Chapter v

Summary and conclusion

The final chapter is occupied with the research summery with findings and conclusion along with suggestion. Job satisfaction in various fields has been studied by many people. But very few studied had been done in the different corporates of Idhayam, ISS, Arokya Milk, CavinKare, MaFoi, Johnson and Johnson, Cadbury and Hotel Saravana Bhavan workers and that too in the small manner. The Statement of the problem for this study is on job satisfaction of workers working in different corporate sector.

The study is intended to bring out the importance of the job satisfaction on the basis of their age, salary, qualification, income and experience.

1. An over view

The study deals with data Analysis and Interpretation in two ways such as general analysis and testing hypothesis and for these study eight companies were selected in random sampling manner.

Totally 500 Samples were selected and 480 subjects were involved in job satisfaction personal and experiment analysis hence, 210 samples were selected from 480 subjects for hypothesis testing.

The staffs are in the age group of 20 - 58 years and their economic status ranges from 10000 to 80000 per month.

Their qualification status ranges between SSLC to Ph.D. the experience of the workers lies
between 2 to 30 years. The sample consists of both clerical and managerial workers.

Job satisfaction scale developed by Dubey BL, Uppal KK and Varma SK (1989) was used to conduct the present study. The questionnaire contains 25 statements and it is rated on five - point scale.

The tool has the reliability score of 0.64(test - retest) and 0.72 (spilt - half reliability co-efficient).

The items are scored on a five – Point scale from 0 to 4 as strongly agree, agree undecided, disagree and strongly disagree.

The scores are summed up for all the 25 statements in order to arrive at a single total score for an individual low scores that are below 25 indicate high level of satisfaction, between 26-75 indicate moderate satisfaction in their job and above 75 indicates the low level of job satisfaction.

For the present study job satisfaction analysis measurement and’t ‘ – test and other appropriate test was used to find the level of significance. The data collections were done in two levels i.e. primary and secondary data.

2. Hypotheses description

The hypothesis 1 which states that there is significant difference between the job satisfaction of the age group of workers and this direct hypothesis in not accepted and therefore the null hypothesis which can be that there is no significant difference between the job satisfactions of the workers of age group is accepted.
The hypothesis 2 which states that there is significant difference between the job satisfaction of the highly qualified workers and less qualified workers was also not accepted.

As the workers are going to work according to their qualification, it does not play a vital role in the determination of the job satisfaction.

Thus the hypothesis is not accepted and the present study states that there is no significant difference between the job satisfaction of high qualified workers and less qualified workers.

The final hypothesis, that states there is significant difference between the job satisfaction of workers drawing high income and less income drawer.

As the salary obtained by the workers depends upon the years of experience the lower salary drawer has less years of experience.

Thus the salary does not play major role in determination of the job satisfaction of the workers.

Thus the hypothesis 3 is not accepted.

The study shows that there is no significant difference between the job satisfaction of the workers drawing the high and low salary.

Thus the result of the study concerns only to this particular samples and it does not be taken as the generalised result.
4. Findings

1. The study exposed that there is no significant difference between the job satisfactions of the age group

2. From the analytical point of view we may conclude that there is no significant difference between the job satisfactions of the higher and lower qualification

3. The study revealed that there is no significant difference between the job satisfaction of the drawing higher salary and lower salary

4. The individual and group experiments

Experiment No: 1 with company named Idhayam has showed the results as comprising group data on Job satisfaction shows score as 1081 with 30 male subjects. It gives the average score as 36.03 and for female subject shows score as 1063 it gives average score as 35.43.

The factors such as wages, supervision, steadiness, advancement, opportunities, recognition of work, social relation to the job, prompt settlement of grievances, fair treatment by employer and other similar items is moderate.

Experiment: 2 comprising group data on Job satisfaction shows score as 999 with 30 male subjects. It gives the average score as 33.3 and for female subject shows score as 1029 it gives average score as 34.3.
The factors such as wages, supervision, steadiness, advancement, opportunities, recognition of work, social relation to the job, prompt settlement of grievances, fair treatment by employer and other similar items is moderate.

**Experiment: 3** comprising group data on Job satisfaction shows score as 1013 with 30 male subjects. It gives the average score as 33.76 and for female subject shows score as 1060 it gives average score as 35.33.

The factors such as wages, supervision, steadiness, advancement, opportunities, recognition of work, social relation to the job, prompt settlement of grievances, fair treatment by employer and other similar items is moderate.

