levels i.e. Managers, Supervisors and Workers (20 each). The Bayfield Roth Scale of Job Satisfaction was used to collect the data. The main findings are: (a) The extent of job satisfaction was not found significantly higher in the private sector organizations as compared to public sector organization and (b) A significant difference in the extent of job satisfaction of managers, supervisors and workers has been found in the public sector organization.

Takahashi (2002) studied white-collar workers engaged in lifetime employment system and seniority-based pay system in Japan. The study tested a version of E.L. Deci's (1975),

hypothesis that, if a person's feeling of self-determination enhanced, his or her job satisfaction will increase. With a measure of self-determination which was first developed, the hypothesis was supported by data from 10,916 white-collar workers in 385 organizational units of Japanese major companies. The study found a strong linear relationship between the job satisfaction and the degree of self-determination.

Rai and Sinha (2002) argued that mere job satisfaction might not be a valid concept in the modern times particularly in the context of skilled work force. The workers had a much a choice of organizations to work with as a consumer in the market place with varieties available. Data was obtained from 261 managers of nationalized bank. The results showed that compared to intrinsic job satisfaction, intrinsic job delight was a better predictor of self-esteem, and of the two measures of personal effectiveness. The results were supportive of the implicit hypothesis that job delight is a more worthwhile variable compared to job satisfaction under specified conditions

Bovier and Perneger (2003) studied doctors practicing in Geneva, Switzerland on predictors of work satisfaction. The study found that, in general, physicians were more satisfied with the following aspects of their current work situation: patient care, professional relation, and personal reward (intellectual stimulation, opportunities for continuing medical education, and enjoyment at work).

Rao (2003) identified the importance of job satisfaction in the life and career of teachers of secondary schools. The study found that there is no significant influence of age, sex, qualification etc. on the job satisfaction of the teachers.

Mishra and Wagh (2004) in their joint work on public and private sector executives explained that reward, work culture and environment, challenging job, delegation of powers were found to have positive effect on job involvement.

Rode (2004) studied that job satisfaction is significantly related to life satisfaction. The study tested a comprehensive model that examined the relationship between job and life satisfaction and a broad personality, construct called "core self-evaluations" as well as non-work satisfaction and environmental variables, using a nationally representative (U.S.), longitudinal data set. Results indicated that core self-evaluations were significantly related to both job and life satisfaction over time and the relationship was not significant after taking into account the effects of core self-evaluation's and non-work satisfaction.

Sharma (2005) found that the job satisfaction level of private sector banks was higher than public sector banks. The study reveals that quality of work life was better in private sector banks in some chosen parameters like, employee's participation in management, loan facilities, extent of authority etc. The performance was found better in Private Banks because the superiors motivate them in the form of awards and constant verbal encouragement.

Santhapparaj (2005) studied the Job Satisfaction of the women managers working in automobile Manufacturing Industry in Malaysia. It was based on primary survey from

200 women managers. The study investigated the relationship between specific aspects of Job Satisfaction and the personal characteristics of women managers. It was also aimed to retest the Herzberg's Two-Factors theory. The correlation analysis showed that there was a significant negative correlation between education level and pay, promotion people on present job and job in general. The percentage of overall satisfaction was 75.59%. The results did not support the Herzberg's theory and concluded that no separate and distinct factors lead to job satisfaction or dissatisfaction, but if they were together contributed to job satisfaction or dissatisfaction. The study reveals that there was a need for change in the Organisational culture and the management should create the environment for social and organisational network. The factor which was relatively less satisfied was the pay and this can be improved only through dialogue which involve cost to the organisation and the less level of satisfaction on present job could be easily improved by job rotation,

providing challenging job and so on.

Chirayath (2006) analysed the relationship between organisational climate of school and job satisfaction of teachers in Kerala. It was found that there is a close relationship between organizational climate and job satisfaction. The study found that headmaster's behaviour has a significant impact on increasing the morale of the teachers.

