

Employee Satisfaction

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Lecturer

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INTRODUCTION

The project consists of the topic called “A study on Employees satisfaction to enhance the present working conditions of different companies.. The company deals with the sales of Bajaj automobiles. It is the dealer for entire Belgaum district.

It is a great opportunity for me to do the project such good organization which grew very fast in just one and half year and it is presently booming in the Belgaum district.

As employees are the most valuable asset, who are responsible for the growth and prosperity of the organization. Management wants to know the level of satisfaction of the employees towards the organization and wants to enhance the present working Condition if any improvements are to be made.

So keeping the objective in mind a questionnaire was framed which covered most of the questions which would provide valuable inputs to the managements, to enhance the working conditions and the make any improvements if needed.

TYPICAL DIMENSIONS OF EMPLOYEE SATISFACTION

Employee satisfaction surveys can cover as many or as few topics as are required by your organization. Some of these topics include:

- Job satisfaction
- The company as a place to work
- Organization direction, strategy and goals
- Employee morale
- Organizational relationships
- Supervision
- Management
- Leadership
- Culture, values and behaviours
- Company image
- Benefits
- Compensation and rewards/incentives
- Recognition and promotion
- Training and development
- Career opportunities
- Quality products and services
- Internal/external communications

- Organizational change
- Any other topics of interest to managers

Discrepancy

Theories

Two-Factor Theory

MOTIVATORS

- Responsibility
- Challenge
- Job control

HYGIENE FACTORS

- Pay
- Benefits
- Coworkers

Employee satisfaction has two components

1. Hygiene issues
2. Motivation issues

The hygiene issues are:

1. Company and Administration

Policy: They should be updated and accessible to all the employees so that the employees are aware of all policies of the organization.

2. Supervision: The supervisor should have the good leadership qualities and should give positive feedback at regular interval.

3. Salary: Employees want to be paid according to their competence and hard work.

4. Interpersonal Relations: It is the relation with the superior, peer and subordinate. The employees should be given time for socialization .i.e. during lunch, tea break, etc.

5. Working conditions: The working environment should be good so that the employees will have sense of pride in working for the organization and should be provided with the necessary facilities and adequate space to work efficiently.

The motivation issues are:

1. Work: The work should make employees believe that the work they are doing is important.

2. Achievement: All employees want to do a good job and make use of their talent .

3. Recognition: Employees should be rewarded for high performance by bonus or at least praising their efforts.

4. Responsibility: Employees should be given enough freedom or power to carry out their task .They should have ownership of work and be given challenging work.

5. Advancement: Loyalty and performance should be rewarded by providing opportunities for career development .

The absence of hygiene issues is a source of dissatisfaction. While increase in the motivation factors ,will increase in employee satisfaction .the hygiene issues should be dealt first and then the motivation issues should be given considerations .Bigger pay checks rarely equate with higher job satisfaction .

LITERATURE REVIEW

It is realising the direct relationship between happy employees

The key measures to employee satisfaction are

- Employee retention
- Productivity
- Customer satisfaction
- Profitability

All the above mentioned factors are obtained only if the employees are satisfied .This is because satisfied employees tend to be more creative ,tend to accept challenging jobs which is an promotional opportunity to them .They tend to be more productive .

Employees with higher job satisfaction: believe that the organization will be satisfying in the long run .care about the quality of their work are more committed to the organization have higher retention rates, and are more productive.

Statement of the problem

“A study on employee satisfaction to enhance the present working conditions”

Retaining the employees in the long run has become an destructive problem to any organization nowadays the organization which takes keen interest to satisfy their employees before the customers are able to retain their employees in the long run. So having this objective in mind the managements wants to

know the satisfaction level of the employees towards Jagajampi Bajaj.

Research Problem:

A study to know the satisfaction level of the employees towards the organization to enhance the present working conditions for organizational growth and prosperity at Jagajampi Bajaj.

Purpose of the study:

- To know the employee satisfaction level towards the organization.
- To understand the relationship within the organization.
- To study the communication flow within the organization.
- To determine the worker's participation in decision-making.
- To find whether there is scope for improvement within the organization.
- To learn the practical aspects of the business.

Scope of the study:

Keeping the purpose of the study in mind which is to know the employee satisfaction level towards the organization. I have conducted the study within the organization i.e. employees of Jagajampi Bajaj

Objective of the study:

- To know the employee satisfaction level towards the organization regarding the infrastructure working condition compensation and other facilities.
- To understand the relationship within the organization
- To know the communication flow within the organization
- To know the level of worker's participation in decision making.
- To find whether there is scope for improvement.

MEASUREMENT TECHNIQUES

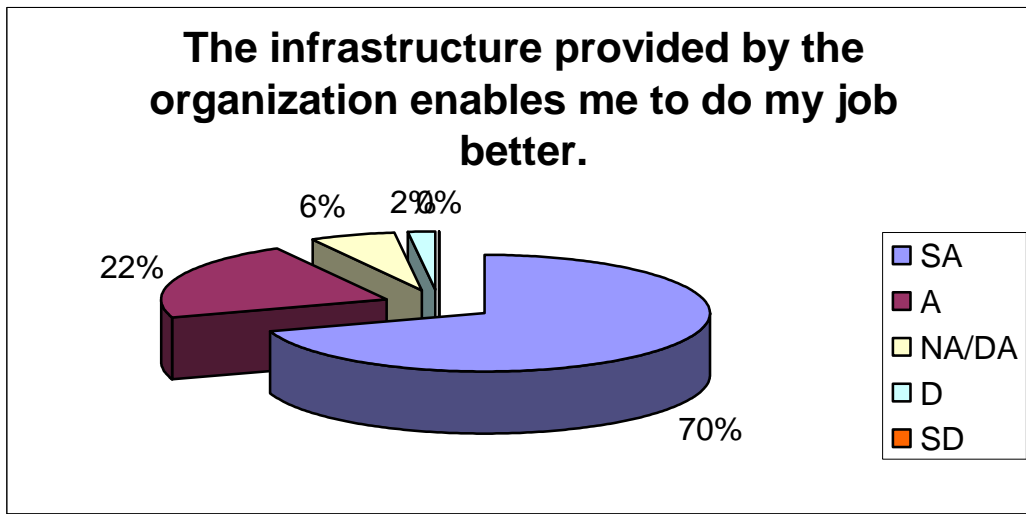
Questionnaire:

This is most easy techniques that is sought after and one of the easy method to gather primary information and is a core source for primary data and this type of data collection techniques is being incorporated by me through the questionnaire.

- **Graphical method** using pie charts with percentage:

ANALYSIS AND INTERPRETATION:-

On the basis of the infrastructure provided by the organization enables me to do my job better	
Strongly agree	35
Agree	11
Neither agree nor disagree	3
Disagree	1
Strongly disagree	0
Total	50

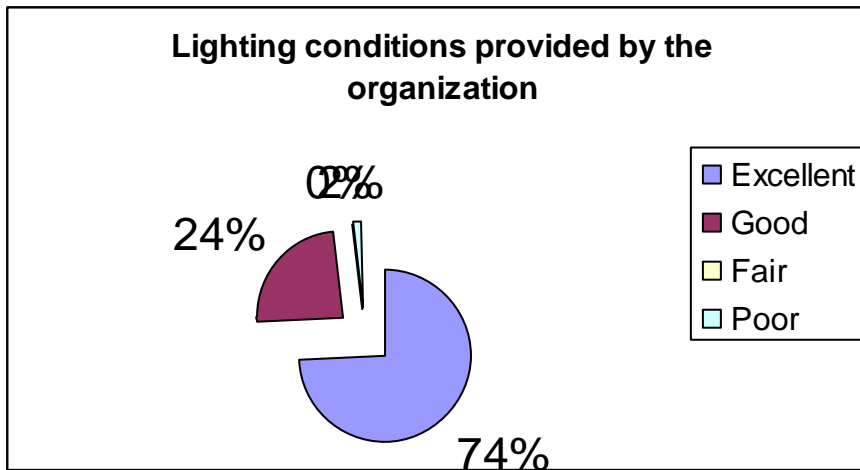


Interpretation:

- 70% of the employees strongly agree that the infrastructure provided to them enables them to do their job better.
- 22% of the employees agree to the same.
- 6% of the employees neither agree nor disagree.
- 2% of the employees disagree with this statement.