**Experiment: 4** comprising group data on Job satisfaction shows score as 1029 with 30 male subjects. It gives the average score as 34.3 and for female subject shows score as 1012 it gives average score as 33.73.

The factors such as wages, supervision, steadiness, advancement, opportunities, recognition of work, social relation to the job, prompt settlement of grievances, fair treatment by employer and other similar items is moderate.

**Experiment: 5** comprising group data on Job satisfaction shows score as 1009 with 30 male subjects. It gives the average score as 33.63 and for female subject shows score as 1075 it gives average score as 35.83.
The factors such as wages, supervision, steadiness, advancement, opportunities, recognition of work, social relation to the job, prompt settlement of grievances, fair treatment by employer and other similar items is moderate.

**Experiment: 6** comprising group data on Job satisfaction shows score as 1107 with 30 male subjects. It gives the average score as 36.9 and for female subject shows score as 1005 it gives average score as 33.5.

The factors such as wages, supervision, steadiness, advancement, opportunities, recognition of work, social relation to the job, prompt settlement of grievances, fair treatment by employer and other similar items is moderate.

**Experiment: 7** comprising group data on Job satisfaction shows score as 1061 with 30 male subjects. It gives the average score as 35.36 and for female subject shows score as 1116 it gives average score as 37.2.

The factors such as wages, supervision, steadiness, advancement, opportunities, recognition of work, social relation to the job, prompt settlement of grievances, fair treatment by employer and other similar items is moderate.
**Experiment: 8** comprising group data on Job satisfaction shows score as 1048 with 30 male subjects. It gives the average score as 34.93 and for female subject shows score as 1084 it gives average score as 36.13.

The factors such as wages, supervision, steadiness, advancement, opportunities, recognition of work, social relation to the job, prompt settlement of grievances, fair treatment by employer and other similar items is moderate.

In general the eight corporate results fall in the moderate level and the suggestion to increase the job satisfaction is as follows.

5. **Increasing Job satisfaction**

Job satisfaction is critical to high productivity, motivation and low employee turnover. Employers face the challenges of finding ways to increase job satisfaction so their businesses stay competitive.

A global economy of discriminating consumers has placed demands on employers never before seen. Employers face the challenges of maintaining productivity, profitability as well as keeping their workforce engaged and satisfied with their jobs.

Those that fail to improve job satisfaction are at risk of losing their top talented people to the competition.
Supervisors and managers who maximize the potential, creative abilities, and talents of the entire workforce have a greater competitive advantage than those who don’t. Employees that are engaged in their work have a higher level of job satisfaction. Motivated workers provide the health insurance businesses desperately needed in these chaotic times.

6. Increasing job satisfaction with the PRIDE system

The leaders of the organization have the responsibility for creating a high level of job satisfaction. Dr. Edwards Deming said, “The aim of leadership should be to improve the performance of man and machine, to improve quality, to increase output, and simultaneously to bring pride of workmanship to people.”

A motivating environment is one that gives workers a sense of pride in what they do. To show supervisors and managers how to build a more productive work environment, I’ve created a five-step process called the PRIDE system. Leaders can improve motivation within their organizations by following this process:

- Provide a positive working environment
- Reward and recognition
- Involve and increase employee engagement
- Develop the skills and potential of your workforce
- Evaluate and measure job satisfaction
6.1 **Step 1**: provide a positive working environment

Creating job satisfaction begins by first providing a positive work environment. Fran Tarkenton says, to find what motivates people, “you have to find what turns people on.”

This is the most important factor in the process. A motivating working environment requires going over and beyond the call of duty and providing for the needs of the worker.

Walt Disney World Company provides an excellent work environment for their employees or “cast members.” Employee assistance centers are spread strategically across the theme park. Some of the services included employee discount programs, childcare information, money orders, postage stamps, check cashing, and bus passes.

6.2 **Step 2**: reward and recognition

Mark Twain once said, “I can live for two months on a good compliment.” Personal recognition is a powerful tool in building morale and motivation. A pat on the back, a personal note from a peer or a supervisor does wonders.

Small, informal celebrations are many times more effective than a once a quarter or once a year formal event.

The important point is pay and money does not necessarily create job satisfaction. There has to be something more.
6.3 **Step 3**: Involve and engage the workforce

People may show up for work, but are they engaged and productive. People are more committed and engaged when there is a process for them to contribute their ideas and employee suggestions. This gives them a sense of ownership and pride in their work.

