International Journal of Humanities Social Science and Management (IJHSSM)
Volume 5, Issue 3, May-June, 2025, pp: 774-778 ISSN: 3048-6874
www.ijhssm.org

A Study on Job Satisfaction in Sanjay Construction Equipments, Coimbatore

SOWMYA.K
MBA, Vivekanandha Institute of Information and Management Studies
Tiruchengode, Namakkal District. Tamilnadu

Dr.R.MIYALVAGANAN
Associate Professor / MBA, Vivekanandha Institute of Information and Management Studies
Tiruchengode, Namakkal District. Tamilnadu

Date of Submission: 12-06-2025 Date of Acceptance: 25-06-2025

ABSTRACT

The success of any organization largely depends on the satisfaction level of its employees. Job satisfaction not only influences individual performance but also affects organizational productivity, employee retention, and workplace harmony. This study aims to assess the job satisfaction levels among employees working in a small-scale construction equipment manufacturing company in India.

The research focuses on evaluating key factors such as working conditions, salary and benefits, management support, growth opportunities, recognition, job security, and work-life balance. Data for the study was collected using a structured questionnaire from a sample of workers and office staff, including both male and female employees. The responses were analyzed using statistical tools such as percentage analysis and correlation to understand the relationships between job satisfaction and other influencing factors.

The study concludes with suggestions for management to adopt employee-centric strategies that can help foster a more motivated, productive, and loyal workforce, ultimately contributing to the organization's growth and sustainability

Keywords: organizational productivity, employee retention, and workplace harmony, loyal workforce

I. INTRODUCTION OF THE STUDY

Job satisfaction, on the other hand, is an individual's subjective emotional response to their job. It reflects the overall level of contentment or happiness an employee feewith their work, and it is influenced by various factors, such as pay, job security, work environment, and opportunities for growth and development. Job satisfaction is an essential determinant of employee motivation, engagement, and retention, and it has a significant impact on organizational performance

Job Satisfaction is a combination of two words, Job and Satisfaction. 'Job' includes occupational activity performed by an individual in return for a monetary reward while 'satisfaction' is a word which is not easy to define. Job satisfaction has its relevance with regard to boosting up the morale of the employees. It increases the efficiency and the work orientation of the employees. An appropriate amount of job satisfaction contributes to the achievements of the organization

II. STATEMENT OF THE PROBLEM

In today's dynamic industrial environment, employee job satisfaction has become a crucial factor influencing organizational success. Despite advances in workplace infrastructure and HR policies, many employees in manufacturing sectors continue to experience dissatisfaction due to monotonous tasks, limited growth opportunities, inadequate recognition, or improper working conditions.

This study aims to investigate the existing level of job satisfaction among employees in a construction equipment manufacturing company, identifying the key factors that contribute to or hinder satisfaction. The problem lies in understanding whether the current organizational practices are aligned with employee expectations and how dissatisfaction, if any, might affect productivity, retention, and morale

III. OBJECTIVES OF THE STUDY

Primary objectives:

To Study on job satisfaction at Sanjay Construction Equipments.

Secondary objectives:

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 5, Issue 3, May-June, 2025, pp: 774-778 ISSN: 3048-6874
www.ijhssm.org

- To understand the recognition level of the knowledge and expertise
- To find out the perception of employees towards their salary. To assess the quality of relationship among the peers
- To understand the satisfaction level of the employees of the grievances handling procedure.
- To identify the adequacy level of the canteen facilities
- To provide suitable suggestions to improve the job satisfaction through improvements in organizational climate

NEED OF THE STUDY

Job satisfaction plays a vital role in determining employee performance, organizational commitment, and retention levels. A satisfied workforce is more productive, cooperative, and aligned with organizational goals. However, in small-scale industries, especially in the manufacturing sector, employee satisfaction often receives less attention due to resource constraints and management priorities.

This study is needed to:

- Understand the level of job satisfaction among employees.
- Identify the factors that influence their satisfaction or dissatisfaction.
- Provide recommendations to the management for improving workplace conditions.
- Reduce absenteeism, enhance morale, and improve overall organizational efficiency.