This question was asked to know whether the infrastructure provided to the employees helps them to do their job with enthusiasm and to their satisfaction or not. From the graph we can infer that the infrastructure provided to the employees is good and helps them to do their job better.

Question No.2a Response	
Excellent	37
Good	12
Fair	0
Poor	1

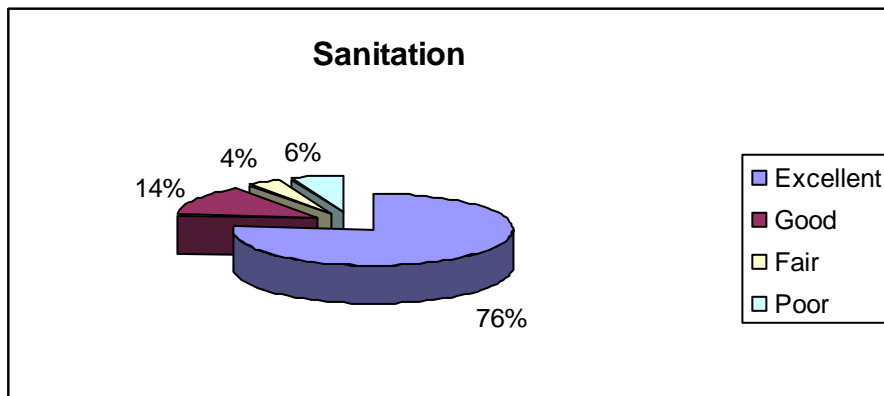


Interpretation:

- 74% of the employees say that the lighting conditions provided by the organization are excellent.
- 24% of the employees say good to the same.
- 2% of the employees say that it is poor.

The graph shows that the lighting conditions provided by the organization are excellent. The organization should continue to maintain the same conditions in future also.

On the basis of sanitation	
Excellent	38
Good	7
Fair	2
Poor	3
Total	50

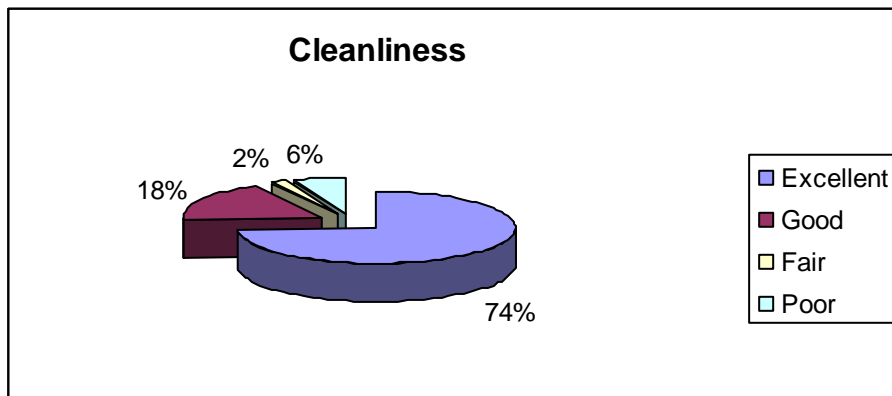


Interpretation:

- 76% of the employees say that the sanitation in the organization is excellent.
- 14% of the employees say good.
- 4% of the employees say fair.
- 6% of the employees say poor.

The graph shows that the sanitation in the organization is well maintained. The organization should continue to maintain the same in future also.

On the basis of cleanliness	
Excellent	37
Good	9
Fair	1
Poor	3
Total	50

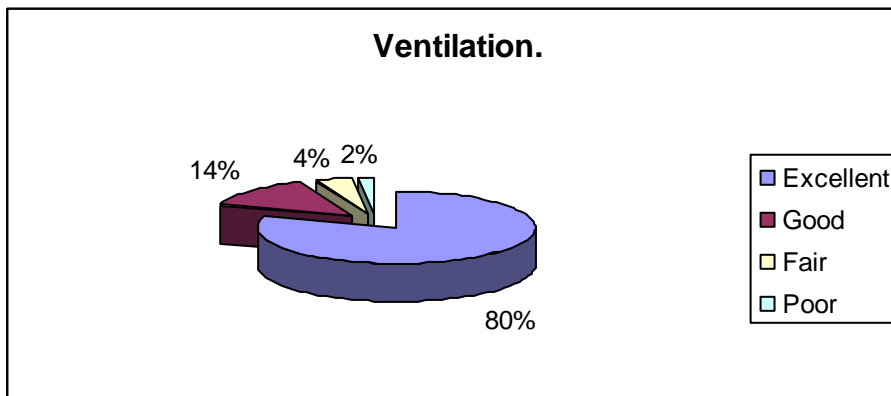


Interpretation:

- 74% of the employees say that the cleanliness maintained in the organization is excellent.
- 18% of the employees say good.
- 2% of the employees say fair.
- 6% of the employees say poor.

The graph shows that excellent cleanliness is maintained in the organization. The organization should continue to maintain the same conditions in future also.

On the basis of ventilation	
Excellent	40
Good	7
Fair	2
Poor	1
Total	50

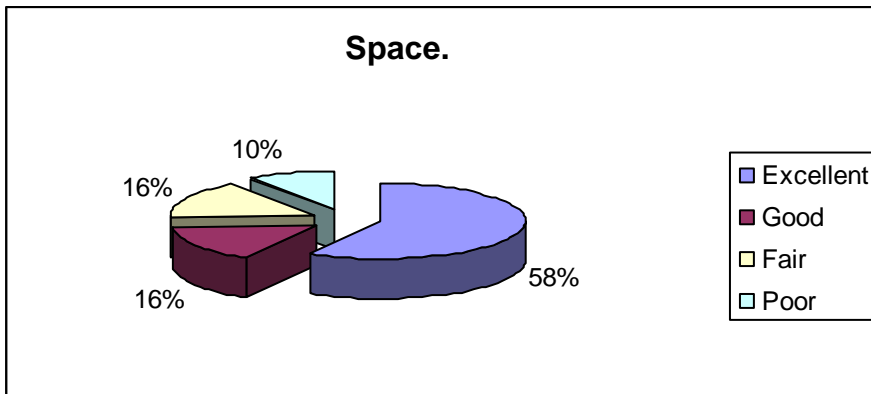


Interpretation:

- 80% of the employees say that the ventilation in the organization is excellent.
- 14% of the employees say good.
- 4% of the employees say fair.
- 2% of the employees say poor.

The graph shows that ventilation in the organization is excellent.

On the basis of space	
Excellent	29
Good	8
Fair	8
Poor	5
Total	50

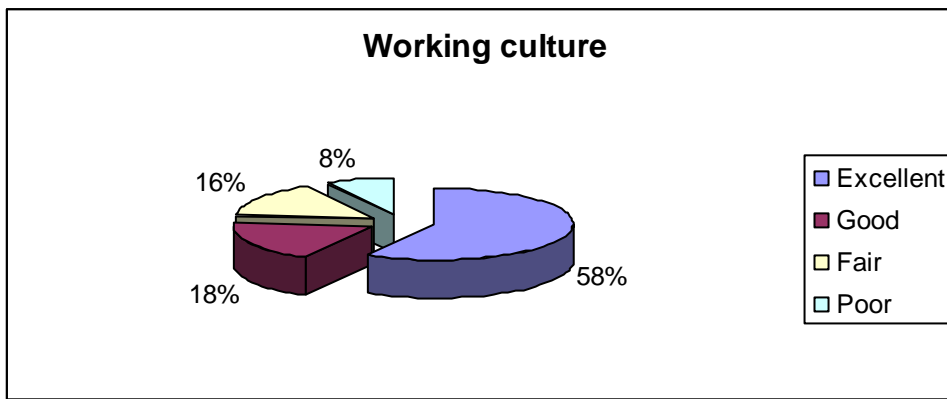


Interpretation:

- 58% of the employees say that the space at work provided by the organization is excellent.
- 16% of the employees say good.
- 16% of the employees say fair.
- 10% of the employees say poor.