The Sony Corporation fosters the exchange of ideas within departments by sponsoring an annual Idea Exposition.

During the exposition, scientists and engineers display projects and ideas they are working on. Open only to Sony’s employees, this process creates a healthy climate of innovation and engages all those who participate.

6.4 **Step 4**: Develop worker’s skills and potential

Training and education motivates people and makes them more productive and innovative. At Federal Express, all customer contact people are given six weeks of training before they ever answer the first phone call. Learning never stops and testing continues throughout their employment tenure.

Every six months customer service people are tested using an on-line computer system. Pass/fail results are sent to each employee within 24 hours.
They receive a personalized “prescription” on areas that need reviewing with a list of resources and lessons that will help.

There are many reasons training and development makes sense. Well-trained employees are more capable and willing to assume more control over their jobs.

They need less supervision, which frees management for other tasks.

Employees are more capable to answer the questions of customers which build better customer loyalty. Employees, who understand the business, complain less, are more satisfied, and are more motivated. All this leads to better management-employee relationships.

6.5 **Step 5**: Evaluate and measure job satisfaction

Continuous evaluation and never ending improvement is the final step of the PRIDE system. Evaluation is a nonstop activity that includes a specific cycle of steps.

The primary purpose of evaluation is to measure progress and determine what needs improving. Continuous evaluation includes, but is not limited to, the measurement of attitudes, morale, and motivation of the workforce.
It includes the identification of problem areas needing improvement and the design and implementation of an improvement plan. Good organizations conduct a job satisfaction survey at least once a year.

Businesses have searched far and wide for the competitive advantage, the best equipment, robotics, or the latest business technique. These devices provide only temporary solutions. The true competitive advantage is trained and motivated people proudly working together, contributing their vitality and energy toward the goals of the enterprise.

7. Enables satisfaction on the job varies – suggestion

A person who is content with their work will be more inclined to tolerate the inevitable job dissatisfactions, but a person who is discontent or in the wrong job will leave despite our extra efforts to retain them.

This is why some people stay in jobs despite the lack of satisfactions, or leave highly desirable jobs for lesser satisfactions. Fulfilling their purpose is more important to them than fulfilling the employer's purpose, and they can't be paid enough to ignore or waste their talents.

Simple enough, but what's often overlooked is the fact our job satisfaction is dependent first and always on having a job.
It would not exist except for the employer making it possible for you to work and be rewarded, and this applies regardless if our satisfaction is intrinsic or extrinsic. It's also co-dependent on what you do in exchange for the rewards the employer decides to offer or not take away.

The reality is we have no control over the employer or the satisfactions they offer except by some form of bargaining, by our choice of jobs and employers, and our level of performance and whether it influences the employer's decisions.

This makes our job satisfaction vulnerable to circumstances like controlling bosses, management decisions, layoffs and restructuring, but also to the impacts of the economy, global competition, natural disasters, war and terrorism.

Jobs and the satisfactions they portend could be here today but gone tomorrow, and this explains why it's difficult to try and increase our job satisfaction. It's also unreasonable to think that employers can satisfy everyone all the time.

It's only when the threat exists of losing our job, or when the conditions and expectations change that you begin to realize our job satisfaction is dependent, conditional and vulnerable to things that are beyond our control, and sometimes beyond even the employer's control.

So what do we control, and by this I mean independently of any employer in order to have and enjoy the career that we desire. Already established our intrinsic and extrinsic satisfaction is
actually employer provided, dependent and conditional, so it must be something else, something deeper.

What we control exclusively in order to fulfil our callings and purpose is your thoughts, emotions, reasoning, talents and choices.

Neither of these things is employer provided or controlled. we take them with us if you change jobs, careers and employers, and they remain with you even if our satisfactions are reduced or taken away. These are the elements of our career contentment.

8. Contentment is a state of mind personal guidance

Contentment is a state of mind that exists independently of employers, other people or material things. In other words, you can be content even if not happy or entirely satisfied.

We do this quite naturally by how you reason to recognize the acceptable middle ground in any situation.

The peace that results enables to think clearly, make choices, and to deal more effectively with things that are normally upsetting. Contentment provides overlooked resiliency strength.

