A

Project Report

On

"A Study on Employee Job Satisfaction in a Manufacturing Unit"

Submitted by

"Pranoti Garud"

Under the Guidance of,

Prof. Dr. Poonam Vatharkar

Submitted To

Savitribai Phule Pune University

In the partial fulfillment of the requirements for the award of

Master of Business Administration (MBA)

Through

Maharashtra Education Society'

Institute of Management & Career Courses, MBA

Batch 2020-22

BAKELITE FOOD PROCESSING PVT. LTD.

Manufacturers of Pure Veg Premium Bakery Products
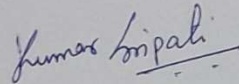
🛒 : shoponline.malpanifoods.com

To whom-so-ever it may concern

This is to certify that Ms. Pranoti Shekhar Garud has completed her Project work on the topic

"A study on Job Satisfaction in a Manufacturing Unit" during the period from 01/11/2021 to 31/12/2021.

She has been sincere, hardworking and punctual in her work.

We wish her success in her future endeavors.

For Bakelite Food Processing Pvt Ltd.

Kumar Sripati Jha
Asst. Manager HR & Admin

Declaration

I <u>Pranoti Garud</u>, of <u>MBA-2</u>: Seat No_____hereby declare that the Project work titled "**A Study on Employee Job Satisfaction in a Manufacturing Unit**" which has been submitted to University of Pune, is an original work of the undersigned and has not been reproduced from any other source. I further declare that the material obtained from other sources has been duly acknowledged in the report.

Date: Signature

Place: Pune   Name: Pranoti Garud

Preface

It is mandatory for every student of master of business administration from Institute of

Management & Career Courses, MBA affiliated to Savitribai Phule Pune University

to undergo project training at organization location with a project on live program.

My training has been a faithful experience for me. Now I got a broad idea about the functioning of organization and this will be helpful for me in the coming days.

Pranoti Garud

ACKNOWLEDGEMENT

Pranoti Shekhar Garud

Index

Sr. No.	Content	Page No.

Executive Summary

The primary target of this particular study was to understand are the employee working in Bakelite Manufacturing unit are satisfied with their jobs or not, what efforts organization is making to keep their employees feel satisfied. There are various factors such as working environment, compensation, technology, peer group etc. have been considered while conducting this research. All the necessary information that is required was gathered with the help of primary and secondary research. Primary research includes questionnaires method and secondary method include the Literature review of this project.

In this study a set of 30 questions were prepared and were given to employee and the responses were gathered based in their correspondence. The information received from the respondents were in the form rating scale of 5, starting from Strongly disagree, Disagree, Neutral, Agree and Strongly Disagree. In the secondary method the information that were used in the literature review were taken from the previous journal, articles etc. which supports this study.

From the research we got to know that most of the employees are satisfied from their organization and we also found that there is very less amount of disagree from the employee. The research also leads and says that most of the employee are happy with their work, peer group support, compensation, technology etc. Significantly the suggestion and findings are been given in this research to the organization so that it can help them improve their plan in terms of making the workplace more fun to work.

Introduction

Employees are one of the most important assets of every organization, employee satisfaction help us to understand whether the employee is happy and how can we retain the best talent in the organization. Job satisfaction brings a positive atmosphere within the organization, which organizations to achieve their goals. A satisfied employee always leads his organization in a right direction.

Positive attitude towards job are equivalent to job satisfaction whereas negative attitude towards job has been defined variously from time to time. In short job satisfaction is a person's attitude towards job.

Employee satisfaction in a way is essential for employee retention. Organizations need to retain deserving and talented employees for long term growth and guaranteed success.

employees who are happy with their jobs willing participate in training programs and are eager to learn new technologies, software which would eventually help them in their professional career. Satisfied employees accept challenges with a big smile and deliver even in the worst of circumstances.

"A study on Employee Job Satisfaction in a Manufacturing Unit" is all about to understand, are the employee in Bakelite Food Processing Pvt Ltd are satisfied with their work or not, are there any other factors that is affecting their satisfaction level. The study is also to understand what things are good in the organization and which are the things organization needs to improve. Various factors such monetary and non-monetary have been considered in this study.

Objectives of Study

- To find that whether the employees are satisfied or not.

- To Explore the factors on which employees feel satisfied about their job.

- To give suggestions for improvement to the organization based on findings.

Scope of the Study

These project studies were conducted on one of the Bakery Products manufacturing sectors, Bakelite Food Processing Private Limited. The study was conducted on about 60 employees and survey was conducted on employees of different culture, levels and on employees with different experience and different qualification. And closed ended self-developed questionnaire is used for data collection from the responders.

Limitation of the Study

- The study is restricted to 60 sample size only.
- Primary data collection is time consuming
- The study is limited to short period only
- It was difficult to meet the respondents and gain information as they were busy with their work.

Introduction to Human Resource Management

Human resource management (HRM) is the practice of recruiting, hiring, deploying and managing an organization's employees.

A company or organization's HR department is usually responsible for creating, putting into effect and overseeing policies governing workers and the relationship of the organization with its employees.

Definition –

Edwin Flippo defies HRM as "planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved."

Features of HRM or characteristics or nature

1. HRM involves management functions like planning, organizing, directing and controlling
2. It involves procurement, development, maintenance of human resource
3. It helps to achieve individual, organizational and social objectives
4. HRM is a mighty disciplinary subject. It includes the study of management psychology communication, economics and sociology.
5. It involves team spirit and team work.

Scope of HRM

The scope of HRM refers to all the activities that come under the banner of HRM. These activities are as follows

1. **Human resources planning: -**
   Human resource planning or HRP refers to a process by which the company to identify the number of jobs vacant, whether the company has excess staff or shortage of staff and to deal with this excess or shortage.

2. **Job analysis design: -**

   Another important area of HRM is job analysis. Job analysis gives a detailed explanation about each and every job in the company. Based on this job analysis the company prepares advertisements.

3. **Recruitment and selection: -**

   Based on information collected from job analysis the company prepares advertisements and publishes them in the newspapers. This

   is recruitment. A number of applications are received after the advertisement is published, interviews are conducted and the right employee is selected thus recruitment and selection are yet another important area of HRM.

4. **Orientation and induction: -**

   Once the employees have been selected an induction or orientation program is conducted. This is another important area of HRM. The employees are informed about the background of the company, explain about the organizational culture and values and work ethics and introduce to the other employees.

5. **Training and development: -**

   Every employee goes under training program which helps him to put up a better performance on the job. Training program is also conducted for existing staff that have a lot of experience. This is called refresher training. Training and development is one area where the company spends a huge amount.

6. **Performance appraisal: -**

   Once the employee has put in around 1 year of service, performance appraisal is conducted that is the HR department checks the performance of the employee. Based on these appraisal future promotions, incentives, increments in salary are decided.

7. **Compensation planning and remuneration: -**

   There are various rules regarding compensation and other benefits. It is the job of the HR department to look into remuneration and compensation planning.

8. **Motivation, welfare, health and safety: -**

Motivation becomes important to sustain the number of employees in the company. It is the job of the HR department to look into the different methods of motivation. Apart from this certain health and safety regulations have to be followed for the benefits of the employees. This is also handled by the HR department.

9. **Industrial relations: -**

Another important area of HRM is maintaining co-ordinal relations with the union members. This will help the organization to prevent strikes lockouts and ensure smooth working in the company.

Significance/importance/need of HRM

HRM becomes significant for business organization due to the following reasons.

1. **Objective: -**

HRM helps a company to achieve its objective from time to time by creating a positive attitude among workers. Reducing wastage and making maximum use of resources etc.

2. **Facilitates professional growth: -**

Due to proper HR policies employees are trained well and this makes them ready for future promotions. Their talent can be utilized not only in the company in which they are currently working but also in other companies which the employees may join in the future.

3. **Better relations between union and management: -**

Healthy HRM practices can help the organization to maintain co-ordinal relationship with the unions. Union members start realizing that the company is also interested in the workers and will not go against them therefore chances of going on strike are greatly reduced.

4. **Helps an individual to work in a team/group: -**

Effective HR practices teach individuals team work and adjustment. The individuals are now very comfortable while working in team thus team work improves.

5. **Identifies person for the future: -**

   Since employees are constantly trained, they are ready to meet the job requirements. The company is also able to identify potential employees who can be promoted in the future for the top-level jobs. Thus, one of the advantages of HRM is preparing people for the future.

6. **Allocating the jobs to the right person: -**

   If proper recruitment and selection methods are followed, the company will be able to select the right people for the right job. When this happens the number of people leaving the job will reduce as the will be satisfied with their job leading to decrease in labour turnover.

Job Satisfaction

Meaning of Job Satisfaction

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work.

Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual.

Definition of Job Satisfaction

Smith et al. (1969) defined job satisfaction as the feeling an individual has about his or her job.

Locke (1969) suggested that job satisfaction was a positive or pleasurable reaction resulting from the appraisal of one's job, job achievement, or job experiences.

History of Job Satisfaction

The term job satisfaction was brought to lime light by hoppock (1935). He revived 35 studies on job satisfaction conducted prior to 1933 and observes that Job satisfaction is combination of psychological, physiological and environmental circumstances. That causes a person to say. "I'm satisfied with my job". Such a description indicates the variety of variables that influence the satisfaction of the individual but tell us nothing about the nature of Job satisfaction.

Job satisfaction has been most aptly defined by pestonjee (1973) as a job, management, personal adjustment & social requirement. Morse (1953) considers Job satisfaction as dependent upon job content, identification with the co., financial & job status & priding group cohesiveness

One of the biggest preludes to the study of job satisfaction was the Hawthorne study. These studies (1924-1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity.

These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later

found that this increase resulted, not from the new conditions, but from the knowledge of being observed.

This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

Scientific management (aka Taylorism) also had a significant impact on the study of job satisfaction. Frederick Winslow Taylor's 1911 book, Principles of Scientific Management, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labor and piecework towards the more modern approach of assembly lines and hourly wages.