Rajesh (2007) studied the Quality of Work life and Job satisfaction in 10 IT Companies professionals from 3 cities i.e. Hyderabad, Bangalore and Chennai. The objectives of the study were to explore the levels of Job Satisfaction and relationship between demographic

characteristics and satisfaction, to find differences exists between demographic characteristics with overall Job Satisfaction, to identify specific Indicators that causes dissatisfaction and to examine the hierarchy of needs among IT Professionals. The questionnaire was administered to collect primary data. The study revealed that higher income groups and higher experienced were the most dissatisfied with Job Security. It was also showed that the most satisfied employees in IT Industry were of Hyderabad, followed by Chennai and Bangalore respectively.

Randhawa (2007) in a study collected data from 300 scientists (150 from National Dairy Research Institute, Karnal and 150 from Agriculture Extension Centres in Haryana). The results showed a significant negative correlation between job satisfaction and turnover intentions. This signifies that higher the job satisfaction, lower was the intent of a person to quit the job. The results revealed that the two groups of scientists do not differ significantly on the measures of job satisfaction and turnover intentions.

Hussain et al. (2007-2008) conducted a study to examine the level of occupational stress and life satisfaction among high school female teachers and to see the relationship between occupational stress and life satisfaction. A sample of 120 high school female teachers was purposively taken from different public and government schools of Faridabad. It was found that stress among public school teachers were significantly higher than the government school teachers. Same was for the married teachers, their stress level was more than the unmarried teachers. On the other hand, life satisfaction of government schoolteachers were much higher than their public-school counterparts and it was significantly higher for unmarried teachers of each type of school.

Rao and Mohan (2008) in their study examined perceptions of the quality of work life among a sample of Indian employees. The study identified four dimensions of quality of work life, namely, favourable work environment, personal growth and autonomy, nature of job and job opportunities and co-workers.

Punnoose and Modekurti (2008) in their study of 340 firms in the Indian textile industry have attempted to establish a valid relationship between labour productivity and wages. The study found that there exists a positive relationship between wages and output produced by the firms. This relationship holds valid across size categories. However, the expected increase in output is more than proportionate increase in salary in the high category. This could possibly imply economies of scale effect or the learning curve effect. Siswanto & Yuliana (2022) Employees were the most valuable strategic resources and asset for the company because to achieve customer satisfaction and external stakeholders, employee job satisfaction should be considered.

Raju (2021) The Laissez-faire Leadership Style takes the freedom of employees as the main way to deal with them. This style gives the total freedom to employees to take decisions and establish objectives. Also, this style has to deal with receiving feedback from the employees.

Malik, Khan, Faisal, Javed, & Faridi (2020) The Autocratic Leadership Style gives less emphasize on employees' welfare. This style focusses on exercising power for the purpose and believe that power would increase productivity of employees. Added to that, this style in manager-focused since all of the decision and goals are created by the top managers.

Chetty & Phung (2018) The impact of leadership on employees' productivity A leader is defined as a person who has an impact on one or more followers and can direct them to achieve certain goals through his/her responsibility.

Hendri, 2019; Mira et al., (2019) Job satisfaction is a very important prerequisite for organizations and HRM practices play a role in building a proper interrelationships relationship

between the company and employees, because job satisfaction is a series of employee perceptions that will affect employee attitudes and behavior while working, so it is also important to employee commitment to work, so it will be ensuring employees do their best to achieve company goals.

Denton & Maatgi (2016) Previous studies also suggest managers to use Herzberg's theory to better understand the factors that could increase job satisfaction and affect work.

Massoudi & Hamdi (2017) The Democratic Leadership Style gives more emphasize on including and increasing the participation of the employees by having them participate in setting goals, solving-problems, and creating teams. This style believes in the significance of the participation as it views the employees as a direct participant in the functions and operations of the organization and can give effective feedback to make improvements. As for decision making, it is very flexible which contributes in increasing the productivity of the employees due to their feeling of motivation, responsibility, commitment, and satisfaction.