The graph shows that most of the employees are satisfied with the space provided by the organization to work. But we can also find that there are employees who are not satisfied with the space at work. They are the employees from spares section and the washing section who are not satisfied with this condition. So the management must look into this seriously and must think of shifting the spares section and the washing section accordingly so that the employees get enough space to perform their job perfectly and flexibly

On the basis of working culture	
Excellent	29
Good	9
Fair	8
Poor	4
Total	50



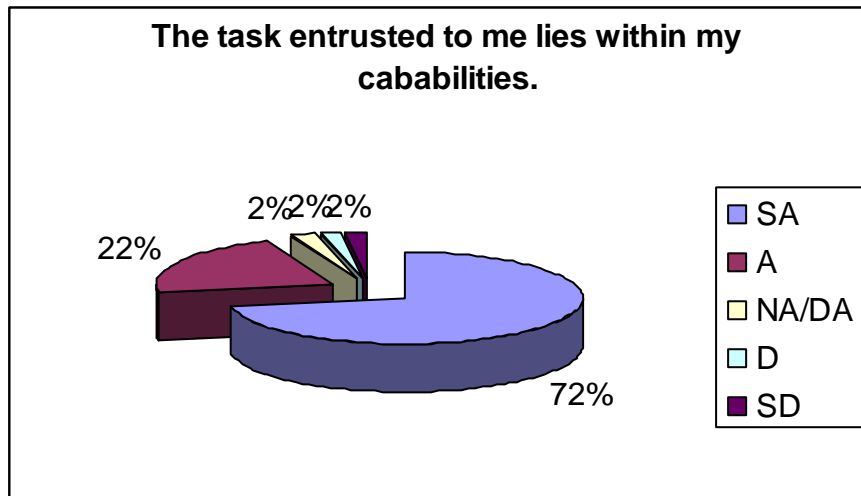
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Interpretation:

- 58% of the employees say that the working culture in the organization is excellent.
- 18% of the employees say good.
- 16% of the employees say fair.
- 8% of the employees say poor.

From the graph we can see that most of the employees are happy with the working culture of the organization. Management should continue to maintain the same in future and should regularly enhance the working culture with innovativeness and also with good values and beliefs. This can be an influencing factor for the management to retain the employees in the long run.

Question No.3 Response	
Strongly agree	36
Agree	11
Neither agree nor disagree	1
Disagree	1
Strongly disagree	1

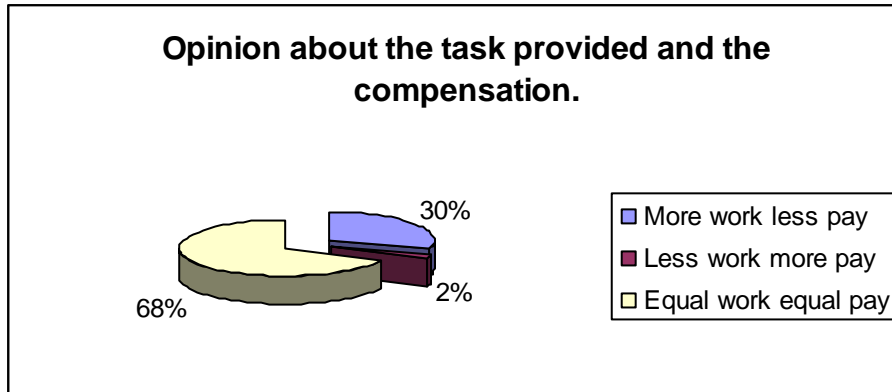


Interpretation:

- 72% of the employees strongly agree that the task provided to them lies within their capabilities.
- 22% of the employees agree to the same.
- 2% of the employees neither agree nor disagree to this statement.
- 2% of the employees disagree.
- 2% of the employees strongly disagree.

This question was asked to know whether the employees are really capable of doing the given job or not. From the graph we can see that maximum number of employees claim that the given job lies within their capabilities which is a good thing for the organization for its progress.

Question No.4 Response	
More work less pay	15
Less work more pay	1
Equal work equal pay	34

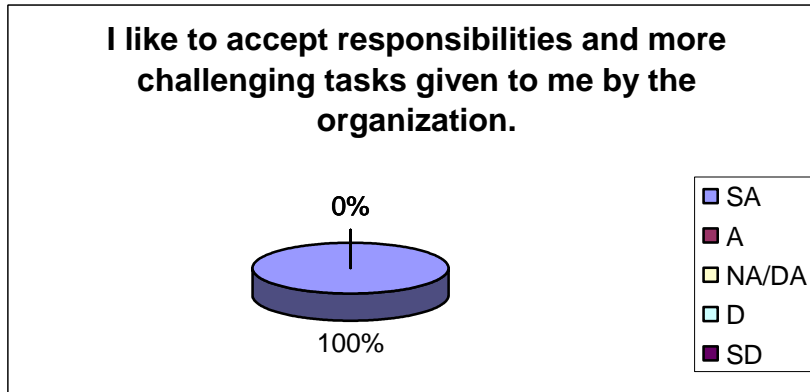


Interpretation:

- 68% of the employees say that they are paid equally for the job which they are doing and it is fair.
- 30% of the employees say that they are paid less compared to the job which they are doing.
- 2% of the employees say that they are paid more for the job they are doing.

This question was asked to know the employees opinion about the compensation paid to them for the work they are doing. From the graph we can see that maximum number of employees saying that they are paid fairly but also we can see that most of the employees are not satisfied by the compensation paid. This can be a problem for the management to retain their employees in the long run. So the management must look in to this problem seriously and must pay accordingly to the work assigned.

Question No.5 Response	
Strongly agree	50
Agree	0
Neither agree nor disagree	0
Disagree	0
Strongly disagree	0

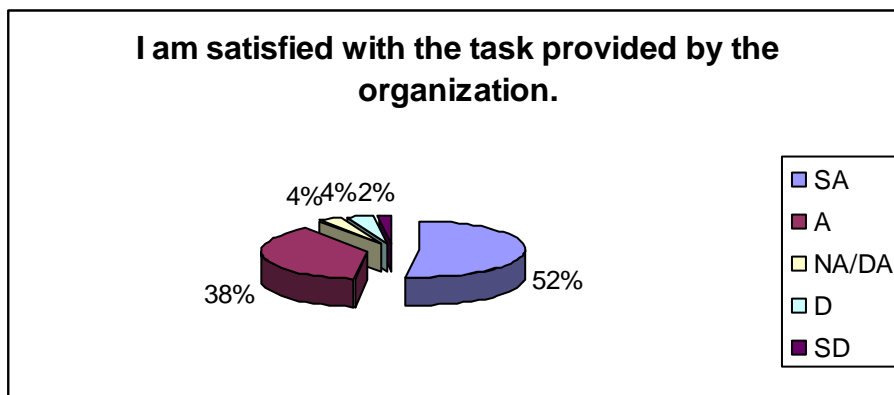


Interpretation:

- 100% of the employees strongly agree to the statement that they like to accept responsibilities and more challenging tasks given to them by the organization.

This question was asked to know what do the employees feel about themselves. The graph reveals that the employees are more optimistic and confident. This feeling of the employees will definitely help the organization for its growth and prosperity.

Question No.6 Response	
Strongly agree	26
Agree	19
Neither agree nor disagree	2
Disagree	2
Strongly disagree	1

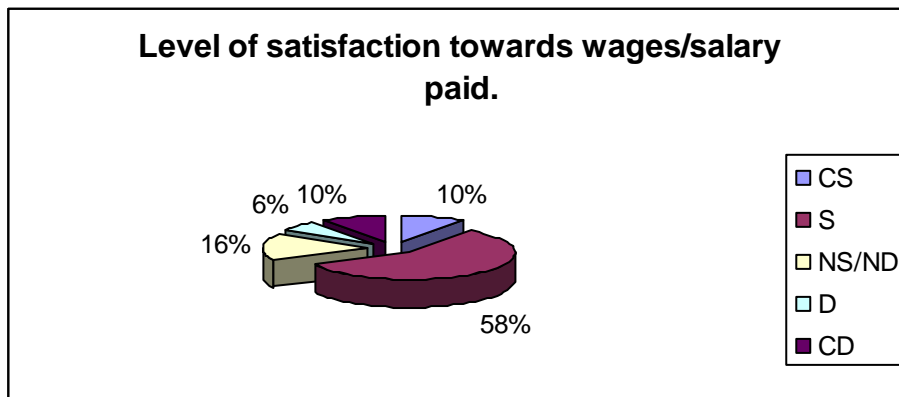


Interpretation:

- 52% of the employees strongly agree that they are satisfied with the task provided by the organization.
- 38% of the employees agree to the same.