By addressing job satisfaction, the organization can build a loyal and motivated workforce, which is essential for long-term success

SCOPE OF THE STUDY

The scope of this study is limited to employees working in a selected small-scale construction equipment manufacturing unit in India. It covers both skilled and unskilled workers, including those in production, maintenance, administration, and HR departments. The study evaluates various dimensions of job satisfaction such as salary, work environment, supervisory support, promotion opportunities, job security, and overall morale.

This research provides insights into the employees' perception of their work life and identifies areas where improvements can be made to enhance satisfaction and reduce turnover. The results of this study may also be applicable to similar manufacturing environments facing workforce challenges

LIMITATIONS OF THE STUDY

- The study was limited to one company — Sanjay Construction Equipment, Coimbatore — so results may not apply to all companies.
- Only 71 employees participated, which may not fully reflect everyone's opinion.
- Some workers may not have answered honestly due to fear or misunderstanding.
- Educational and language barriers may have affected the clarity of some responses.
- The research was done in a short time frame, which limited deeper analysis.
- Only internal factors were studied; external influences on employee retention were not covered

IV. REVIEW OF LITERATURE

Mohamed, A. A., & Khaola, P. P. (2016). Organizational climate and job satisfaction: A study of hotel employees in Botswana. Journal of Contemporary Management, 13(1), 454-471. This study explores the relationship between organizational climate and job satisfaction among hotel employees in Botswana. The authors found that a supportive organizational climate was positively related to job satisfaction, while a negative organizational climate was negatively related to job satisfaction.

Huang, T. C., Lawler, J. J., & Lei, X. (2007). The effects of participative management practices on employee satisfaction and productivity: A field study. International Journal of Human Resource Management, 18(11), 1931-1953. This study examines the impact of participative management practices on employee job satisfaction and productivity in a large manufacturing company in China. The authors found that employees who were given more opportunities to participate in decision-making processes reported higher levels of job satisfaction and productivity

V. RESEARCH METHODOLOGY

The purpose of this study on job satisfaction. Organizational climate refers to the shared perceptions and attitudes of employees towards their work environment. Job satisfaction, on the other hand, refers to an employee's overall attitude towards their job. The study aims to understand how organizational climate affects job satisfaction, and whether there is a significant correlation between the two variables

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 5, Issue 3, May-June, 2025, pp: 774-778 ISSN: 3048-6874
www.ijhssm.org

Research Design

- This study is descriptive in nature, which is purely based on the employees' opinion.
- The data was collected in Survey through Questionnaire method.
- The Data used in the analysis & Interpretation is primary in nature, the study is descriptive in nature

Sample Design

The sample design is a definite plan determined before any data are actually collected for obtaining a sample from a given population. In this study random sampling was used to conduct the research.

Population size: Population size 71 employees are working in the company

Sample size: The sample size was 71 respondents of the company.

Period of the study: The period of the study is Three months

Data Collection Instruments

Data is generally about the method of data collection for the study the research should keep in mind the two types of data collection

Primary data of the study:

- Here, first-hand information obtained by distributing questionnaires.
- Data is collected directly from the individuals through questionnaires.

Secondary data of the study:

Secondary data were collected from various journals, magazines, published books and through internet.

DATA ANALYSIS TOOLS:

- Percentage Analysis
- Chi-square Test
- Correlation Analysis

CHI–SQUARE ANALYSIS

The chi square table showing the significant relationship between the age level and rate of job satisfaction level

Null hypothesis (Ho): There is no significant relationship between the age level and rate of job satisfaction Level.

Alternative Hypothesis (HI): There is significant relationship between the age level and rate of job satisfaction level.

Job Satisfaction	Age Level				
	18 – 25 years	26 – 35 years	36 – 45 years	46 years and above	Total
Very Satisfied	3	5	7	11	26
Satisfied	5	3	4	2	14
Neutral	4	6	5	3	18
Dissatisfied	3	4	1	2	10
Very Dissatisfied	1	1	1	0	3
Total	16	19	18	18	71

Calculated Value = 10.7458

Inference:

Calculated Value < Table Value 10.7458 < 21.026

Null Hypothesis is accepted (H0). Therefore there is no significant relationship between the age level and rate of job satisfaction Level.

COEFFICIENT OF CORRELATION

Coefficient of correlation is a measure of such a tendency the degree to which Two variables are interrelated is measured by a coefficient which is called coefficient Correlation.

The relation between the Physical Working Condition that align with the employees Hygenic Conditions.