On the job this strength and peaceful state of mind is our career contentment. It is the source of our effectiveness to perform and our ability to endure, even job dissatisfaction.
It is dependent exclusively on how we think and is conditional on our predisposition to recognize middle ground, but also on our choice of work and whether it is meaningful to the use of our talents and fulfilment of our callings and purpose.

Career is the pursuit of contentment derived from meaningful work, not just the pursuit of the transient satisfactions that keep us dependent on employers.

Contentment proves that we can live without the transient satisfactions but not without our ability to reason and recognize middle ground. Thankfully so because nothing in this world is absolutely perfect and not everything is likely to go our way, or even the way our employer wants it to go.

We may not be entirely happy or satisfied with our weight, house, car, job or spouse but you don't upgrade each week either.

We can focus on the acceptable middle ground, rainbow, silver lining and light at the end of the tunnel, and our leverage this state of mind to endure, make due and still get things done, with or without being made satisfied. Try living without this ability.
9. Increase Your Job Satisfaction

At first we should understand our own personal values and beliefs e.g. achievement, learning, integrity, family happiness, fun etc. and scribe your ideal job and then map your existing job to it. Where is there a fit, where is there a mismatch and what can you do to change the areas of mismatch.

9.1 Consider the following:

i. Working Environment

ii. List down our natural talents and gifts.

iii. What do we easily do well and enjoy doing

iv. Take control of increasing our own job satisfaction.

v. Use of skills / knowledge / capabilities

vi. Type of work

vii. Motivational needs

9.2 The strength

Businesses have searched far and wide for the competitive advantage, the best equipment, robotics, or the latest business technique.

These devices provide only temporary solutions. The true competitive advantage is trained and motivated people proudly working together, contributing their vitality and energy toward the goals of the enterprise.
Many of the so-called dissatisfied are actually content with their job and career, but are unhappy with one or more satisfactions. That we fail to make this distinction is a problem because satisfaction is an either/or proposition.

In other words, we may have a good job and are well paid with great benefits and working conditions, but if our boss is a jerk, our entire job begins to sour and we think we need a new one.

What's missing is an understanding of the acceptable middle ground. Once our understand this, our world takes on a whole new appearance and some of the dissatisfactions become a bit more tolerable. This is a strength we can all use more often.

9.3 Way to achieve job satisfaction

Job satisfaction takes root when an individual's knowledge, skills and work ethic are aligned with the objectives and business needs of the company.

For the self-employed, this alignment is essential to survival of the proprietorship. When these spheres collide in the workplace, it is a bit more complicated."Job satisfaction in the workplace is achieved when an employee feels they are positioned where they should be. Otherwise, it is mostly the employer's loss".
9.4 Company Restructure

The complexity of job satisfaction in the office environment, particularly in large organizations, often stems from organizational change without employee input.

Departments are restructured, clients are added, service contracts are terminated and, in the end, employees may find themselves poorly matched to a new account, required skill set, or the personality profile of a new team or manager.

As an example, if a consultant excels in customer interaction and support and is assigned to work on an account that focuses more on adherence to the budget than customer service, the likely result is that the consultant will lose their drive to do what they do best.

Once the client begins to decry the ability of the employee to perform, that individual will begin to lose any vestige of motivation to continue a high level of customer service delivery.

9.5 Lack of Job Satisfaction and Consequences

Consequences of this situation vary with the individual. A seasoned professional with insight and may ask to be re-assigned so they can exercise their fine-tuned skills where it will be appreciated.
If he or she takes the position that they just want to get through the day, they may simply shift their focus to satisfy the client. That may resolve the immediate issue but does nothing to play on the employee's key strengths and source of job satisfaction.

Additionally, these events assume the employee understands the root of friction on the account and why there is a disconnect.

The more common scenario is that the employee becomes frustrated and confused because they cannot comprehend why the client is dissatisfied despite their stellar efforts.

**9.6 Resolving Job Satisfaction Derailment**

Resolving the job satisfaction issue takes some introspection by the subject person. This can be a daunting task for someone who is not inclined towards self-examination. In a poor economy, many feel intimidated by a competitive job market, especially if they are feeling self-defeated. It behooves the employer to recognize and address these matters.

There was a time when management training and an HR (Human Resources) focal point was job satisfaction; a time before budgets took priority. With the exception of non-profit companies, of course the financial aspect is the bottom line.

From a big-picture point of view though, isn't it a financial loss over the long-term to lose employees because their work quality and strengths were not identified, so they could be positioned where they are capable of the highest level of contribution.
If companies do not recognize the significance of job satisfaction among their staff, chances are these organizations will be nothing more than a training ground for another firm to reap the benefits.