This question was asked to know the satisfaction level of the employees towards the task provided.

Question No.7 Response	
Completely satisfied	5
Satisfied	29
N S/ND	8
Dissatisfied	3
Completely dissatisfied	5

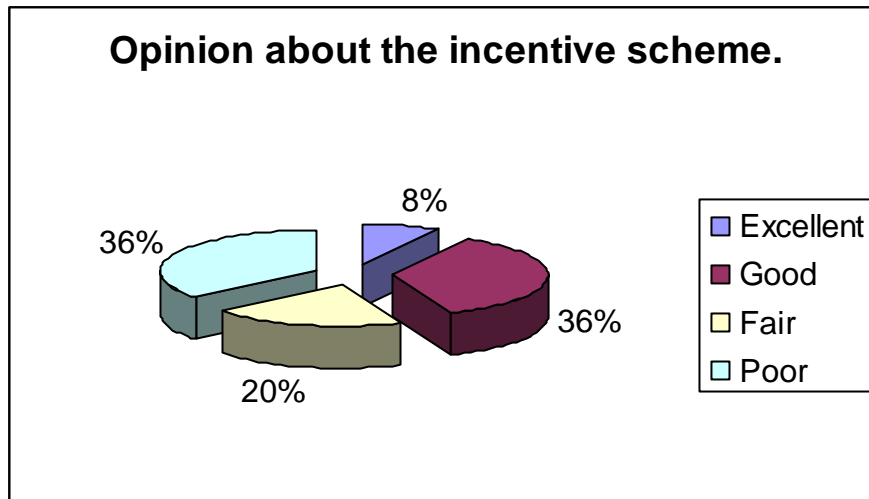


Interpretation:

- 10% of the employees are completely satisfied with the salary paid.
- 58% of the employees are satisfied with the salary paid.
- 16% of the employees are neither satisfied nor dissatisfied.
- 6% of the employees are dissatisfied.
- 10% of the employees are completely dissatisfied.

This question was asked to know the satisfaction level of the employees towards the salary paid to them by the organization. From the graph we can see that most number of employees are satisfied with the salary paid but also the number of employees who are not satisfied is also not negligible. The management must think of revising the salary structure accordingly to satisfy the unsatisfied employees.

Question No.8 Response	
Excellent	4
Good	18
Fair	10
Poor	18

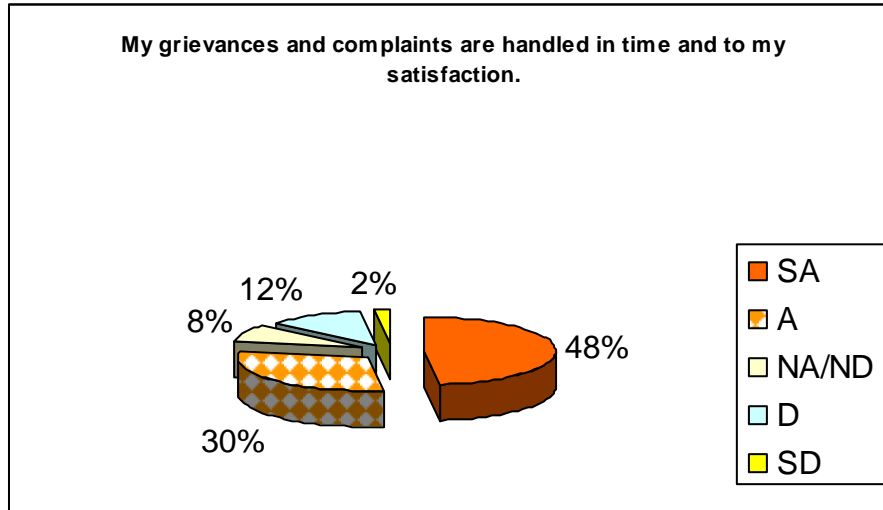


Interpretation:

- 8% of the employees say that the incentive scheme is excellent.
- 36% of the employees say that the incentive scheme is good.
- 20% of the employees say that the incentive scheme is fair.
- 36% of the employees say that the incentive scheme is poor.

This question was asked to know the opinion about the incentive scheme followed in the organization.

Question No.9 Response	
Strongly agree	24
Agree	15
Neither agree nor disagree	4
Disagree	6
Strongly disagree	1

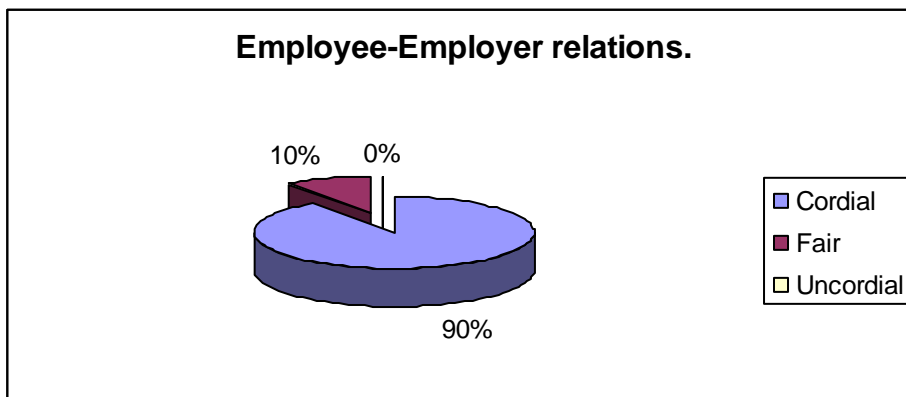


Interpretation:

- 48% of the employees strongly agree to the statement that their grievances and complaints are handled in time and to their satisfaction.
- 30% of the employees agree to the same.

This question was asked to know whether the employees problems are solved fairly or not by the management. From the graph we can infer that the employees are satisfied with the management’s problem solving.

Question No.10 Response	
Cordial	45
Fair	05
Uncordial	0

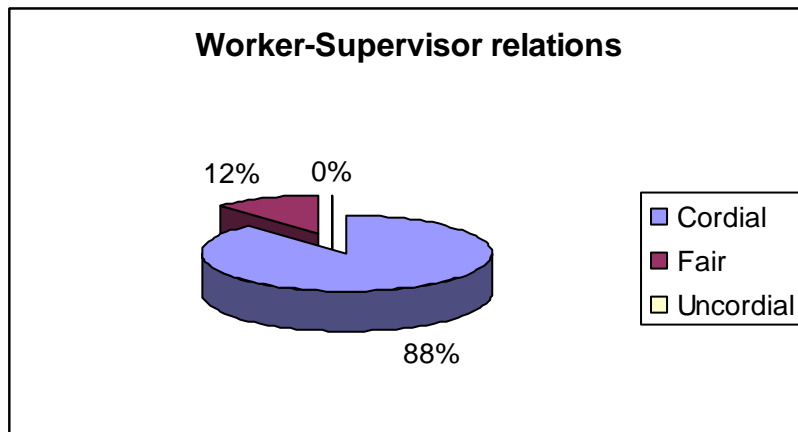


Interpretation:

- 90% of the employees say that their relations with the employer are cordial.
- 10% of the employees say that the relations are fair.

This question was asked to understand the relationship within the organization. From the graph we can find that the relations within the organization are very good. Management must continue to maintain such relations in future for smooth running.