The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction.

It should also be noted that the work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work.

Some argue that Maslow's hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. This model served as a good basis from which early researchers could develop job satisfaction theories.

Importance of Job Satisfaction

High Productivity-

Employees who have high job satisfaction tend to achieve higher productivity. Higher productivity in employees is seen when they are happy with their job and focus well on their tasks. A single member's high productivity in a team boosts the confidence of others in the same manner.

Loyalty-

When employees in the organization feel that the company has their best interest, they often support its mission and work hard to produce the best results. In this case, job satisfaction and level of loyalty will be increased, and they will be more likely to communicate positive words around their known. Increased Profits- If employees are safe and satisfied with their work and responsibilities, it can lead to lower costs and high sales and a robust bottom line. Happy employees are satisfied employees who are willing to follow their workers and cooperate with the organization during emergencies.

Value creation–

Even a job that is most suited to your qualifications and skills can sprout dissatisfaction over time if there is no motivation to drive that work; more so if you do not feel a connection with the work you do. You can impart a sense of value to what you do by seeing the bigger picture by asking yourself - 'why' you do 'what' you do.
Develop and maintain steady work relationships–

 Building good relations with those you work with is also essential. Having people skills helps in getting a task completed efficiently and without conflict. If you are part of a team, sharing your successes will allow you to feel a sense of connection and team spirit, leading to a greater understanding of fulfilment.

Work-life balance–

How you manage your work and time determines how far you can keep your stress away, and prevent burnout from work. Maintaining a healthy balance between work and home will keep your enthusiasm levels high and not make going to work every morning feel like a task in itself.

Factors Affecting on Employee Job Satisfaction

1.Relation with Manager
2.Relation with Organization
3.Performance Appraisal
4.Company Culture
5.Compensation & Benefits
6.Safety & Security
7.Initiation & Leadership
8.Training & Dvelopment
9.Promotion
10.Respect from Co-Workers

1. **Relation with Manger**:

   A participative climate created by the supervisor seems to have a more substantial effect on workers' satisfaction than does participation in a specific decision. Effective managers know their employees need recognition and praise for their efforts and accomplishments.

2. **Relation with Organization:**

   When people feel that the organization; for which they are working, cares for them and takes actions to improve their work and lives, they are happy, and this creates higher satisfaction.

3. **Performance Appraisal:**

   High job satisfaction is also linked to performance, which in turn is linked to higher profits. Those employees who feel happy and content in their roles are much more likely to approach the task that they need to carry out with enthusiasm and dedication.

4. **Company Culture:**

   Organizational culture, through its values and norms, shapes an organization's internal context and thus impacts different elements, including job satisfaction.

5. **Compensation & Benefits:**

   Pay is one of the fundamental components of job satisfaction since it has a powerful effect in determining job satisfaction. The growing needs of people with high living costs force workers seeking higher income that can guarantee their future and life satisfaction.

6. **Safety & Security:**

   If an employee didn't feel safe and secured at the organization that he or she works in, the level of job satisfaction is ultimately going to fall. These days companies are taking endless measures in order to see that an employee is catered to a different kind of facilities like health care and medical checkups

7. **Initiation & Leadership:**

   If an employee is given an equal number of opportunities to show their talent, take the lead and initiate then the chances of having a higher level of job satisfaction is more. Suppose in an organization; no employee is asked to give suggestions; nobody is bothered to inform them of the decision.

8. **Training & Development:**

   It is one of the major job attitudes to affect employees' behaviors and shows a strong relationship with other affective outcomes such as learning motivation, turnover rate, and firm performance

9. **Promotion:**

   Promotional opportunities seem to have a varying effect on job satisfaction. This is because promotions take some different forms and have a variety of accompanying rewards.

10. <u>Respect from Co-workers</u>:

Employees seek to be treated with respect by those they work with. A hostile work environment with rude or unpleasant coworkers is one that usually has lower job satisfaction.

Methods of Measuring Employee Job Satisfaction

1. **Conduct employee satisfaction surveys:**

   An employee satisfaction survey is one of the best methods. You'll get a baseline measurement and learn more   about what employees like and dislike. Tools like Google Forms are easy to use, or you might opt for a more specialized program like Office Vibe.

2. **Use the employee satisfaction index (ESI):**

   The Employee Satisfaction Index (ESI) measures the extent to which employees are satisfied with their job.

   For Example:

You can determine it by surveying employees using the following three questions:

- How satisfied are you with your workplace?
- How well does your workplace meet your expectations?
- How close is your workplace to your ideal job?

Employees answer all three questions on a scale of 1 to 10. You then calculate ESI as follows:

$$ESI = \frac{(question\ mean\ value\ /\ 3) - 1)}{9} * 100$$

The result is a number between 1 and 100, with a higher score indicating greater employee satisfaction.

3. **Have 1-on-1 meetings:**

face-to-face meetings aren't as reliable as anonymous feedback, but that doesn't mean you shouldn't have them. 1-on-1 meetings help you to understand each individual employee's needs and concerns.

These types of meetings usually last around 30 minutes. However, you can make them shorter or longer depending on the situation and your needs.
For best results, hold 1-on-1 meetings at regular intervals (e.g., weekly, biweekly, or monthly).

4. **Install an employee suggestion box:**

Installing an employee suggestion box in your office is a great way to encourage employees to voice their opinions and concerns without fearing that they'll get punished for it in one way or another. Think of it as feedback without worrying over payback.
You'll get feedback when the situation calls for it. Instead of waiting for you to ask the right questions, your team can share their thoughts in the moment.

Company Profile

Malpani's Bakelite Food Processing Pvt Ltd

ABOUT US

"Bakelite Food Processing Pvt Ltd" a renowned name in Bakery products is situated in Pune district of Maharashtra. The company was formed by Mr. Sachin Malpani, an entrepreneur, in 1999. Initially products were sold under the brand name 'Maharaja Gold'. A mere 5-10kgs of cookies were produced in a day. Mr. Malpani expanded the business in 2003 since demand of the products rose gradually. Business shifted to a new facility of 1000 sq.ft in Narhe MIDC. Business grew at a rate of 60% per year. After immense study of market brand name was changed to "Bake-lite".

We consider it our duty to follow norms of production and processes so that we can give customers healthy and quality products. Our employees are committed to maintain quality and taste as it's our culture to use only best, pure and fresh ingredients for preparation of finished products.

PURPOSE

To serve people Quality, Delicious, Hygienically processed food products in an Effective and Innovative way.

CORE VALUES

Pure Vegetarian Product Only. Individual Dignity & Harmony at All Level Excellence in Product and Continual Self Improvement Individual Accountability Towards Company's Goal.

Products

Special Khari

Suzi toast

Jira butter

Chocolate cup cake

Bread bun

Bread roll

Round Chakli

Chakli Stick

Butterscotch

Pista badam

Shrewsbury cookies

Choco almond

Oats cookies

Literature Review

1. Author Name Innocentius Bernarto, Diana Bachtiar, Niko Sudibjo, Ian Nurpatria Suryawan, Agus Purwanto, Masduki Asbari (2020) in their study titled Effect of transformational leadership, perceived organizational support, job satisfaction toward life satisfaction: Evidences from indonesian teachers determine the effect of transformational leadership on perceived organizational support, job satisfaction and life satisfaction, the effect of perceived organizational support on job satisfaction and life satisfaction, the effect of job satisfaction on life satisfaction.

2. Author Name Justin Newton Scanlan, Megan Still (2019) in their study titled Relationships between burnout, turnover intention, job satisfaction, job demands and job resources for mental health personnel in an Australian mental health service determine the relationships between burnout, turnover intention and job satisfaction in relation to specific job demands and job resources present in the workplace and found that Job satisfaction, turnover intention and burnout were all strongly inter-correlated. The job resources of rewards and recognition, job control, feedback and participation were associated with burnout, turnover intention and job satisfaction.

3. Author Name Anis Eliyana, Syamsul Ma'arif (2019) in their study titled Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance determine the discussion regarding antecedent variable of transformational leadership with its effect to work performance of the middle-level leaders at the organization and found that transformational leadership has direct significant effect on job satisfaction and organizational commitment.

4. Author Name Bayad Jamal Ali, Govand Anwar (2021) in their study titled An Empirical Study of Employees' Motivation and its Influence Job Satisfaction determine that Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, quality, and recognitionservice. The aim of this thesis is to analyze the level of employee satisfaction and work motivation. It also deals with the effect the culture has on employee satisfaction.

5. Author Name Ramon Bastida, Frederic Marimon, Lluis Carreras (2018) in their study titled Human resource management practices and employee job satisfaction in nonprofit organizations determine a measurement scale for human resource management (HRM) practices in nonprofit organizations and to analyze their impact on employee job satisfaction. And found that These variables are related to psychological demands, active work and development possibilities, social relations and leadership, and the degree of

coherence in the organization with its principles. According to the results, these practices have an impact on employee job satisfaction.

6. Author Name Arif Partono Prasetio, Bachruddin Saleh Luturlean, Chita Agathanisa (2019) in their study titled Examining employee's compensation satisfaction and work stress in a retail company and its effect to increase employee job satisfaction determine the relationship among compensation, work stress, and job satisfaction in a retail company and found that compensation has significant positive relation towards job satisfaction. Work stress also have effect on job satisfaction but in reverse direction (negative). With this kind of relation, work stress obviously did not mediate the relation between compensation and job satisfaction.

7. Author Name Bachruddin Saleh Luturlean, Arif Partono Prasetio, Romat Saragih (2019) in their study titled Increasing Employee's Job Satisfaction Through the Implementation of Transformational Leadership and Work Stress Level Management determine the relationship between transformational leadership, work stress and job satisfaction found that that work stress will mediate the relationship between transformational leadership and employees' job satisfaction.