X- Training & Development Y- Career Growth

X	Y	dx = x-X	dx^2	dy = y-Y	dy^2	(dx)(dy)
14.08	16.9	5.92	35.0464	3.1	9.61	18.352
35.21	18.31	-15.21	231.3441	1.69	2.8561	-25.7049
22.54	28.17	-2.54	6.4516	-8.17	66.7489	20.7518

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 5, Issue 3, May-June, 2025, pp: 774-778 ISSN: 3048-6874
www.ijhssm.org

15.49	22.54	4.51	20.3401	-2.54	6.4516	-11.4554
12.68	14.08	7.32	53.5824	5.92	35.0464	43.3344
∑X=100	**∑Y=100**	**0**	**346.7646**	**0**	**120.713**	**∑(dx)(dy)= 45.2779**

$$r = \frac{N\sum XY - \sum X.\sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \cdot \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

$$= \frac{(5*(45.2779))-(100*100)}{\sqrt{5(346.7646)-(100)^2} \cdot \sqrt{5(120.713)-(100)^2}} = 0.939$$

Interpretation: Coefficient of Correlation (0.939) is positive. It implies that there is positive correlation relationship between Physical Working Condition that align with the employees Hygenic Conditions.

VI. SUGGESTIONS

The study on job satisfaction, the following practical conclusion and recommendations can be made:

- **Improve communication:** Organizational climate and job satisfaction can be improved by enhancing communication between employees and management. Employers should encourage open communication, listen to employee feedback, and address their concerns.
- **Create a positive work environment:** Employers should foster a positive work environment by promoting teamwork, recognizing and rewarding employee contributions, and providing opportunities for personal and professional development.
- **Provide work-life balance:** Employers should recognize the importance of work- life balance and ensure that employees are not overworked or stressed. This can be achieved by offering flexible work arrangements, providing wellness programs, and offering paid time off.
- **Encourage employee involvement:** Employers should encourage employee involvement in decision-making processes, as it increases job satisfaction and fosters a sense of ownership and responsibility.
- **Train managers:** Employers should provide training to managers to help them create a positive work environment, recognize and address employee concerns, and provide regular feedback to employees.
- **Create opportunities for growth:** Employers should provide employees with opportunities for growth and development, such as training programs, career advancement, and mentoring.
- **Ensure fair treatment:** Employers should ensure that all employees are treated fairly, regardless of their position or background. This includes fair compensation, opportunities for advancement, and equal access to resources.

VII. CONCLUSION

The study's findings, it can be concluded that there is a strong positive relationship between organizational climate and job satisfaction. Employees who perceive their organizational climate positively are more likely to experience job satisfaction. This finding highlights the importance of creating a positive and supportive organizational climate to enhance job satisfaction, the study found that several factors contribute to organizational climate, including leadership style, communication, recognition, and growth opportunities. By focusing on these factors, organizations can create a climate that fosters job satisfaction among employees.

In conclusion, creating a positive organizational climate is essential for promoting job satisfaction among employees. Organizations that prioritize creating a supportive and positive climate will likely experience higher levels of employee engagement, retention, and overall performance.

BIBLIOGRAPHY

[1]. **Judge, T. A., & Bono, J. E. (2001).** Relationship of core self-evaluations traits-self-esteem, generalized self-efficacy, locus of control, and emotional stability-with job satisfaction and job performance: A meta-analysis. Journal of Applied Psychology, 86(1), 80-92

[2]. **Schneider, B., & Reicher's, A. E. (1983).** On the etiology of climates. Personnel Psychology, 36(1), 19-39.

[3]. **Payne, S. C., & Pugh, S. D. (1976).** Organizational climate and job satisfaction: A

conceptual synthesis. Organizational Behavior and Human Performance, 16(2), 246- 288.

[4]. **Spector, P. E. (1997).** Job satisfaction: Application, assessment, causes, and consequences. Sage Publications.

[5]. **Glick, W. H. (1985).** Conceptualizing and measuring organizational and psychological climate: Pitfalls in multilevel research. Academy of Management Review, 10(3), 601-616.

[6]. **Ostroff, C., & Schmitt, N. (1993).** Configurations of organizational effectiveness and efficiency. Academy of Management Journal, 36(6), 1345- 1361.

[7]. **Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013).** Organizational climate and culture. Annual Review of Psychology, 64, 361-388.