RESEARCH GAP

While extensive research has explored employee job satisfaction and productivity, several gaps remain, particularly in the manufacturing sector. One key gap is the lack of industry-specific studies focusing on CNC machining units, where job satisfaction is influenced by technical skill requirements, workplace safety, and operational efficiency. Additionally, existing studies often emphasize large-scale enterprises, leaving small and medium-sized manufacturers like R.K. CNC Milling and Manufacturing underrepresented. Another limitation is the short-term nature of most research, with few longitudinal studies examining how job satisfaction trends evolve over time and impact long-term productivity. Furthermore, while workplace stress and compensation are widely studied, the role of leadership styles, employee engagement strategies, and technological advancements in shaping job satisfaction remains underexplored. Addressing these gaps can provide deeper insights into workforce motivation, retention strategies, and operational improvements in the precision machining industry.

RESEARCH METHODOLOGY

The research methodology for studying employee job satisfaction and its impact on productivity at R.K. CNC Milling and Manufacturing in Hosur follows a mixed-method approach, incorporating both quantitative and qualitative analysis. Primary data will be collected through structured surveys

and interviews with employees across different roles and experience levels, focusing on factors such as compensation, work-life balance, managerial support, job clarity, career growth, and workplace stress. Secondary data will be sourced from industry reports, HR studies, and previous research on job satisfaction in manufacturing settings. A random sampling method will be used to ensure diverse employee perspectives, while purposive sampling will be applied for managerial insights. Statistical tools such as percentage analysis, ANOVA, and correlation will be employed to interpret survey responses, while thematic analysis will be used for qualitative insights from interviews. Ethical considerations include confidentiality, informed consent, and unbiased data interpretation. This methodology aims to provide a comprehensive understanding of job satisfaction trends and their direct influence on productivity in the precision machining industry.

DATA ANALYSIS AND INTERPRETATION

Table 1. Overall, Job Satisfaction of Employees

Satisfaction Level	No. of Respondents	Percentage (%)
Very Satisfied	25	24%
Satisfied	59	57%
Neutral	20	19%
Dissatisfied	0	0%
Very Dissatisfied	0	0%
Total	104	100%

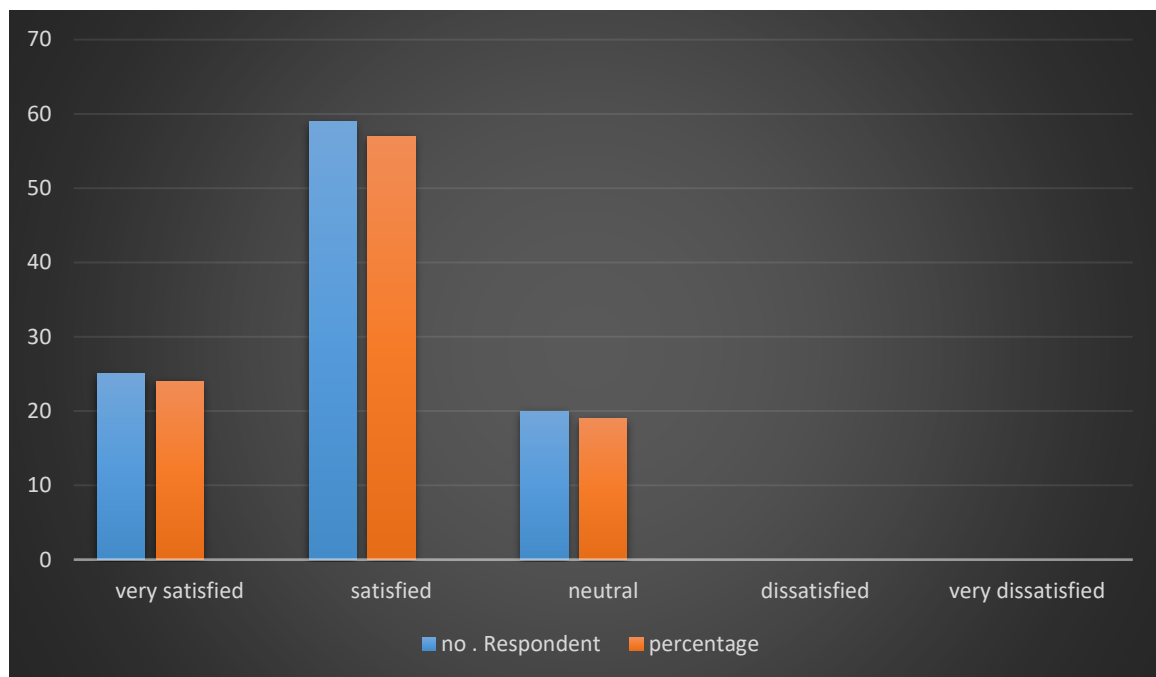


Chart 1. Overall, Job Satisfaction of Employees

INTERPRETATION:

The data shows that a significant majority of employees at R.K. CNC Milling and Manufacturing are generally satisfied with their jobs. Specifically, 57% of respondents reported being "Satisfied" and 24% reported being "Very Satisfied," indicating that 81% of the workforce has a positive outlook toward their job roles. Additionally, 19% of employees reported feeling "Neutral," which suggests there is still room to enhance satisfaction through targeted improvements. Notably, no respondents reported being dissatisfied or very dissatisfied, which reflects a healthy and supportive work environment with low levels of discontent among employees. This high level of satisfaction is likely to have a positive impact on overall productivity, retention, and morale within the organization.

Table 2. Work-Life Balance and Stress Levels

RATINGS	WORK-LIFE BALANCE	STRESS LEVELS
1	65%	25%
2	50%	30%
3	70%	20%
4	60%	30%
5	55%	25%

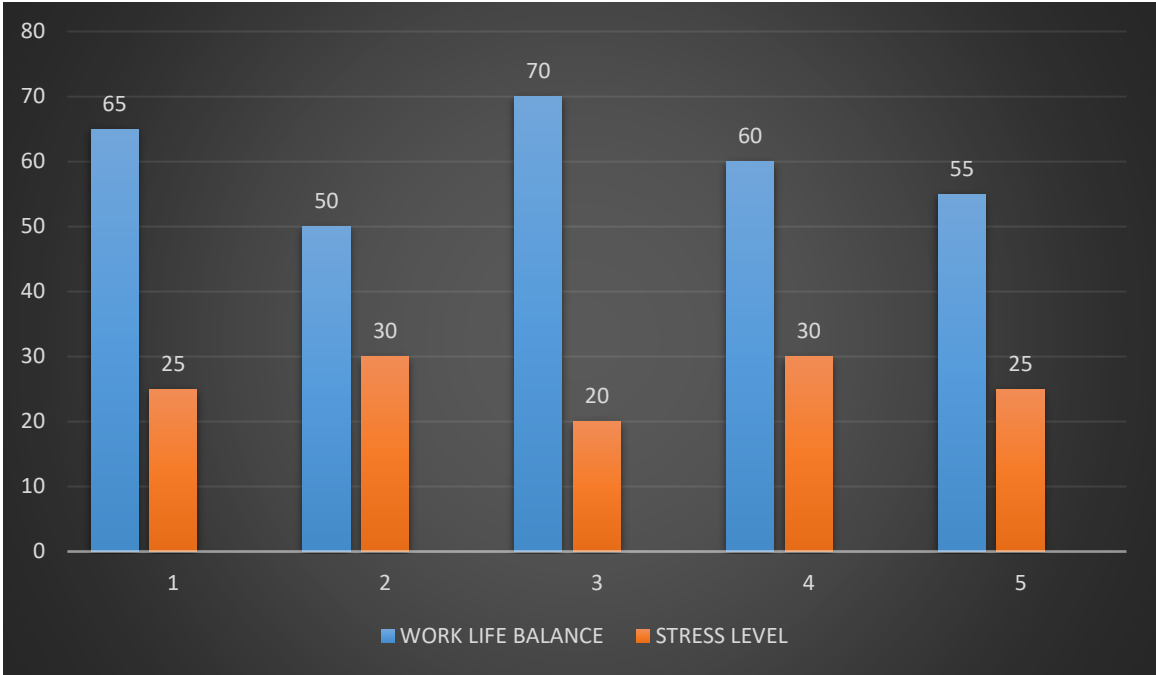


Chart 2. Work-Life Balance and Stress Levels

INTERPRETATION

The table indicates that employees at R.K. CNC Milling and Manufacturing generally perceive their work-life balance positively, with ratings ranging from 50% to 70%, peaking at 70% for rating 3. This suggests that most employees feel moderately balanced in managing work and personal life. However, stress levels show more fluctuation, with 25% to 30% of employees experiencing varying degrees of stress across all rating levels. Notably, stress is lowest (20%) where work-life balance is rated at level 3, indicating a potential optimal zone. Overall, while work-life balance is relatively strong, the presence of consistent stress highlights the need for better stress management strategies in the workplace.