8. Authors Name Muhammad Asad Khan ,Rosman MD Yousoff, Altaf Hussain, Fadillah Ismail (2019) in their study titled The Mediating Effect of Job Satisfaction on the Relationship of HR practices and Employee Job Performance determine the effect of human resource practices (HR) on employee job performance under the mediating effect of job satisfaction and found that HR practices: recruitment and selection, training and development, performance appraisal and compensation have direct and significant effect on employee job performance through job satisfaction.

9. Author Name Kamarul Zaman Bin Ahmad, Sajjad M Jasimuddin, Wang Ling Kee (2018) in their study titled Organizational climate and job satisfaction: do employees' personalities matter? Determine some insights on the interplay of organizational climate and job satisfaction, taking personality traits as a moderator and found that there are moderating effects of personality traits on the relationship between certain aspects of organizational climate and job satisfaction.

10. Author Name Mitja Gorenak, Tomi Špindler, Boštjan Brumen (2019) in their study titled The Influence of Competencies of Managers on Job Satisfaction of Employees in the Hotel Industry determine The importance of soft-skills that managers can use to promote

job satisfaction of employees is well known and found that The competency of managers has an influence on job satisfaction of employees with regard to work itself. Although correlations that we have found are weak, they do exist, and have to be taken into account when it comes to discussing job satisfaction of employees. Managers who understand this core competency and promote it onwards to their employees will influence the job satisfaction of employees through this competency.

RESEARCH METHODOLOGY

Research Design

Research design constitutes the blueprint for the collection, measurement and analysis of data.

In the research design both the Qualitative and Quantitative technique has been used. For Quantitative technique questionnaire's method has been and in those questionnaires some of the open-ended questions has been asked that results in the Qualitative technique.

Sampling Tools

In this research combination of both primary and secondary data has been used.

Primary data: primary data was collected from the employees of the organization by using the close ended self-designed Questionnaire which as 30 statements on employee's job satisfaction.

Secondary data: is gathered from the internet, journals, past records and reports.

Sample Population

The sample population in this study were 100 employees from the Bakelite Food Processing Pvt Ltd.

Sample Size

The sample population were 100 employees among which we received only 60 responses. That means our sample size is 60% of the overall sample population, hence 60 responses become our sample size.

Sample Unit

Sample unit include all the employees in the organization irrespective of the designation, In this study include employees starting from the supervisor and all the to General Manager of the company.

Research Tool

In this research, Questionnaires were used as the research tool and the sample population were supposed to answer the questionnaires.

Data Analysis Tool

Microsoft Excel 2010 have been used as the Data Analysis Tool in this research.

Sample Profile

Section A of the questionnaire contained demographic profile related information of respondents like gender, Age, educational qualification, etc. The details of sample profile are given below.

	Number	Percent
Gender		
Male	35	58%
Female	25	42%
Age		
18 to 24	30	50%
25 to 34	20	33%
35 to 44	07	12%
45 to 54	03	05%
Above 54	00	00
Highest educational Qualification		
12th	05	08%
Diploma	03	05%
Graduation	33	55%
Post-Graduation	19	32%

Sample was 58% male 42% female respondents. Approximately 55% respondents were graduate, while 32% had post graduate degrees. 8% respondents are having completed 12th and only 5% respondents have completed Diploma. Approximately 50% of the respondents are from the range of 18 to 24 age, 33% are from 25 to 34 range, 12% of the respondents are from 35 to 44 age group and only 5% of the respondents are from 45 to 54 age group.

Graphical Presentation of Sample Profile

1. **Gender of Respondents**

2. **Age of the Respondents**
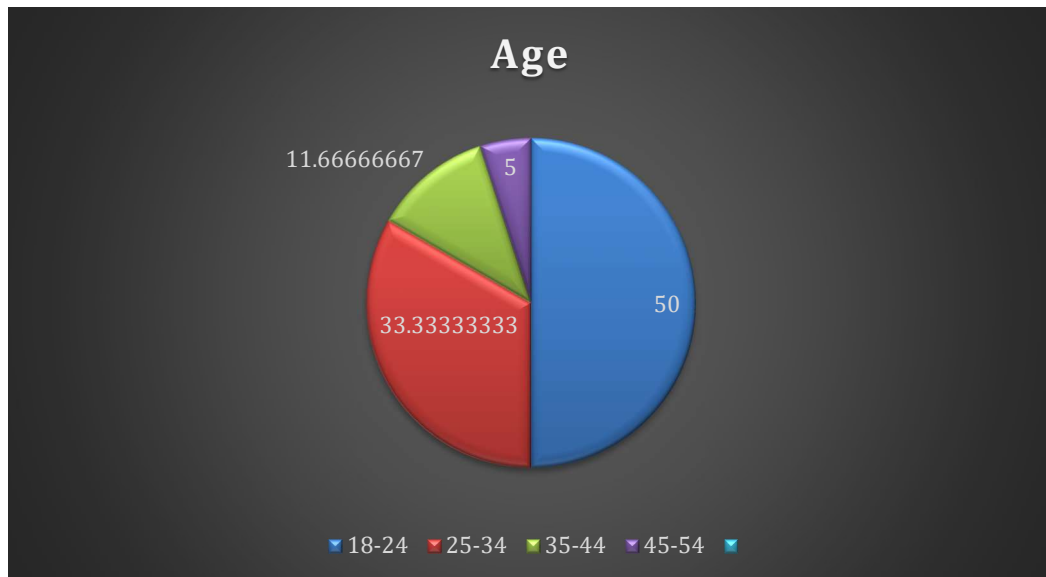
3. Qualification of the Respondents
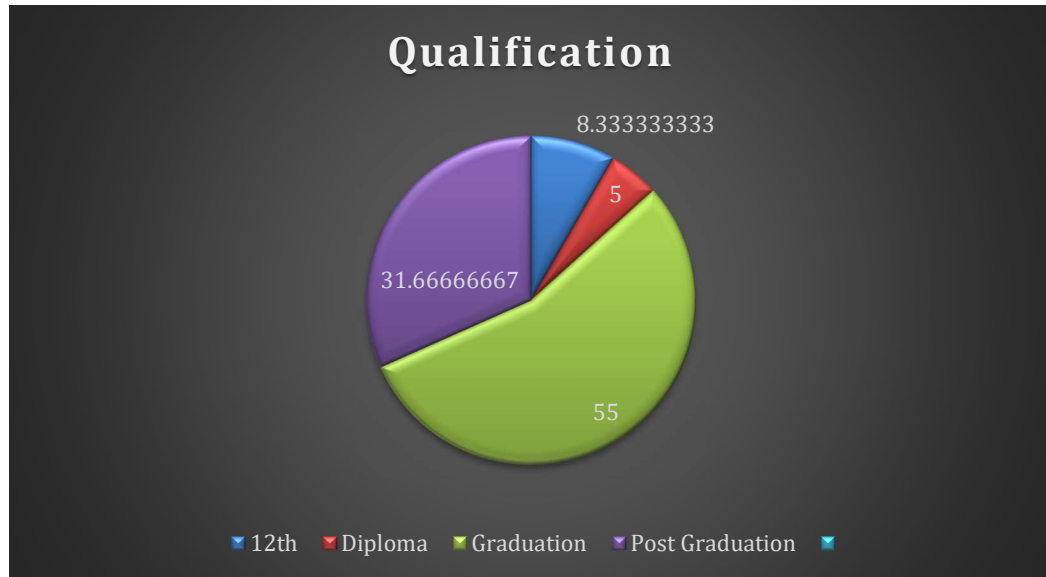
Data Analysis

1. I receive coaching and training from my immediate supervisor.

Q1	Coding	Number	Percentage
Strongly Disagree	1	3	5
Disagree	2	3	5
Neutral	3	10	16.66666667
Agree	4	25	41.66666667
Strongly Agree	5	19	31.66666667
	Total=	60	
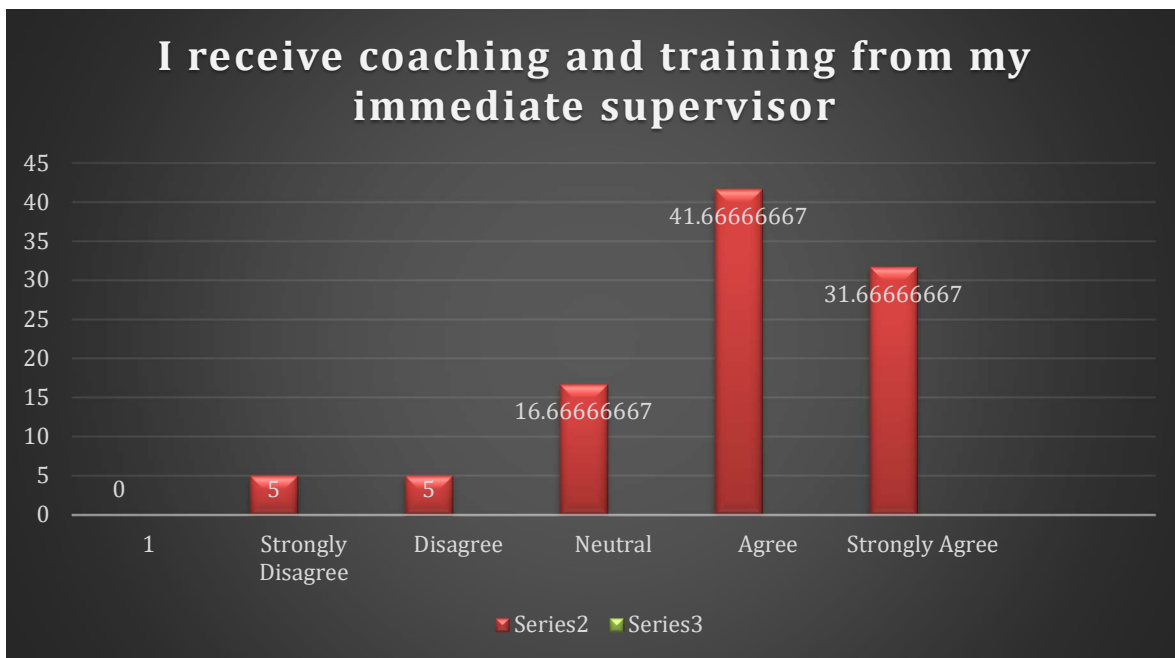
Analysis:

From the study conducted it is found that 72% from the respondents are agree that they are receiving training from their immediate supervisor, 16% are neutral and only 10% are disagree with it.
Training, Coaching in all areas are very much required for maintaining the productivity of the team and work same as been followed in the organization culture of Bakelite Food Processing Pvt Ltd.