10. Acquire job satisfaction

Working properly and effectively is the most important duty of a human being. Whether it's working for the personal growth or for the professional purposes, it has to be towards the developmental direction of the person as well for the people concerned. In Job also, a lot much is dependent on the individual performances of the employees.

Team work is essential, but it is possible only when, the employee works with his office mates like a team, which is the most important thing, which counts for the development of the individual and the overall organisation.

It is very important for the employee, to be satisfied and happy with the type of job he is doing. The productivity of the individual depends on, whether the work he is doing is of his interest or not. A person is able to produce the best of his results, only if, the industry he is working in, brings out the passion in him for that field and he enjoys the job he has been assigned with.

The environment of the workplace is another factor, which contributes towards adding to the satisfaction level of the employee, for his job. The workplace needs to have elements, which could give motivation to the employees to work freely and without any stress.
Some employers use stress as a motivational factor, for the production of results. But, this method can sometimes prove to be fatal for the growth of the individual and lead to losses in the company's turnover.6

The environment of the office should be cool and calm, so that the employees working in the office are able to work without restraint and have a better exposure to each other's ideologies. There needs to be frankness between the employees, so that they do not hesitate, to discuss the work related problems with the colleagues and have a free communicative environment in the organisation.

The job is definitely chosen and the work is to be completed by the employee himself, but a lot depends on the employer also, as in how he shapes the career route for the employees to work in a progressive direction. Job satisfaction and motivation are very much required for the employee to grow in his area of work and to attain success in the respective field.

Satisfaction in the work done comes, when an employee gets admiration from his boss or employer. Appraisal and promotion are the golden words for the people working in the job sector. It is very much unfair and unsatisfactory for an employee, if he is not getting required promotion in his career.

It works as a demotivational factor, and in such cases, it hardly gets possible for the employee to work at his best and add value to the organisation.
There are various stages in the career of a person and to keep growing, he certainly requires boosters and motivational elements, which would make him move further. Otherwise, the employee would get frustrated and can even leave the job.

Therefore, it is extremely important for each and every employee to be satisfied and feel contended with the work he is doing and the contributions he is making towards the growth of his company. Also, the employees should change their working strategies and phenomenon toward work.

They need to change their working styles and approaches towards work, in accordance to the changing times. This is to bring newness and accuracy to the work results. A large percentage in the satisfaction for the job also depends on the employee himself, therefore, he should always try and keep himself motivated and work with positive attitude and try to his best shot every minute.

11. Importance of Job Satisfaction

It is highly noticed that where employees are given liberty and independence in their jobs it makes the atmosphere much livelier and workplace a happier place to work. Job satisfaction is one of the most important aspects when it comes to result analysis in terms of performance and profitability ratio by the employees.

It is often witnessed that people who are given greater variety in their jobs feel both less stressed and more satisfied, according to findings which suggest that several management practices designed to make employees more efficient also make them happier.
Employees are also more likely to be happy when management readily shares information and consults with them as it makes them feel like an important part of the organization and its decision making. It is a common human behaviour that when given responsibility along with authority to any person they are likely to perform twice as much efficiently than normal chores of their daily performances.

There are various factors responsible for keeping the workplace full of energy and happier faces to look at during the working hours. One of the most essential elements of job satisfaction is motivational factor.

Motivation works wonder in dealing and nudging the employees to strive for better results and showcase their strengths which helps in the growth of the company.

Motivation in terms of pushing the employees to achieve the targets and work efficiently in a positive manner where they are given incentives to compliment their achievements in particular assigned jobs.

Adding little flavour in terms of variety to a job simply makes an organization a much wanted workplace to work in among the job seekers. Bringing positivity around the work culture is the task of the employees in the human Resource section where they are responsible for queries and sorting problems of the employees working in the organization⁹.
Human Resource is a team which plays a major role in lifting the heavy clouds of misunderstanding if any in the organization and spread warmth among the staff through various team building tasks and other such activities which improve the working structure of the company.

Job seekers look for comfort level in any organization they choose which can also be found in a friend already working in that particular organization or through the working environment the company is known for in the market. To sustain in a job one has to adapt to the working culture and with the senior staff members serving the organization for years\textsuperscript{10}.