Table 3. Key Drivers of Job Satisfaction and Their Influence on Productivity

Factor	Satisfaction level	Respondents Percentage
Training & Development	89	68
Professional Growth	90	53
Benefits	92	70
Managerial Support	88	56

Management Focus Rating	85	72
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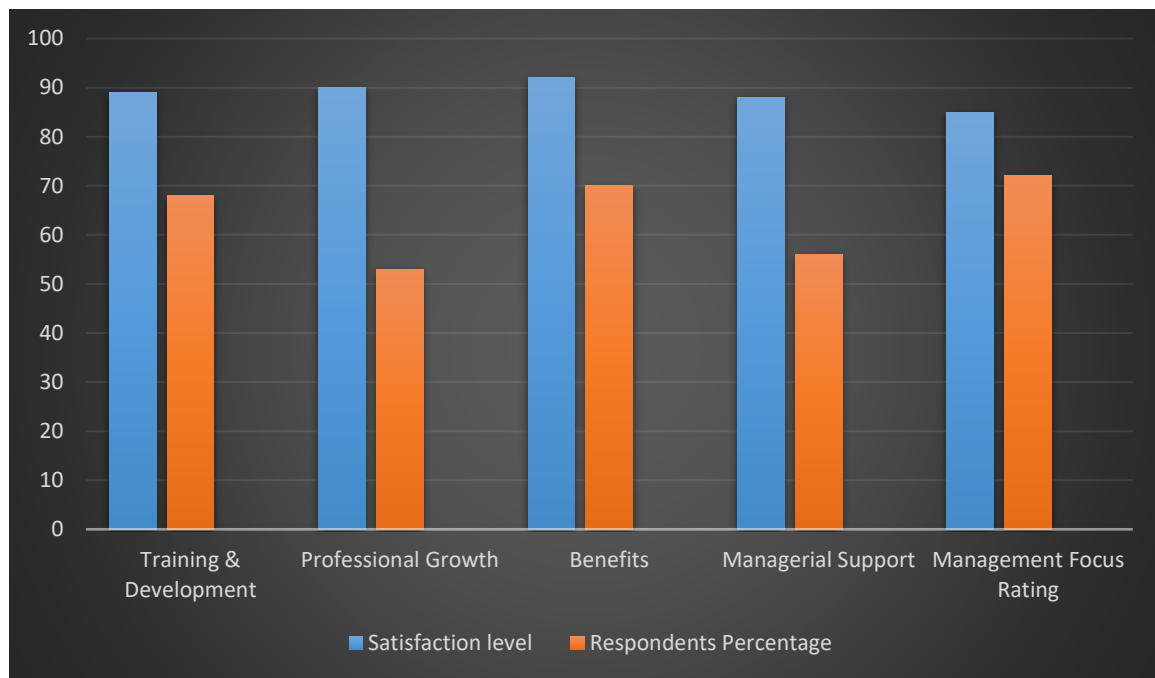


Chart 3. Key Drivers of Job Satisfaction and Their Influence on Productivity

INTERPRETATION

The table shows that employees at R.K. CNC Milling and Manufacturing are most satisfied with benefits (70%) and management focus (72%), indicating strong support and attention from leadership. Training and development also received a high satisfaction level (68%), suggesting that employees feel well-equipped with learning opportunities. Professional growth (53%) and managerial support (56%), while positive, show relatively lower satisfaction, highlighting areas where the company can improve by offering clearer career advancement paths and more consistent support from supervisors. Overall, the data reflects a generally satisfied workforce with a few areas for targeted improvement.