2. My immediate supervisor gives me feedback that helps me improve my work.

Q2	Coding	Number	Percentage
Strongly Disagree	1	1	1.666667
Disagree	2	0	0
Neutral	3	10	16.66667
Agree	4	28	46.66667
Strongly Agree	5	21	35
	Total=	60	
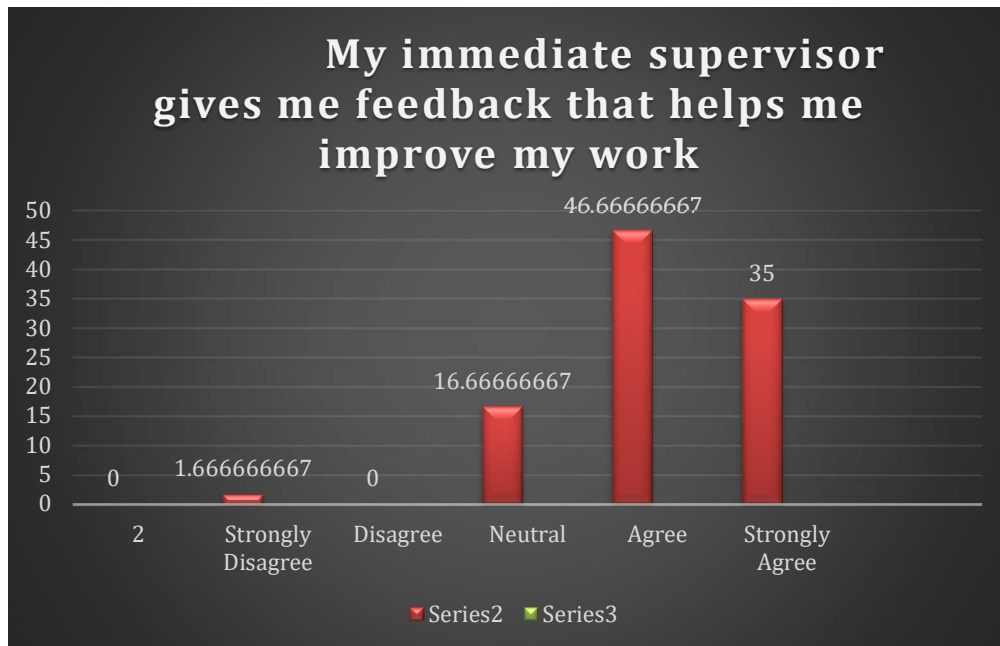
Analysis:

From the study it shows that 81% of the respondents says that their supervisor gives them feedback about their work, 16% are neutral and only 1% of the respondents are disagree with it.

It is important to have idea about work that employees are doing it helps them to improve their performance and bekelite employees gets feedback on their work to improve their performance and to make changes in it.

3. My team leader helps me align my personal goals with organizational goals

Q3	Coding	Number	Percentage
Strongly Disagree	1	4	15.38462
Disagree	2	1	1.666667
Neutral	3	14	23.33333
Agree	4	15	25
Strongly Agree	5	26	43.33333
	Total=	60	

Analysis:

This graph shows that 68% of the respondents are agree with the point, 23% are neutral and 16% are not agree with the point.

There is a high job satisfaction between employees if the team leader helps team members to achieve their personal goals with organizational goals and to motivate them same as been followed in organization culture of Bakelite.

4. I have a clear understanding of the strategic objectives of the organization

Q4	Coding	Number	Percentage
Strongly Disagree	1	1	1.666667
Disagree	2	1	1.666667
Neutral	3	9	15
Agree	4	18	30
Strongly Agree	5	31	51.66667
	Total=	60	

I have a clear understanding of the strategic objectives of the organization.

Analysis:

This graph shows that 81% of the respondents are agree that they are aware about the strategic objectives of the organization, 15% are neutral and only 2% of the respondents don't have understandings of strategic objectives of the organization.

Having a clear understanding about strategic objectives of the organization makes clear goals while working in the organization and it helps to improve the productivity

5. I know that which of my role demands in meeting the company objectives

Q5	Coding	Number	Percentage
Strongly Disagree	1	0	0
Disagree	2	4	6.666667
Neutral	3	10	16.66667
Agree	4	21	35
Strongly Agree	5	17	28.33333
	Total=	60	

Analysis:

In the above graph it shows that 63% of the respondents are agree with the point, 16% are neutral and 6% of the respondents are not agree with the point.

Most of the employees of the organization knows their major roles & responsibilities that are important to achieve the company objectives efficiently.

6. I believe that there is an opportunity for individual career growth and development within the company.

Q6	Coding	Number	Percentage
Strongly Disagree	1	1	3.571428571
Disagree	2	3	5
Neutral	3	11	18.33333333
Agree	4	17	28.33333333
Strongly Agree	5	28	46.66666667
	Total=	60	

Analysis:

Above graph shows that 74% of the respondents are agree with the point, 18% are neutral and 8% are disagree with the point.

Most of the employees are says that there is opportunity for individual career growth and development in the organization which is very important for the job satisfaction.

7. I am satisfied with the way performance reviews are conducted in the organization.

Q7	Coding	Number	Percentage
Strongly Disagree	1	3	12.5
Disagree	2	2	8.333333
Neutral	3	13	21.66667
Agree	4	18	30
Strongly Agree	5	24	40
	Total=	60	

Analysis:

This graph shows that 70% of the respondents are satisfied with way performance reviews are conducted in company, 20% people are disagreed with the point and 21% are neutral.

Majority of the employees says that they are satisfied with the method or way that company is using while conducting performance review which create impact on promotion, increment, wages etc.

8. I feel like I get rewarded for good work.

Q8	Coding	Number	Percentage
Strongly Disagree	1	2	3.333333
Disagree	2	5	8.333333
Neutral	3	8	13.33333
Agree	4	16	26.66667
Strongly Agree	5	29	48.33333
	Total=	60	

Analysis:

This graph determines that 74% of the respondents are agree and feels like they get rewarded for good work, 13% are neutral and 11% are not agree with the point.

Most of the respondents says that they get rewarded and appreciated for good work perform in organization which motivates employees to do good work.

9. People are held accountable for their performance.

Q9	Coding	Number	Percentage
Strongly Disagree	1	1	1.666667
Disagree	2	3	5
Neutral	3	14	23.33333
Agree	4	19	31.66667
Strongly Agree	5	23	38.33333
	Total=	60	
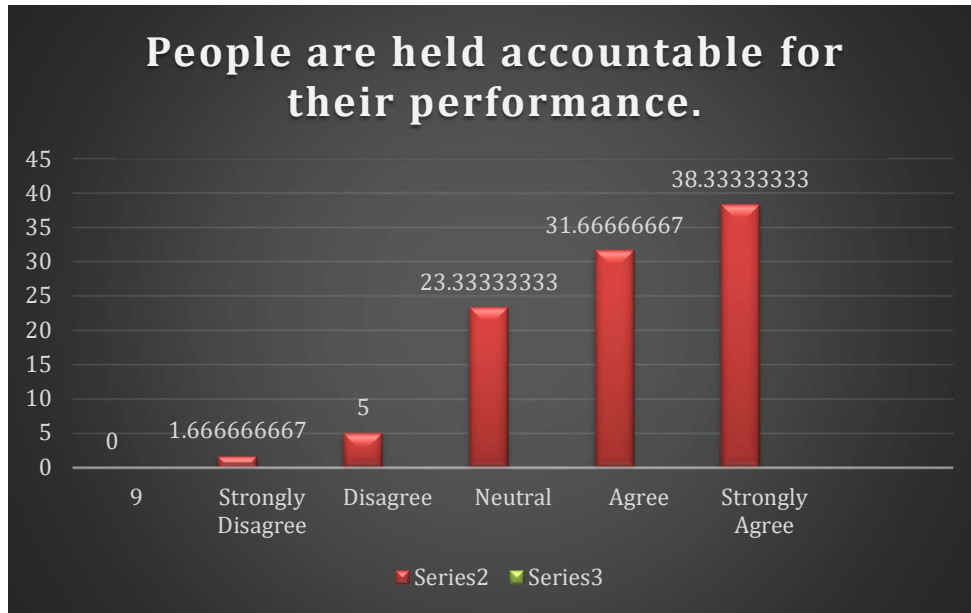
Analysis:

The study reveals that 69% of the respondents are says that they held accountable for their performance in the company, 6% are not agree with the point and 23% are neutral.

It states that company held accountable for employee's performance which directly affects to the increment, promotion etc.

10. I have opportunities to recommend new ideas and solutions

Q10	Coding	Number	Percentage
Strongly Disagree	1	1	1.666667
Disagree	2	3	5
Neutral	3	6	10
Agree	4	24	40
Strongly Agree	5	26	43.33333
	Total=	60	

I have opportunities to recommend new ideas and solutions.

Analysis:

Above graph determines that 83% of the respondents are agree with the point, 10% are neutral and only 6% of the respondents are disagree with the point.

Company allows employees to recommend new ideas and solution while working and thus it gives freedom and flexibility to work in the company.