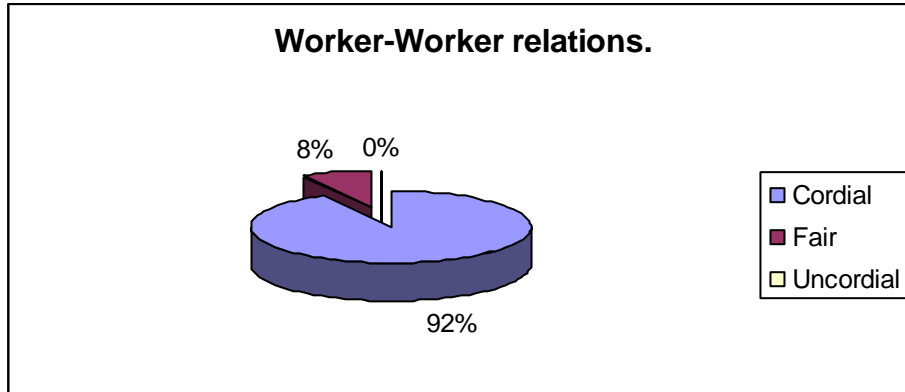
Question No.11 Response	
Cordial	44
Fair	06
Uncordial	0



Interpretation:

- 88% of the employees say that their relations with the supervisor's/manager's are cordial.
- 12% of the employees say that the relations are fair.

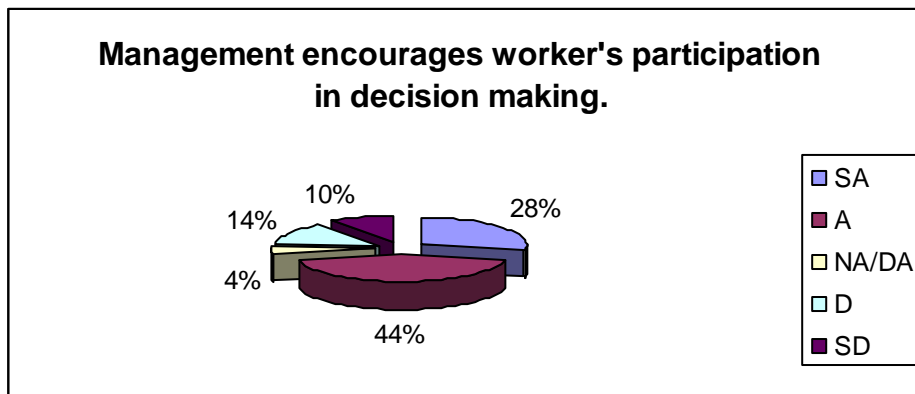
Question No.12 Response	
Cordial	46
Fair	4
Uncordial	0



Interpretation:

- 92% of the employees say that their relations with the subordinates are cordial.
- 8% of the employees say that the relations are fair.

Question No.13 Response	
Strongly agree	14
Agree	22
Neither agree nor disagree	2
Disagree	7
Strongly disagree	5



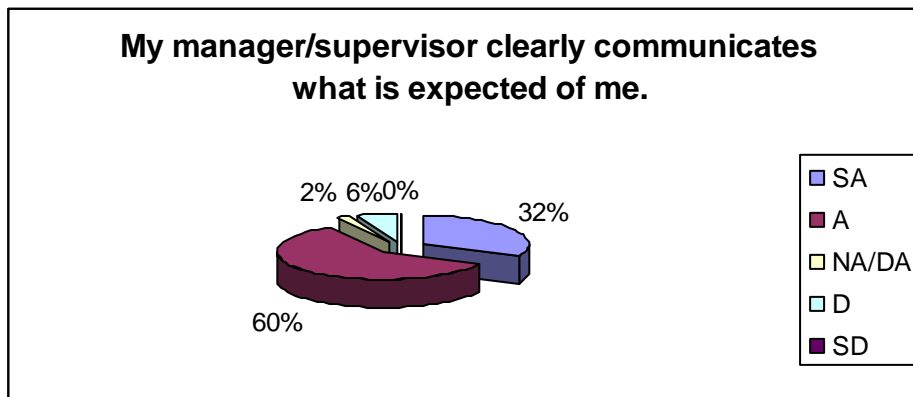
Interpretation:

- 28% of the employees strongly agree that the management encourages worker's participation in decision making.
- 44% of the employees agree to the same.
- 14% of them disagree.

- 10% of them strongly disagree.

This question was asked to know whether the management encourages worker’s participation in decision-making. By encouraging the worker’s participation in decision-making the management makes the employees feel that they are important to the organization. This feeling helps the employees to bond themselves strongly with their organization.

Question No.14 Response	
Strongly agree	16
Agree	30
Neither agree nor disagree	1
Disagree	3
Strongly disagree	0

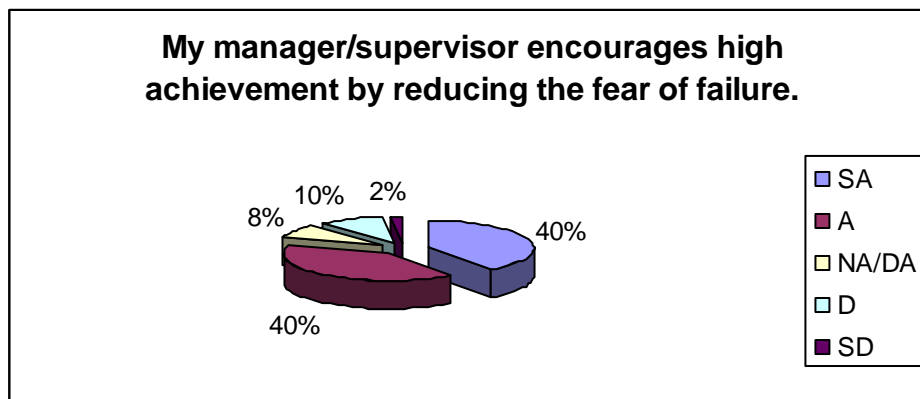


Interpretation:

- 32% of the employees strongly agree to the statement that the manager/supervisor clearly communicates what is expected of them.
- 60% of the employees agree to the same.

From the graph we can find that the manager/supervisor is performing his job very well. This will help the employees to stay motivated and focused on their tasks.

Question No.15 Response	
Strongly agree	20
Agree	20
Neither agree nor disagree	4
Disagree	5
Strongly disagree	1

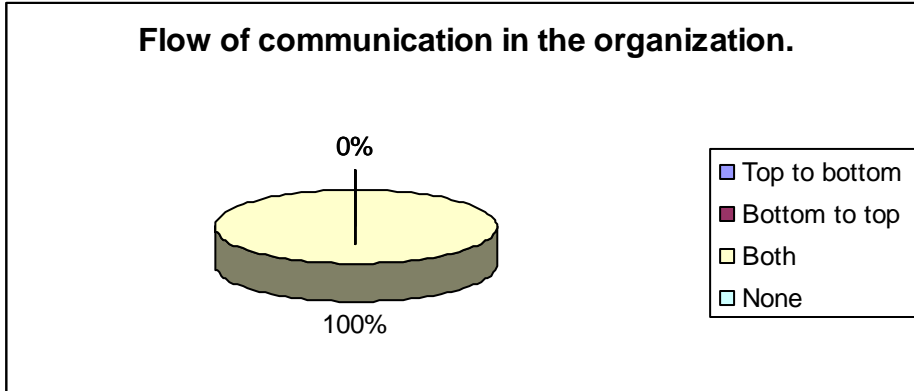


Interpretation:

- 40% of the employees strongly agree that their manager/supervisor encourages high achievement by reducing the fear of failure.
- 40% of the employees agree to the same.

This question was asked to know whether the manager’s/supervisors reduce the fear of failure within the employees while performing any tasks. From the graph it is clear that the employees are motivated and made to think positive by the supervisor/manager. This will help the employees to perform their job even more confidently and effectively.

Question No.16 Response	
Top to Bottom	0
Bottom to top	0
Both	50
None	0



Interpretation:

- 100% of the employees say that the communication flow is both ways.

The graph shows that the management is transparent enough and behaves fairly with the employees. The management must continue to maintain the same always.