12. Business benefits by Job satisfaction – for corporate

If we manage to increase employee job satisfaction it is not only going to benefit them, but it will also benefit the business as a whole. Many studies have shown how management strategies that increase employee job satisfaction lead to a more productive workforce and a more successful business overall.

If we want to avoid all the hassle that comes with replacing staff, and the poor image this creates for customers, then you will need to do all you can to increase employee job satisfaction.

There are quite a few ways of doing this, and it may be a case of experimenting with different approaches until you find what works with your company\textsuperscript{11}. 
It should be something a bit more significant than picking an employee of the month though. One cause of complaint among staff is often concerned with scheduling. Workers have home lives as well as work lives, and this should always be factored into scheduling decisions. One way of increasing employee job satisfaction is by introducing a self-scheduling scheme.

This will put the control of schedule in the hands of the staff themselves, and they will be able to choose their time off as they see fit; it will be up to them to ensure that each shift is fully staffed and that they work their contract hours.

If the staff member is unable to get the time off they want then they will understand why and this will increase employee job satisfaction because of their feelings of control over the process. Giving your staff more responsibility and autonomy is a great way to increase employee job satisfaction.

If we trust you employees to do the tasks assigned to them without constantly looking over their shoulder then this will make them feel like they are trusted and they will likely reward this trust; a task goes from being something that they are expected to do to being something that is a responsibility\textsuperscript{12}.

If you want to increase employee job satisfaction then you need to have good communication in place. Staff should be allowed to be critical and to feel they can raise concerns in a non-threatening environment.
If employees are afraid to speak then they are unlikely to put much effort into the job and they will probably want to leave as soon as possible. If the employee has an idea it should be listened to respectfully; this way you will increase employee job satisfaction and if it is a good idea it will benefit the business.

One thing that you must avoid if you want to increase employee job satisfaction is constant change or uncertainty in regards to what is expected of the employee. The staff member should always know what they need to do to keep the business successful, and if they don't they can easily stop trying.
References


Bibliography


Appendix : Questionnaire

A STUDY ON THE JOB SATISFACTION AMONG THE CORPORATE SECTOR IN
CHENNAI CITY

Supervisor                                                                               Research Scholar: K.Saravanan
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Professor
ANNA CENTRE FOR PUBLIC AFFAIRS
University of Madras

General Details

Name : Age :
Sex : Position :
Income :

Other details (if Need)
# Job satisfaction scale

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<tr>
<th>S.No</th>
<th>Description</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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<td>1</td>
<td>Do you have been getting promotion as per your qualification and experience</td>
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<td>2</td>
<td>Do you feel full confidence in the management of your organisation</td>
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<td>Favoritism does not have any role to play in this organisation</td>
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<td>4</td>
<td>Are you satisfied the whole general supervision in your department</td>
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<td>5</td>
<td>Working conditions in your organization are satisfactory</td>
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<td>Do you think this organization treats its employees better than any other organisations</td>
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<td>Your superior informed about all polices/happening of the organization</td>
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<td>Do you feel that you have opportunities to present your problems to the management</td>
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<td>9</td>
<td>Do you feel present jobs is as per my ability/qualification and experience</td>
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<td>Do you you’re your supervisor behaves properly with you</td>
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<td>Do you feel proud of working in this organisation</td>
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<td>12</td>
<td>Comparing the salary for similar jobs in other organization do you feel your pay is better</td>
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<td>Your supervisor takes into account your wishes as well as work done</td>
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<td>14</td>
<td>As per work requirement at pay is fair</td>
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<td>15</td>
<td>Your organization adopts best methods of work as early as possible</td>
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<td>16</td>
<td>Do you feel job has helped me to learn more skills</td>
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<td>17</td>
<td>Do you feel that the job is reasonably secure as long as you do good work</td>
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<tr>
<td>18</td>
<td>Promotions are made on merit in your organisation</td>
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<td>19</td>
<td>Did you usually feel fresh at the end of the day's work</td>
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<td>20</td>
<td>Do you feel pay is high enough for providing necessary things in my life</td>
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<td>21</td>
<td>There is high team spirit in the work group</td>
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<td>22</td>
<td>Do you satisfied with welfare facilities provided by the organization</td>
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<td>23</td>
<td>On the whole, do you feel good prospects or advancement in your job</td>
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<td>24</td>
<td>You do not like to do this job but circumstances force you</td>
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<td>25</td>
<td>If you get similar job in some other organization you would like to quit the job</td>
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