11. Organization handles conflict constructively.

Q11	Coding	Number	Percentage
Strongly Disagree	1	1	1.666666667
Disagree	2	6	10
Neutral	3	17	28.33333333
Agree	4	17	28.33333333
Strongly Agree	5	20	33.33333333
	Total=	60	

Analysis:

The study reveals that 61% of the respondents says that company handles conflict constructively, 11% of the respondents are not agree with it, 28% are neutral.

12. Company conducts employee engagement games, annual functions for the refreshment.

Q12	Coding	Number	Percentage
Strongly Disagree	1	4	6.666667
Disagree	2	4	6.666667
Neutral	3	13	21.66667
Agree	4	21	35
Strongly Agree	5	18	30
	Total=	60	
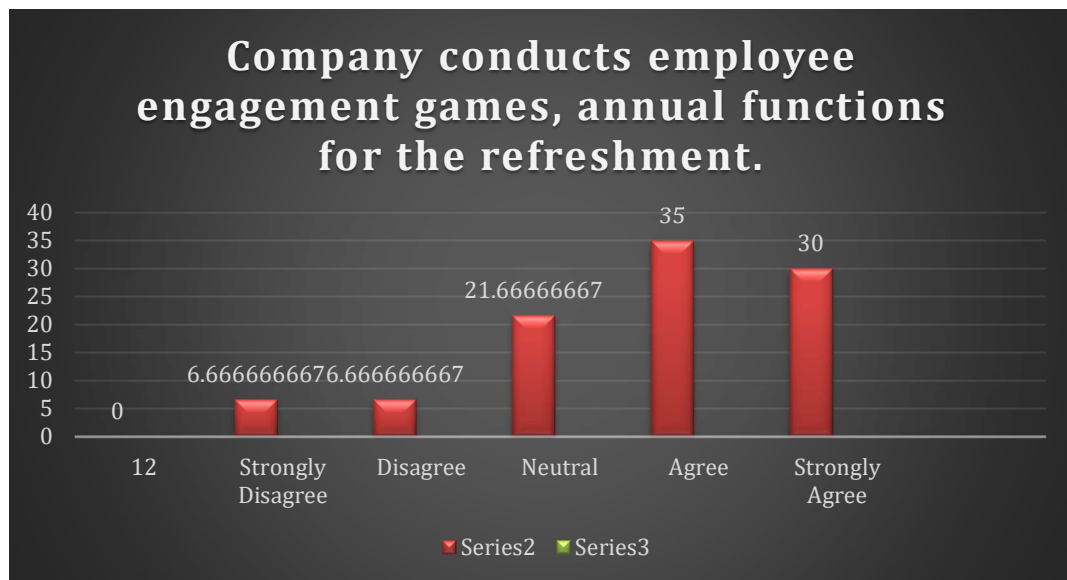
Analysis:

Above graph shows that 65% of the respondents are agree with the point, 21% are neutral and 12% of the respondents are disagree with the point.

13. I feel that the wage and salary that I received is as per agreement entered with me.

Q13	Coding	Number	Percentage
Strongly Disagree	1	0	0
Disagree	2	4	6.666667
Neutral	3	7	11.66667
Agree	4	24	40
Strongly Agree	5	25	41.66667
	Total=	60	

Analysis:

The above graph shows that 81% of the respondents feels that the age and salary that they are receiving is as per agreement entered with them, 11% are neutral and only 6% are not agree with the statement.

14. The number of paid holidays offered by the organization is satisfied.

Q14	Coding	Number	Percentage
Strongly Disagree	1	6	10
Disagree	2	4	6.666667
Neutral	3	15	25
Agree	4	21	35
Strongly Agree	5	14	23.33333
	Total=	60	

Analysis:

The graph states that 58% of the respondents are agree with the statement, 16% of the respondents are disagree with the point and 25% are neutral.

15. Company provides all the necessary benefits to perform job well.

Q15	Coding	Number	Percentage
Strongly Disagree	1	0	0
Disagree	2	8	13.33333
Neutral	3	14	23.33333
Agree	4	19	31.66667
Strongly Agree	5	19	31.66667
	Total=	60	
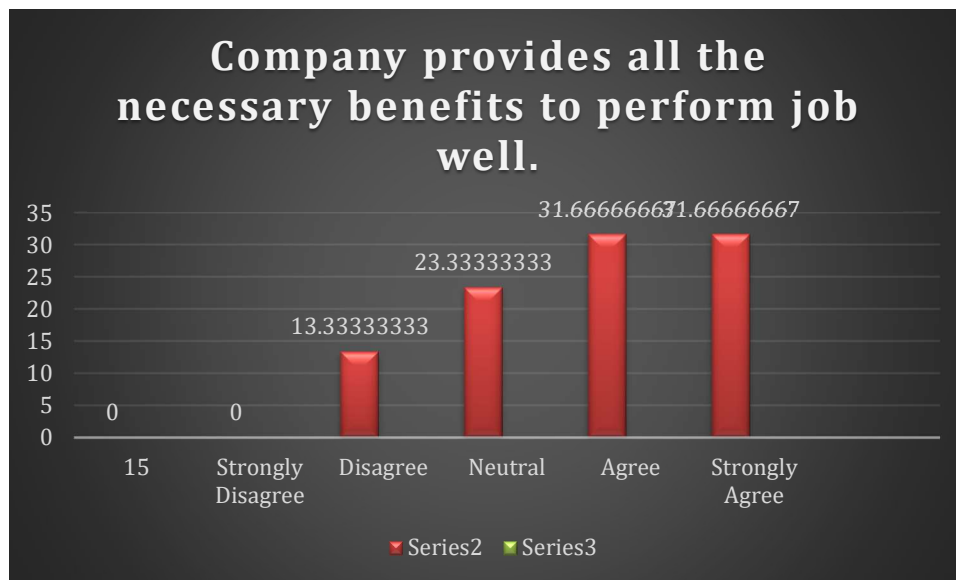
Analysis:

The above graph determines that 62% of the respondents are says that company provides all the necessary benefits to perform job well, 13% are not agree with the statement and 23% are neutral.

16. I have been provided with health and safety training.

Q16	Coding	Number	Percentage
Strongly Disagree	1	3	5
Disagree	2	4	6.666666667
Neutral	3	14	23.33333333
Agree	4	16	26.66666667
Strongly Agree	5	23	38.33333333
	Total=	60	

Analysis:

The above graph shows that 64% of the respondents are agree with the point, 23% are neutral and 11% of the respondents are not agree with the statement.

17. The organization's safety initiatives are frequently updated and conveyed to employees.

Q17	Coding	Number	Percentage
Strongly Disagree	1	1	1.666667
Disagree	2	6	10
Neutral	3	14	23.33333
Agree	4	17	28.33333
Strongly Agree	5	22	36.66667
	Total=	60	

The organization's safety initiatives are frequently updated and conveyed to employees.

	0	1.666666667	10	23.33333333	28.33333333	36.66666667
	17	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Series2 ■ Series3

Analysis:

The study reveals that 64% of the respondents are saying that the initiatives of safety are frequently updated and conveyed to employees, 23% of the respondents are neutral, only 11% are not agree with the statement.

18. I think my safety at work is a priority for the organization.

| Q18	Coding	Number	Percentage
Strongly Disagree	1	2	3.333333
Disagree	2	3	5
Neutral	3	12	20
Agree	4	19	31.66667
Strongly Agree	5	24	40
	Total=	60	

Analysis:

In this graph is shows that 71% of the respondents are agree with the statement, 20% is neutral and only 8% respondents are not agreed with the statement.

19. I get experience in upgrading my skills & learning other tasks apart from my regular to-dos.

| Q19	Coding	Number	Percentage
Strongly Disagree	1	3	5
Disagree	2	4	6.666667
Neutral	3	13	21.66667
Agree	4	17	28.33333
Strongly Agree	5	23	38.33333
	Total=	60	
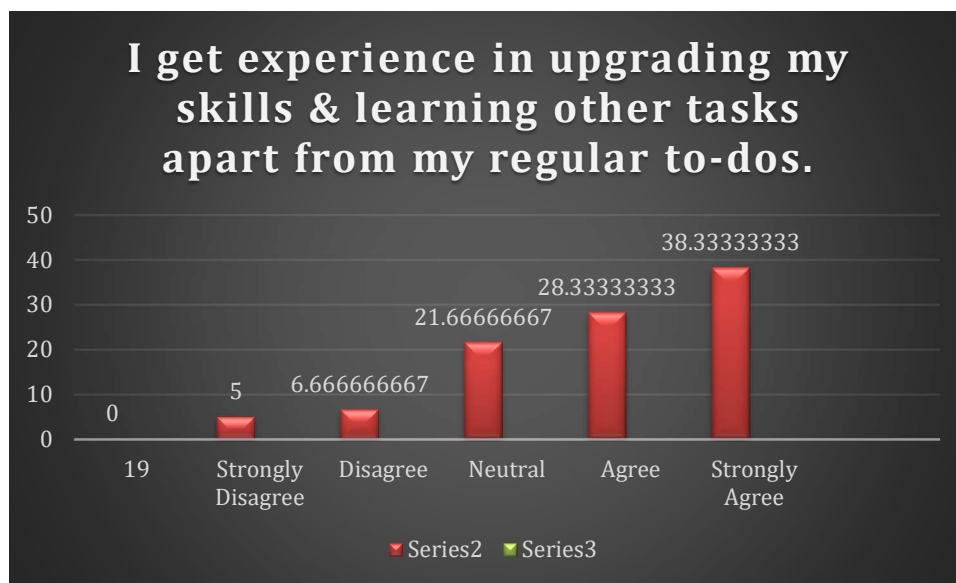
Analysis:

The above graph shows that 66% of the respondents are agree with the statement that they are receiving experience in other new tasks apart from regular work, 21% of the respondents are neutral and 11% are not satisfied with the point.