SUMMARY OF FINDINGS

1. A majority of employees (81%) reported being either "Satisfied" or "Very Satisfied" with their current job, while none reported dissatisfaction. This indicates a generally positive work environment at R.K. CNC.
2. Most employees rated their work-life balance as "Good" or "Excellent." However, 60% of them reported feeling stressed at least sometimes, suggesting a need for better stress and workload management strategies.
3. Over half the respondents (55%) were satisfied with their professional growth and career opportunities, but 23% felt neutral and a small percentage expressed dissatisfaction, pointing to potential for improvement.
4. "Friendly environment" (52%) and "job security" (20%) were cited as key factors contributing to job satisfaction, showing the importance of interpersonal relationships and stability in employee morale.
5. A majority of employees rated management's focus on employee satisfaction at 4 stars (52%) and also indicated strong support from their managers (55%), reinforcing the role of leadership in workplace satisfaction.
6. ANOVA analysis revealed a statistically significant relationship between employee job satisfaction and productivity levels, confirming that satisfied employees tend to be more productive and engaged.
7. While 39% of employees reported always having access to necessary tools and resources, others only had them sometimes or rarely, indicating inconsistencies that could affect performance.
8. Most employees felt their job responsibilities were well defined and reported a positive perception of the company culture, helping to reduce ambiguity and increase role clarity.
9. Although work-life balance is rated positively, many employees still experience moderate stress. Introducing wellness programs, flexible break times, or periodic stress management workshops can help reduce workplace tension.
10. Establishing a feedback loop between employees and management—through quarterly check-ins or surveys—can help address concerns early and show that management values employee input.

11. Since professional growth received relatively lower satisfaction scores, the company should offer more training programs, mentorship opportunities, and clear promotion pathways to retain talent and boost motivation.

SUGGESTION

To further enhance employee job satisfaction and its positive impact on productivity at R.K. CNC Milling and Manufacturing, several measures are recommended. Implementing structured career development plans, including skill-building workshops and clear promotion pathways, can help employees envision their long-term growth within the company. Although work-life balance is generally perceived positively, addressing reported stress through wellness programs, task rotation, and mental health awareness initiatives would support employee well-being. Ensuring consistent access to necessary tools and resources by establishing a centralized monitoring system will improve efficiency across teams. Strengthening managerial support through more frequent one-on-one interactions and open communication channels will foster better engagement and trust. Introducing regular recognition and reward programs will motivate employees by acknowledging their contributions. Encouraging employee feedback and involvement via suggestion platforms or forums will create a culture of inclusion and ownership. Additionally, fostering collaboration and peer learning will build teamwork and enhance overall productivity. Finally, reviewing compensation regularly and aligning it with performance can help retain talent and maintain high motivation levels. Collectively, these steps will contribute to a more satisfied, engaged, and productive workforce.

CONCLUSION

Employee job satisfaction plays a vital role in enhancing productivity at R.K. CNC Milling and Manufacturing, Hosur. The study reveals that most employees are satisfied with their jobs, which positively influences their performance and commitment. Factors such as work-life balance, managerial support, and training opportunities contribute significantly to this satisfaction. However, addressing stress levels and ensuring consistent access to resources can further improve employee well-being and efficiency. By focusing on these areas and fostering a supportive work environment, R.K. CNC can sustain high productivity, reduce turnover, and strengthen its competitive position in the industry.

DIRECTIONS FOR FUTURE RESEARCH

Future research can expand on this study by exploring additional factors that influence employee job satisfaction and productivity at R.K. CNC Milling and Manufacturing. Investigating the role of organizational culture, leadership styles, and employee engagement in greater depth could provide more comprehensive insights. Longitudinal studies tracking changes over time would help assess the long-term effects of satisfaction on productivity and retention. It would also be valuable to examine the impact of emerging workplace trends such as remote work, digital transformation, and automation on employee attitudes and performance. Including a larger and more diverse sample across multiple locations or industries could enhance the generalizability of findings. Finally, qualitative research using interviews or focus groups could offer richer, nuanced understanding of employee experiences and expectations, guiding more targeted HR strategies.

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