Question No.17 Response	
Yes	45
No	05

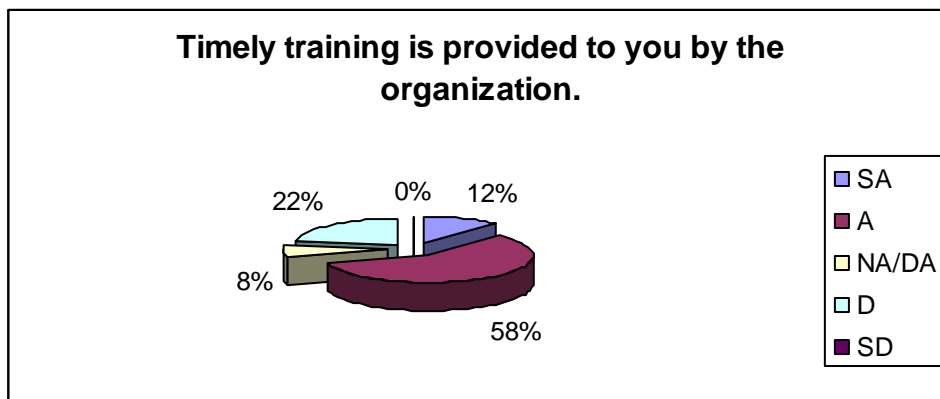


Interpretation:

- 90% of the employees say that they get clear communication from the management.
- 10% of the employees say that they don't get clear communication from the management.

From this question we can know whether the employees are receiving clear communication from the management or not. From the graph it is clear that the management provides all the necessary information to the employees.

Question No.18 Response	
Strongly agree	6
Agree	29
Neither agree nor disagree	4
Disagree	11
Strongly disagree	4

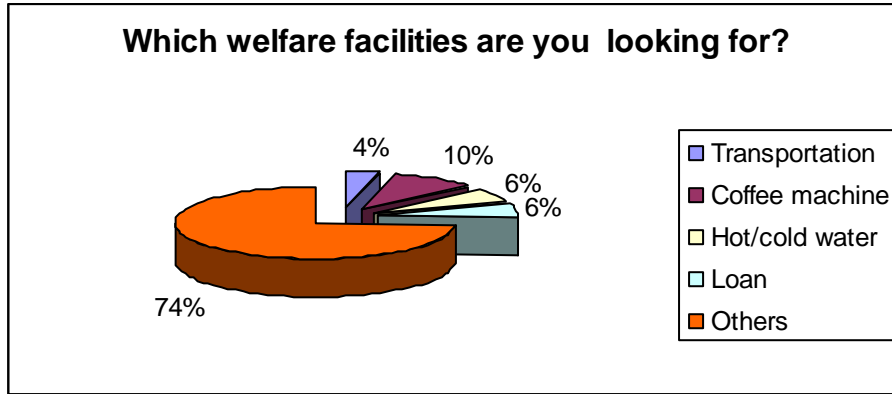


Interpretation:

- 12% of employees strongly agree that timely training is provided to them by the organization.
- 58% of the employees agree to the same.
- 22% of the employees disagree.

From the graph we find that maximum number of employees are satisfied with the training provided. Training equips the employees with the necessary skills to perform his job better. Management must periodically provide training to the employees to enhance their skills for better and improved performance.

Question No.19 Response	
Transportation	2
Coffee machine	5
Hot / cold water	3
Loan facilities	3
Others	37

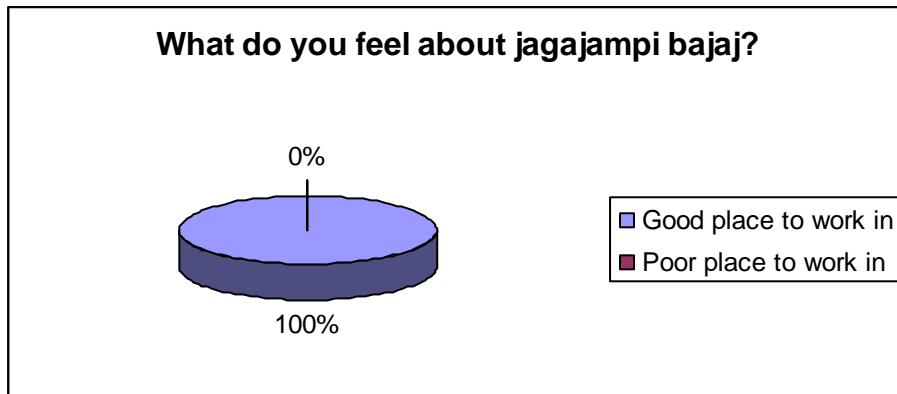


Interpretation:

- 4% of the employees are looking for transportation facilities.
- 10% of the employees are looking for coffee machine.
- 6% for hot/cold water.
- 6% for loan facilities
- 74% of the employees for other facilities.

This question was asked to know the employees needs regarding welfare facilities. Most of the employees are looking for other facilities such as tea, lunchroom, rest room etc.

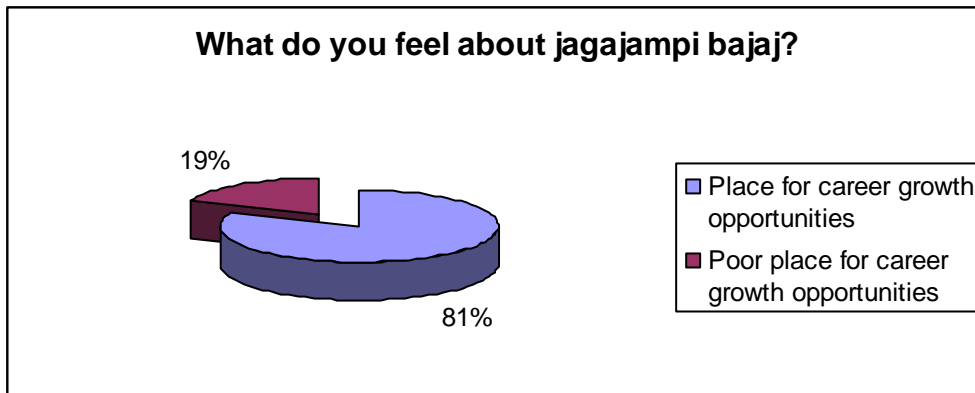
Question No.20a Response	
Good place to work in	42
Poor place to work in	0



Interpretation:

From the graph we can see that almost all the employees feel that their organization is a good place to work in. This shows that the employees are happy to work in jagajampi bajaj.

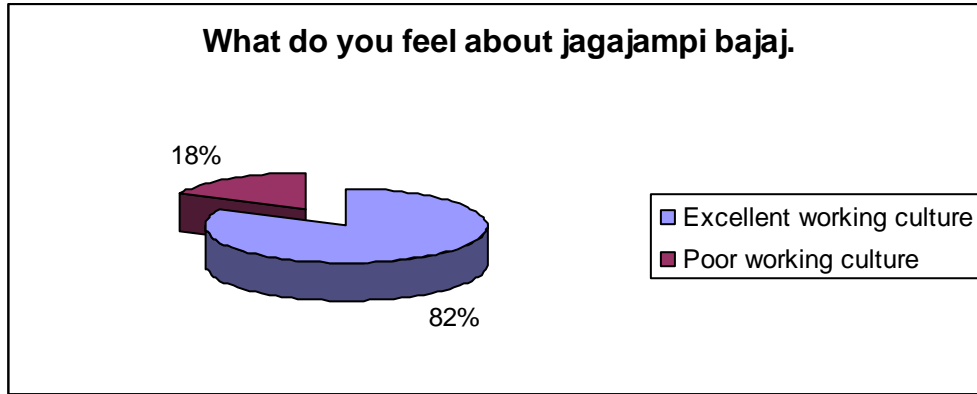
Question No.20b Response	
Place for career growth opportunities	35
No career growth opportunities	8



Interpretation:

- 81% of the employees feel that they have good career growth opportunities in their organization.
- 19% of the employees feel just the opposite.

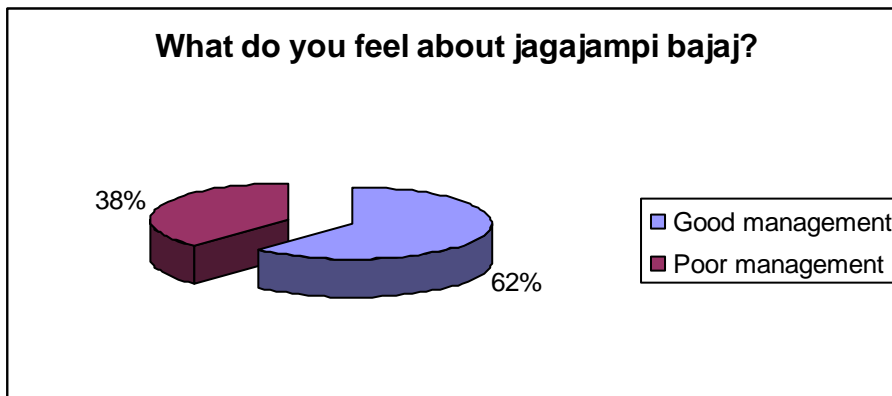
Question No.20c Response	
Excellent working culture	37
Poor working culture	8



Interpretation:

- 82% of the employees feel that the working culture in the organization is excellent.
- 18% of the employees feel just the opposite.