20. I get a chance to do leadership in many tasks while working with team.

| Q20	Coding	Number	Percentage
Strongly Disagree	1	2	3.333333
Disagree	2	9	15
Neutral	3	4	6.666667
Agree	4	24	40
Strongly Agree	5	21	35
	Total=	60	
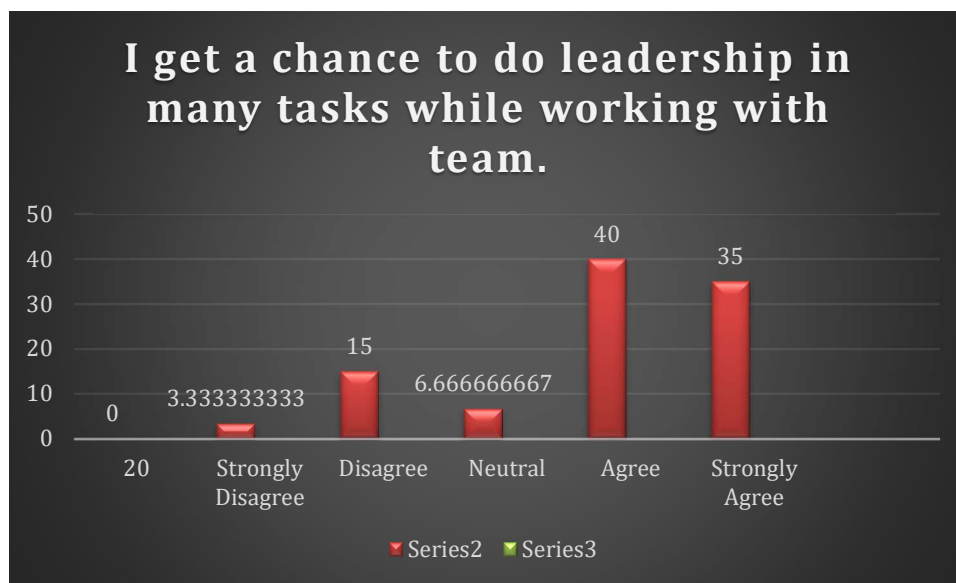
Analysis:

Above graph shows that 75% employees are agree that they are getting a chance to do the leadership in many tasks while working in company, only 6% are neutral and 18% are not agree with the statement.

21. I have freedom to initiate new things at work.

Q21	Coding	Number	Percentage
Strongly Disagree	1	1	1.666666667
Disagree	2	3	5
Neutral	3	13	21.66666667
Agree	4	24	40
Strongly Agree	5	19	31.66666667
	Total=	60	
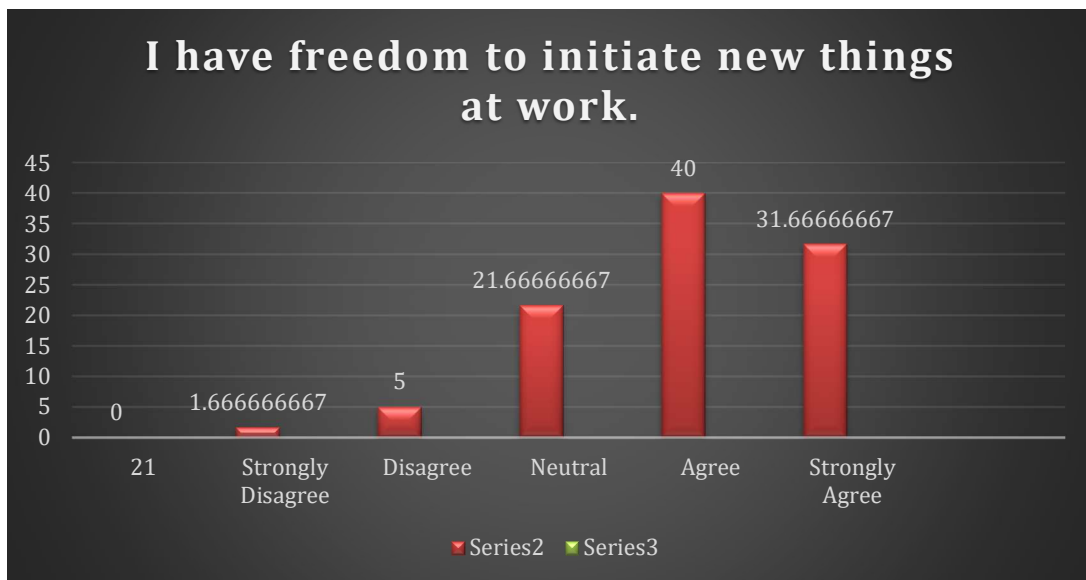
Analysis:

 The study reveals that 71% of the employees feels that they have freedom to initiate and implement new this at work, 21% of the respondent is neutral and only 6% are disagree with the point.

22. The company offers me the training I need to help me on my job.

Q22	Coding	Number	Percentage
Strongly Disagree	1	3	5
Disagree	2	4	6.666667
Neutral	3	12	20
Agree	4	17	28.33333
Strongly Agree	5	24	40
	Total=	60	

Analysis:

The above graph shows that 68% of the respondent are agree with the statement, 20% are neutral and only 11% of the respondent are not agree with the statement.

23. My manager assists me to identify my training and development needs.

| Q23	Coding	Number	Percentage
Strongly Disagree	1	1	1.666667
Disagree	2	6	10
Neutral	3	17	28.33333
Agree	4	21	35
Strongly Agree	5	15	25
	Total=	60	

Analysis:

In the above graph it states that 60% of the respondents says that their manager helps them to identify their training and development needs, 28% of the respondents are neutral, only 11% are not agree with the point.

24. I feel fruitful changes in working efficiency after being trained.

| Q24	Coding	Number	Percentage
Strongly Disagree	1	0	0
Disagree	2	1	1.666667
Neutral	3	15	25
Agree	4	22	36.66667
Strongly Agree	5	22	36.66667
	Total=	60	
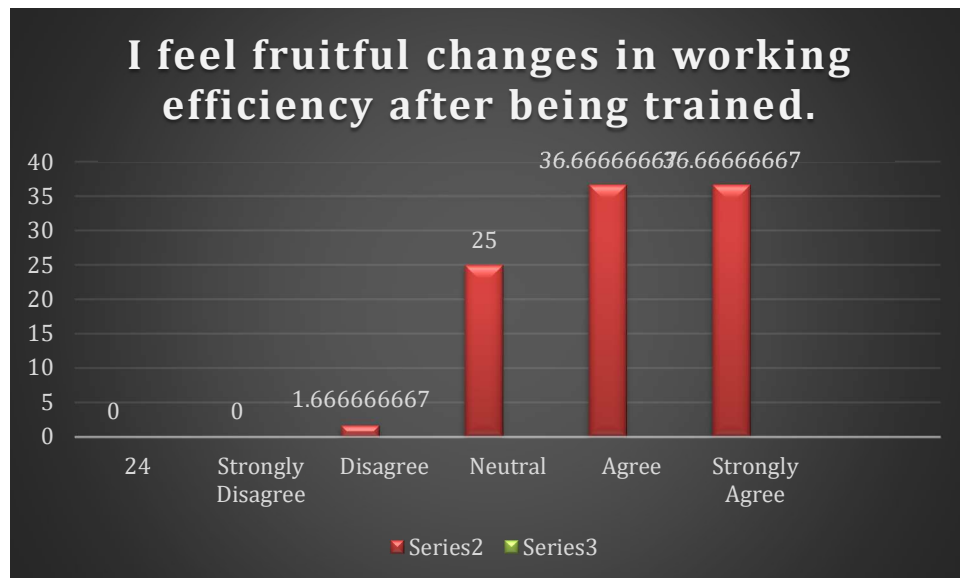
Analysis:

The above graph shows that 72% of the employees are agree with the statement, 25% of the respondents are neutral and only 1% of the respondents are not agree with the statement.

25. Getting promotion is faster and easy depending on performance.

| Q25	Coding	Number	Percentage
Strongly Disagree	1	8	13.33333
Disagree	2	9	15
Neutral	3	10	16.66667
Agree	4	17	28.33333
Strongly Agree	5	23	38.33333
	Total=	60	
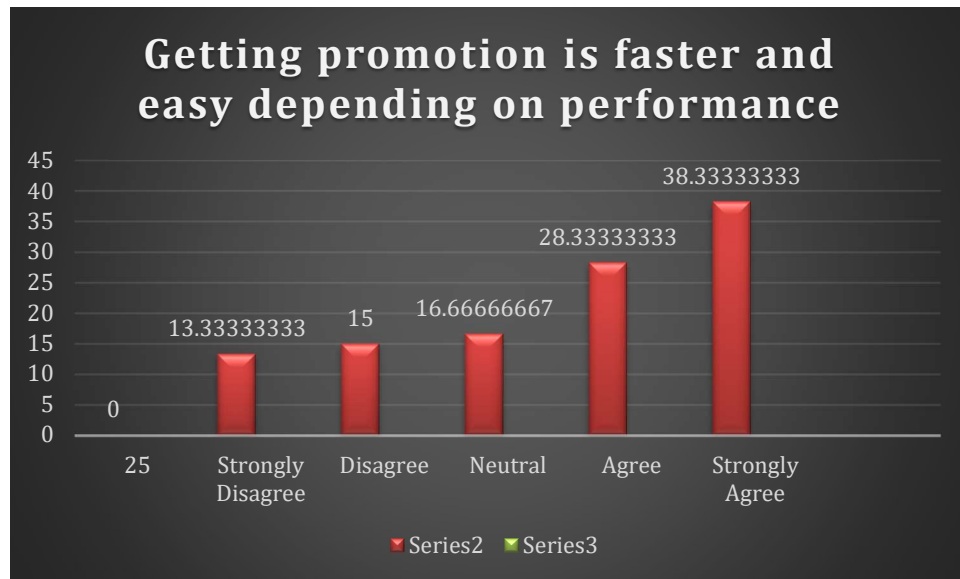
Analysis:

The above graph determines that 66% of the respondents feels that getting promotion is faster and easy depending on performance, 16% are neutral and 28% of the respondents are not agree with the statement.