Question No.20d Response	
Good Management	26
Poor Management	16

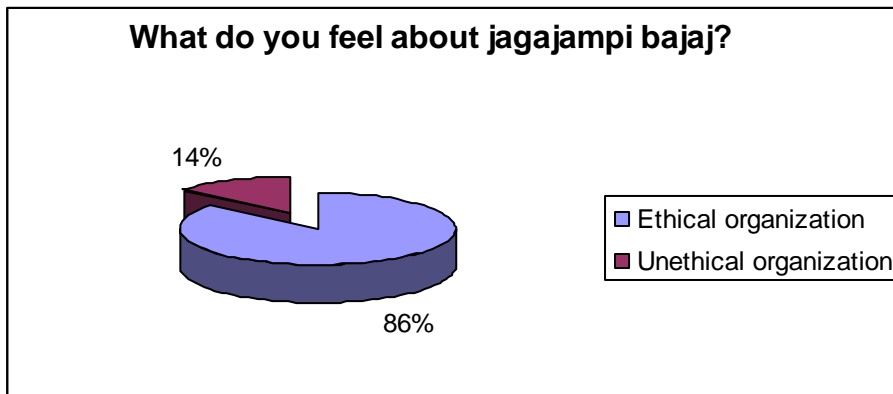


Interpretation:

- 62% of the employees feel that the management at jagajampi is good.
- 38% of the employees feel that the management is poor.

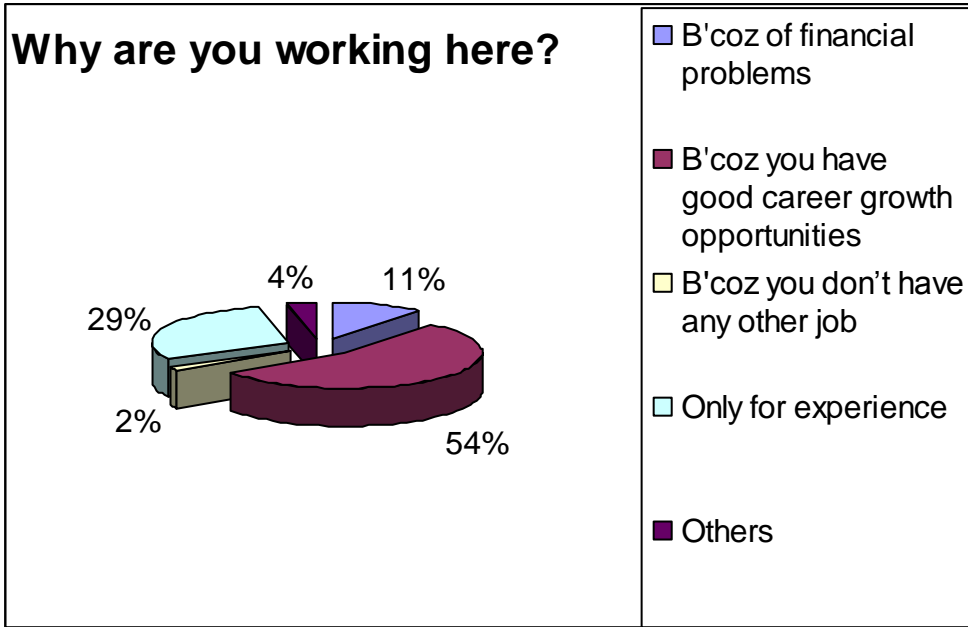
From the graph we can see that most number of employees say that the management in jagajampi bajaj is good. The management must continue to maintain this quality and also improve in respective streams wherever needed. So that the employees who say that the management is poor, change their saying to good management. And feel proud to work in jagajampi bajaj.

Question No.20e Response	
Ethical Organization	36
Unethical Organization	6



From the graph we can infer that 86% of the employees feel that jagajampi bajaj is an ethical organization. Management must continue to maintain this quality.

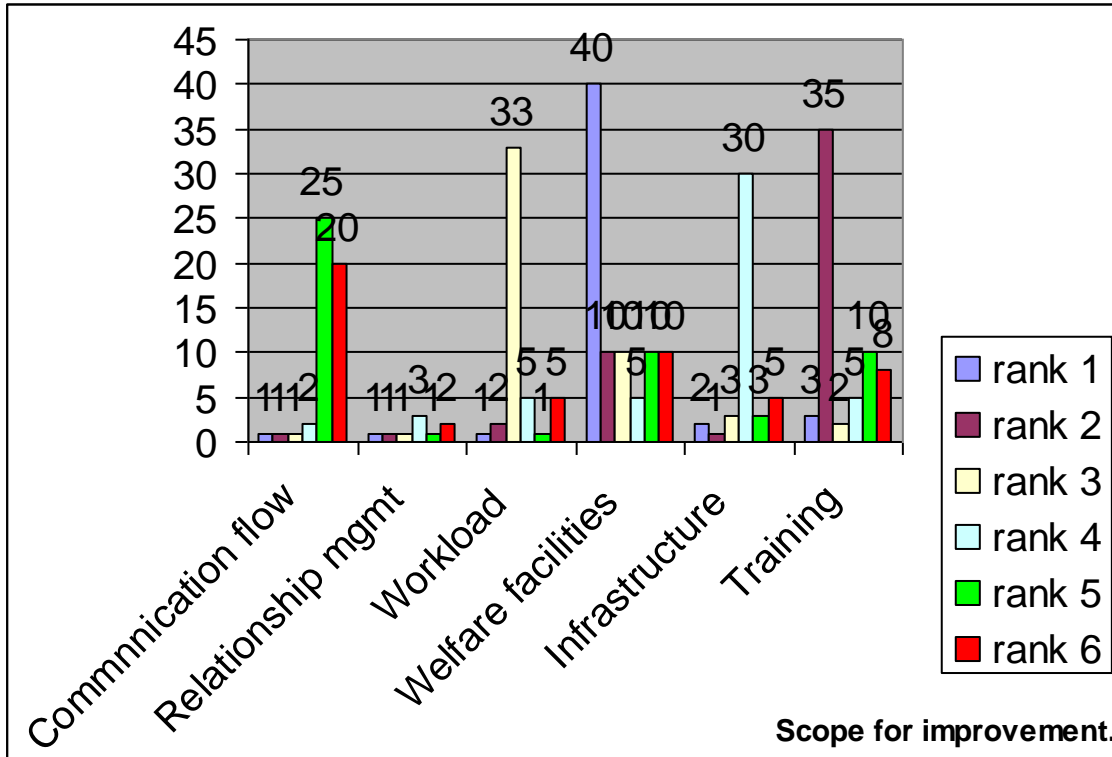
Question No.21 Response	
Because of financial problem	6
Because you have good career growth opportunities here	30
Because you don't have any other job	1
Only for experience	16
Others	2



- 11% of the employees say that they are working here because of financial problems.
- 54% of the employees because they feel that they have good career growth opportunities.
- 29% of the employees say that they are working here just for experience.

This question was asked to know the reasons why are they working in this organization. From the graph we can see that most of the employees say that they have good career growth opportunities but also good percent of employees are working here just for experience. So this is not good for the organization in the future because this may increase the employee turnover ratio in future. So management must take steps to retain these employees by providing them good career growth opportunities and benefits so that they continue to do the job for the long run.

Ranks	Communication flow	Relationship mgmt	Workload	Welfare facilities	Infrastructure	Training
rank 1	1	1	1	40	2	3
rank 2	1	1	2	10	1	35
rank 3	1	1	33	10	3	2
rank 4	2	3	5	5	30	5
rank 5	25	1	1	10	3	10
rank 6	20	2	5	10	5	8



From the above graph we can see that welfare facilities are ranked 1 by maximum number of employees. Training is ranked 2 and workload is ranked 3 from the given options.