26. I feel that management is fair and ethical while promoting any employee based on performance.

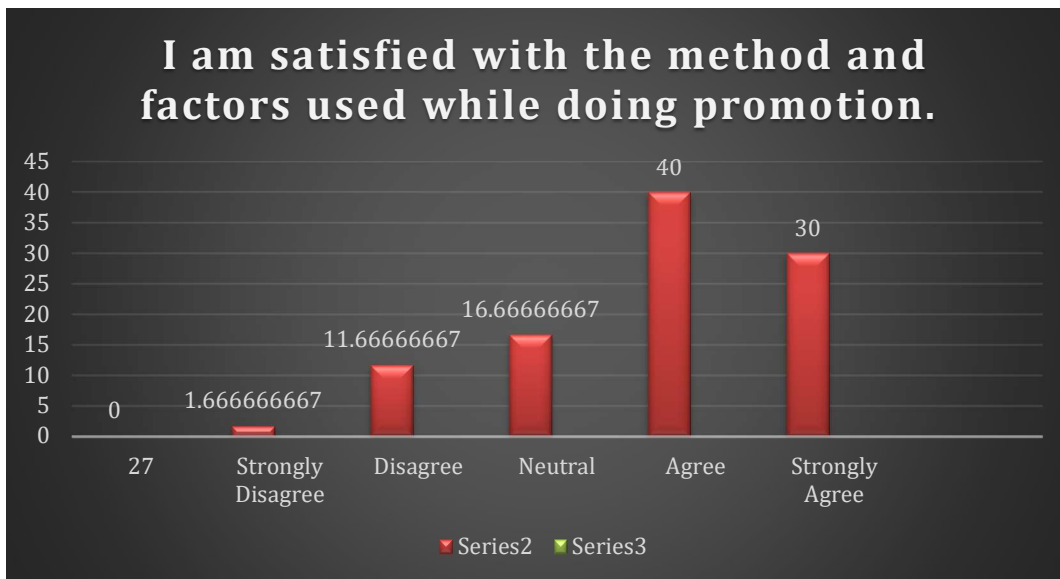| Q26	Coding	Number	Percentage
Strongly Disagree	1	2	3.333333333
Disagree	2	6	10
Neutral	3	13	21.66666667
Agree	4	20	33.33333333
Strongly Agree	5	19	31.66666667
	Total=	60	
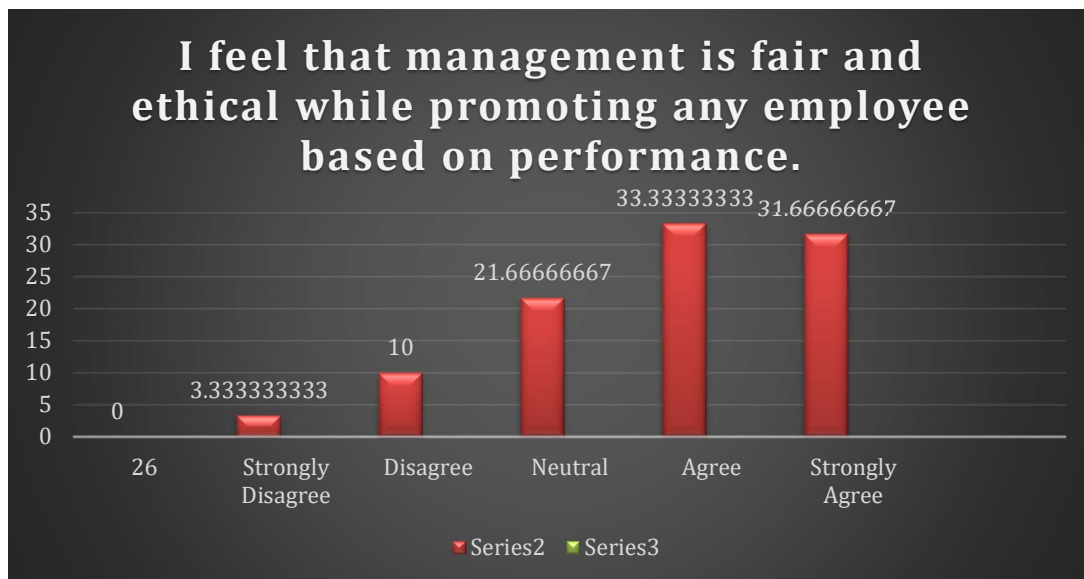
Analysis:

The above graph describes that 64% of the respondents feels that the management takes fair and ethical decisions while promoting employees in the company, 21% are neutral and only 13% of the respondents are disagree with the statement.

27. I am satisfied with the method and factors used while doing promotion.

Q27	Coding	Number	Percentage
Strongly Disagree	1	1	1.666667
Disagree	2	7	11.66667
Neutral	3	10	16.66667
Agree	4	24	40
Strongly Agree	5	18	30
	Total=	60	

Analysis:

The study reveals that most of the respondents that is 70% of the respondents are agree with the above point, 12% are not agree with point ant 16% are neutral.

28. Team members are working toward a common goal.

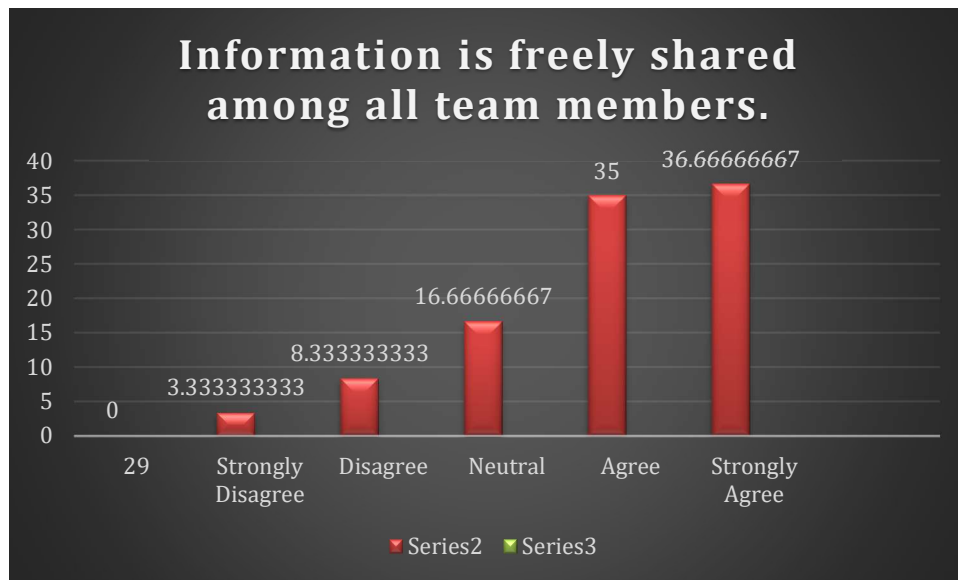| Q28	Coding	Number	Percentage
Strongly Disagree	1	0	0
Disagree	2	2	3.333333
Neutral	3	15	25
Agree	4	18	30
Strongly Agree	5	25	41.66667
	Total=	60	

Analysis:

 The above graph states that 71% of the respondents are agree with the statement, 25% are neutral and only 3% of the respondents are not agree with the statement.

29. Information is freely shared among all team members.

Q29	Coding	Number	Percentage
Strongly Disagree	1	2	3.333333
Disagree	2	5	8.333333
Neutral	3	10	16.66667
Agree	4	21	35
Strongly Agree	5	22	36.66667
	Total=	60	

Analysis:

The study reveals that 71% of the respondents says that they shared information freely among team members in the company, 16% are neutral and 11% are disagree with the statement.

30. Team members are committed to the success of the company.

Q30	Coding	Number	Percentage
Strongly Disagree	1	1	1.666667
Disagree	2	1	1.666667
Neutral	3	10	16.66667
Agree	4	23	38.33333
Strongly Agree	5	25	41.66667
	Total=	60	

Analysis:

The above graph shows that 79% of the respondents are agree with the statement, 16% are neutral and only 2% are disagree with the statement.

Findings & Recommendations

- Majority of the employees in the company receives coaching and training from the supervisors at work which is very helpful to perform the tasks and to achieve the goals in a team.

- Most of the people in the company gets feedback about their work from supervisor and it is important to employees to perform well.

- There is good relationship between the supervisor and employees in bakelite company which has a huge impact on employee performance.

- Majority of the employees have a clear understanding about strategic objectives of the company which affects the success of the company.

- Most of the employees knows their major roles and responsibilities that demands in meeting company objectives.

- Most of the respondents agree that there is a career growth opportunity given by bakelite company as an impact on job satisfaction.

- The method used for conducting performance reviews in a company is satisfied which affects on promotion, increment, salary etc.

- The company gives rewards to the employees for their good work and performance and it motivates employees to do the tasks.

- People are held accountable and responsible for their performance in the company.

- Employees gets opportunity to recommend and initiate the new ideas while working in the company and it shows that company respects the suggestions of the employees.

- There is a fair and ethical method in a company to solve the conflicts efficiently and constructively as most of the employees are agree with the statement.

- Company thinks about the refreshment and enjoyment of the employees as they conduct engagement games, annual functions for the employees.

- Majority of the respondents feels that they are receiving the wages and salary as per agreement entered with them as there is strong understandings of policies to the employees in company.

- Half of the respondents are saying that company is not offering satisfied paid holidays in the organization.

- Very good benefits to perform job well as been provided by bakelite to employees hence they are happy to work in company.

- Company provides health and safety trainings to the employee so that they will be aware about it.

- Most of the employees says that the initiatives that company does about safety are frequently updated and conveyed to employees as it states that company thinks about safety of the employees.

- Majority of the employees feels that their safety is the priority for the company as the company makes initiatives for the safety of the employees and due to this employee feels secure while working.

- Employee receives opportunity to upgrade the skills and to learn other tasks apart from regular-to dos which is very important for the employees to show their talent ideas.