This question was asked to find where there is scope for improvement in the organization. From the graph we infer that welfare facilities, training and workload are the three things which should be given top priority and must be revised and improved and must be provided if it is not provided.

Findings:

- 92% of the employees agree that the infrastructure provided by the organization enables them to do their job better.
- 98% of the employees are satisfied with the lighting conditions, 90% of the employees are satisfied with the sanitation, 92% of the employees are satisfied with cleanliness, 94% of the employees are satisfied with ventilation conditions, 74% of the employees are satisfied with the space and 76% of the employees are satisfied with the working culture provided by the organization.
- 94% of the employees believe that the task entrusted to them lies within their capabilities.
- 68% of the employees feel that the pay is equal to the work they do and is fair, and 30% of the employees feel that they are paid less for the work they do which is not fair.
- 100% of the employees believe that they like to accept responsibilities and more challenging tasks provided to them by the organization.
- 90% of the employees are satisfied with the task provided to them by the organization.

- 68% of the employees are satisfied with the salary paid whereas 32% of the employees are not satisfied.
- 64% of the employees are satisfied with the incentive scheme followed by the organization whereas 36% are not satisfied with the same.
- 78% of the employees are satisfied by the way their grievances and complaints are handled and solved.
- 90% of the employee-employer, 88% of the worker-supervisor and 92% of the worker-worker relations in the organization are cordial.
- 72% of the employees agree that the management encourages the employees participation in decision-making.
- 80% of the employees agree that manager/supervisor clearly communicates what is expected of them.
- 100% of the employees say that the communication flow is both ways that is top to bottom as well as bottom to top.
- 90% of the employees say that they get clear communication from the management.
- 70% of the employees agree that timely training is provided to them by the organization.
- 74% of the employees are looking for other welfare facilities such as tea, lunch room, change room, provident fund etc.
- 100% of the employees say that their organization is a good place to work in, 70% of the employees feel that they have good career growth opportunities here, 74% of the employees feel that the working culture in the organization is excellent, 52% of the employees feel that the management is good and 72% of the employees feel that their organization is an ethical organization.
- 60% of the employees are working in jagajampi bajaj because they feel they have good career growth opportunities here whereas 32% of the employees are working just to gain experience.
- According to the rankings given by the employees for the options given to them to find whether there is any scope for improvement, they have ranked 1 for welfare facilities, then ranked 2 for training and ranked 3 for workload, giving these three options the top priority.

RECOMMENDATIONS

RECOMMENDATIONS

- The supervisor/manager should give regular feedback on performance by holding informal meetings with each individual. Supervisor/manager should appreciate and encourage employees to work hard.
- If the top management is not able to keep any promises it should give the reason why it has not been able to keep promises. This information should be communicated to all employees.
- All the employees should be treated equally and there should not be any bias treatment.

- Management must revise the salary administration system to satisfy the employees who are not satisfied with the salary paid. Management must follow a system which measures the employees performance at regular intervals and should be paid accordingly. Management must design salary slabs for particular posts so as to distinguish the mechanics from the supervisor's. This will create a sense of respect towards the respective posts.
- The administration policies should be updated so that all the employees are aware of the policies.
- The training needs of the employees should be reviewed at least twice a year. Based on that, training programs should be conducted for all the employees.
- Day to day work related training should be provided that is 80% job related and 20% on management skills.
- Conduct the workshop on team development. So that all employees are aware of the benefits of teamwork.
- Maximum employees are looking for welfare facilities such as tea to be provided twice a day to keep them fresh and active at work. Then employees in the service section don't have a lunch room and a change room. So the management must arrange for it so that they feel good and enjoy themselves in the lunch hours. By providing such welfare facilities the employees will develop a feeling of secure ness which in turn will bound them with the organization.
- Job related training should be given once in 6 months. This will help the employees to enhance the present skills and perform their tasks more effectively and efficiently.
- Facilities which are important and which are needed such as computer systems in the service section which will help the employees to maintain certain records of the customer's for the benefits of the customer's, should be provided.
- The incentive scheme which is followed presently is good but the incentives are to be provided monthly rather than yearly. Or the management can follow a performance based incentive scheme where the employee who works hard will get more incentives than the employees who is not up to the mark. The performance of all the employees should be recorded and depending on the extra efforts put by the employee should be paid accordingly by the means of incentives.
- Cultural activities should be held to further motivate the employees to attain the goal.

CONCLUSION

Employee satisfaction is realizing the direct relationship between happy and unhappy employees.

Following are the dimensions of employee satisfaction

- Employee retention
- Productivity
- Customer satisfaction

- Profitability.

All the above mentioned factors are obtained only if the employees are satisfied .This is because satisfied employees tend to be more creative ,tend to accept challenging jobs which is an promotional opportunity to them .They tend to be more productive.

Employees with higher job satisfaction: believe that the organization will be satisfying in the long run care about the quality of their work

- are more committed to the organization
- Have higher retention rates, and
- are more productive.

To attain the long run goal employees should be treated equally, and should have opportunity to express their views, ideas and opinions. They should be updated and accessible to all the employees so that the employees are aware of all policies of the organization. The supervisor

should have the good leadership qualities and should give positive feedback at regular interval. The working environment should be good so that the employees will have sense of pride in working for the organization and should be provided with the necessary facilities and adequate space work efficiently. Loyalty and performance should be rewarded by providing opportunities for career development.

Questionnaire for Employee Satisfaction Survey

Dear Sir/Madam

Employee Name: _____

Designation: _____

1. The infrastructure provided by the organization enables me to do my job better.

- Strongly agree Agree Neither agree not disagree
 Disagree Strongly disagree

2. What is your opinion about the working conditions provided to you by the organization?

	Excellent	Good	Fair	Poor
a) Lighting	[]	[]	[]	[]
b) Sanitation	[]	[]	[]	[]
c) Cleanliness	[]	[]	[]	[]
d) Ventilation	[]	[]	[]	[]
e) Space	[]	[]	[]	[]
f) Working culture	[]	[]	[]	[]

3. The task entrusted to me lies within my capabilities.

- Strongly agree Agree Neither agree not disagree
 Disagree Strongly disagree

4. What is your opinion about the task provided and the compensation?

- More work less pay Less work more pay Equal work equal pay

5. I like to accept responsibilities and more challenging tasks given to me by the organization.

- Strongly agree Agree Neither agree not disagree
 Disagree Strongly disagree

6. I am satisfied with the tasks provided to me by the organization.

- Strongly agree Agree Neither agree not disagree
 Disagree Strongly disagree

7. State the level of satisfaction towards the wages/salary paid.

- Completely Satisfied Satisfied Neither satisfied nor dissatisfied
 Dissatisfied Completely dissatisfied

8. What is your opinion about the incentive scheme?

- Excellent Good Fair Poor

9. My grievances & complaints are handled in time and to my satisfaction?

- Strongly agree Agree Neither agree not disagree
 Disagree Strongly disagree

10. How is the employee - employer relation in your organization?

- Cordial Fair Un-cordial

11. How is the worker - supervisor relation in your organization?

- Cordial Fair Uncordial

12. How is the worker - worker relations?

- Cordial Fair Uncordial

13. Management encourages worker's participation in decision-making.

- Strongly agree Agree Neither agree not disagree
 Disagree Strongly disagree

14. My manager/supervisor clearly communicates what is expected of me.

- Strongly agree Agree Neither agree not disagree
 Disagree Strongly disagree

15. My manager/supervisor encourages high achievement by reducing the fear of failure.

- Strongly agree Agree Neither agree not disagree
 Disagree Strongly disagree

16. How is the flow of communication in your organization?

- Top to bottom Bottom to top Both None

17. Do you get clear communication from the management?

- Yes No

18. Timely training is provided to you by the organization.

- Strongly agree Agree Neither agree not disagree
 Disagree Strongly disagree

19. Which welfare facilities are you looking for?

- Transportation Coffee machine Hot/cold water

Loan facilities

Any other specify? _____



21. Why are you working here?

- Because of financial problems.
- Because you have good career growth opportunities here.
- Because you don't have any other job.
- Only for experience.

Any other specify?

23. What do you think about Mr. Mallikarjun Jagajampi?

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Websites:

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