- Most of the employees gets chance to do the leadership while working with the team as it improves the productivity of the team and builds good relation between team members.

- Employees have freedom to initiate new things at work this helps employees to become confident and gets motivated.

- Company provides training to employees whenever required to do the tasks at work and it is very important for the accuracy and efficiency in the work which improves the performance.

- Average respondents are saying that their manager helps them to identify the training and development needs which directly impacts on performance of the employee.

- Most of the respondents feels changes and improvements in working after receiving training from the company.

- Promotion is faster and easy in the company and it is totally depending upon performance of the employee.

- Company takes fair and ethical decisions while promoting employee as it measures on performance of the employee.

- Majority of the employees are satisfied with the method used while doing promotion in the company as promotion is the major factor that effects on job satisfaction.

- Employees in a company are working toward common goal.

- ➤ **Majority of the respondents are saying that there is a freedom in a company to share the information among all the team members which reduces the communication gap between team.**

- ➤ **Most of the employees are states that team members are committed to the success of the company.**

Recommendations

Following are the some of the suggestions to the company based on the findings and conclusion of this study on employee job satisfaction to understand whether are the employee of the company are satisfied with their work or not.

> ➢ Provide satisfied paid holidays to employees.

> ➢ The employees should clear about strategic goals of the company.

> ➢ The way performance reviews are conducted should change.

> ➢ Company should conduct employee engagement games monthly for the refreshment of the employee.

> ➢ If the company provides necessary benefits to perform job well which makes them more satisfied.

> ➢ Manager should give chance to team members to do the leadership.

> ➢ Manager should identify the need of the training and development for the employee.

> ➢ Promotion must be done on performance based only.

Conclusion

This study was conducted with the employees of Bakelite Food Processing Pvt Ltd and according to the responses that we have received from the employee's states that the organization is taking lots of efforts to make the workplace more employee centric and a fun place to work, they are giving equal opportunity to all the employees to showcase their skills and knowledge.

From the above research we have come to a conclusion that most of the employees are recognized from time to time for their efforts and are satisfied with overall performance and efforts that organization is taking for them. We also found that there are various factors such as compensation, work environment, technology, relations with team mates etc. that organization considers for better employee job satisfaction.

For Bakelite Food Processing Pvt Ltd, every employee if important, better job satisfaction leads in improvement in dedication towards the company and stakeholders, hence we have reached to a conclusion that employees are well satisfied from the job and company.

References

1. Ali, Bayad Jamal, and Govand Anwar. "An Empirical Study of Employees' Motivation and its Influence Job Satisfaction." Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. International Journal of Engineering, Business and Management 5.2 (2021): 21-30.

2. Ahmad, Kamarul Zaman Bin, Sajjad M. Jasimuddin, and Wang Ling Kee. "Organizational climate and job satisfaction: do employees' personalities matter?" Management Decision (2018).

3. Bastida, Ramon, Frederic Marimon, and Lluis Carreras. "Human resource management practices and employee job satisfaction in nonprofit organizations." Annals of Public and Cooperative Economics 89.2 (2018): 323-338.

4. Bernarto, Innocentius, et al. "Effect of transformational leadership, perceived organizational support, job satisfaction toward life satisfaction: Evidences from indonesian teachers." (2020).

5. Eliyana, Anis, and Syamsul Ma'arif. "Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance." European Research on Management and Business Economics 25.3 (2019): 144-150.

6. Frempong, Lady Nadia, Wonder Agbenyo, and Peter Ajei Darko. "The impact of job satisfaction on employees' loyalty and commitment: a comparative study among some selected sectors in Ghana." European Journal of Business and Management 10.12 (2018): 95-105.

7. Gorenak, Mitja, Tomi Spindler, and Boštjan Brumen. "The Influence of Competencies of Managers on Job Satisfaction of Employees in the Hotel Industry." Organizacija 52.2 (2019).

8. Khan, Muhammad Asad, et al. "The mediating effect of job satisfaction on the relationship of HR practices and employee job performance: Empirical evidence from higher education sector." International Journal of Organizational Leadership 8 (2019): 78-94.

9. Prasetio, Arif Partono, Bachruddin Saleh Luturlean, and Chita Agathanisa. "Examining employee's compensation satisfaction and work stress in a retail company and its effect to increase employee job satisfaction." International Journal of Human Resource Studies 9.2 (2019): 239-265.

10. Scanlan, Justin Newton, and Megan Still. "Relationships between burnout, turnover intention, job satisfaction, job demands and job resources for mental health personnel in an Australian mental health service." BMC health services research 19.1 (2019): 1-11.

11. https://www.questionpro.com/blog/employee-satisfaction-survey-questions/

12. https://www.projects4mba.com/best-questionnaire-for-performance-appraisal/197/

13. https://callminer.com/blog/25-employee-satisfaction-survey-questions-you-need-to-ask

14. https://www.forbes.com/sites/rebeccazucker/2021/01/06/ask-these-8-questions-to-understand-a-companys-culture/?sh=6ac97b72be03

15. https://www.mbaskool.com/business-concepts/human-resources-hr-terms/4394-job-satisfaction.html

Appendix

SECTION A- DEMOGRAPHIC PROFILE

Please provide the following information

Name-

1. Gender

   Male ☐   Female ☐

2. Age (in years)
   - 18 to 24
   - 25 to 34
   - 35 to 44
   - 45 to 54
   - Above 54

3. Highest Educational Qualification (Please tick all is applicable)

   10th ☐ 12th ☐   Diploma ☐

   Graduation ☐ Please Specify-

   Post-Graduation ☐ Please Specify-

4. Total Work Experience (in years)

SECTION B- QUESTIONNAIRE

Instructions: Below are a number of self-orientations that people may have with regard to their work role. Using the following scale, please indicate the extent to which you agree or disagree that each one describes your self-orientation.

1: Strongly Disagree

2: Disagree

3: Neutral

4: Agree

5: Strongly Agree

1. I receive coaching and training from my immediate supervisor.

   ☐   ☐   ☐   ☐   ☐

   1   2   3   4   5

2. My immediate supervisor gives me feedback that helps me improve my work.

   ☐   ☐   ☐   ☐   ☐

   1   2   3   4   5

3. My team leader helps me align my personal goals with organizational goals

   ☐   ☐   ☐   ☐   ☐

   1   2   3   4   5

4. I have a clear understanding of the strategic objectives of the organization.

   ☐   ☐   ☐   ☐   ☐

   1   2   3   4   5

5. I know that which of my role demands in meeting the company objectives

   ☐   ☐   ☐   ☐   ☐

   1   2   3   4   5

6. I believe that there is an opportunity for individual career growth and development within the company.

   ☐   ☐   ☐   ☐   ☐

   1   2   3   4   5

7. I am satisfied with the way performance reviews are conducted in the organization.

   ☐   ☐   ☐   ☐   ☐

   1   2   3   4   5

8. I feel like I get rewarded for good work.

   ☐   ☐   ☐   ☐   ☐

   1   2   3   4   5

9. People are held accountable for their performance.

   ☐   ☐   ☐   ☐   ☐

   1   2   3   4   5

10. I have opportunities to recommend new ideas and solutions.

   ☐   ☐   ☐   ☐   ☐

   1   2   3   4   5

11. Organization handles conflict constructively.

   ☐   ☐   ☐   ☐   ☐

   1   2   3   4   5

12. Company conducts employee engagement games, annual functions for the refreshment.

   ☐   ☐   ☐   ☐   ☐

   1   2   3   4   5

13. I feel that the wage and salary that I received is as per agreement entered with me.

    ☐   ☐   ☐   ☐   ☐

    1   2   3   4   5

14. The number of paid holidays offered by the organization is satisfied.

    ☐   ☐   ☐   ☐   ☐

    1   2   3   4   5

15. Company provides all the necessary benefits to perform job well.

    ☐   ☐   ☐   ☐   ☐

    1   2   3   4   5

16. I have been provided with health and safety training.

    ☐   ☐   ☐   ☐   ☐

    1   2   3   4   5

17. The organization's safety initiatives are frequently updated and conveyed to employees.

    ☐   ☐   ☐   ☐   ☐

    1   2   3   4   5

18. I think my safety at work is a priority for the organization.

    ☐   ☐   ☐   ☐   ☐

    1   2   3   4   5

19. I get experience in upgrading my skills & learning other tasks apart from my regular to-dos.

    ☐   ☐   ☐   ☐   ☐

    1   2   3   4   5

20. I get a chance to do leadership in many tasks while working with team.

    ☐   ☐   ☐   ☐   ☐

    1   2   3   4   5

21. I have freedom to initiate new things at work.

    ☐   ☐   ☐   ☐   ☐

    1   2   3   4   5

22. The company offers me the training I need to help me on my job.

    ☐   ☐   ☐   ☐   ☐

    1   2   3   4   5

23. My manager assists me to identify my training and development needs.

    ☐   ☐   ☐   ☐   ☐

    1   2   3   4   5

24. I feel fruitful changes in working efficiency after being trained.

    ☐   ☐   ☐   ☐   ☐

    1   2   3   4   5

25. Getting promotion is faster and easy depending on performance.

    ☐   ☐   ☐   ☐   ☐

    1   2   3   4   5

26. I feel that management is fair and ethical while promoting any employee based on performance.

    ☐   ☐   ☐   ☐   ☐

    1   2   3   4   5

27. I am satisfied with the method and factors used while doing promotion.

    ☐   ☐   ☐   ☐   ☐

    1   2   3   4   5

28. Team members are working toward a common goal.

☐　　☐　　☐　　☐　　☐

1　　2　　3　　4　　5

29. Information is freely shared among all team members.

☐　　☐　　☐　　☐　　☐

1　　2　　3　　4　　5

30. Team members are committed to the success of the company.

☐　　☐　　☐　　☐　　☐

1　　2　　3　　4　　5