Leveraging Corporate Performance through Employee Satisfaction- A Survey

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Abstract

Doing a job is vital for all individuals as it not only provides income to meet his basic life necessities but also provides with a sense of purpose, productivity and fulfillment. An employee's satisfaction depends upon his relationships with his colleagues, superiors and subordinates, his pay, the promotion opportunities available, environment, etc. These are the factors that bring positive feelings in the employee, keeping him motivated and satisfied. (Igalens and Roussel, 1999; Brewer et al., 2008) .

Private sectors, nowadays play a major role in uplifting the economy of the country .These private sectors provide good job opportunities to many people .Keeping in view the contribution of private sector in the society and the significant role job satisfaction play in improving employees' performance, this study tries to find out the job satisfaction of employees at Private manufacturing company in Pithampur. The study concludes with suggestions that the company need to realize the importance of certain job related factors for maximizing the level of job satisfaction. This paper may benefit the company by encouraging its employees' to contribute more to their jobs by providing the right type of motivation which may help them in their personal growth and development and help the organization in achieving its goals and objectives.

Keywords: Working environment , Culture and Climate, Job satisfaction, White collared employees, Blue Collared employees.

Introduction

Companies need to understand that working environment is of utmost importance for introducing new products in the market and cut an edge with competitors. For any organization human resources are the prime elements helping the company achieve its mission and vision (Aiken, Clarke, & Sloane, 2002).To meet the benchmarks of organization, employees need better working environment to perform freely without any hindrances with their full potential.

Today's business environment has forced the companies to remain competitive. The manner in which human resources are managed has a great impact on the company trying to achieve excellence. The new scenario with foreign investments and digital technology have thrown an open challenge in the area of human resource management- the most valuable of all capital being human resource in combination with physical assets can help any organization transform.

Work Environment

Organizational settings, social features and physical conditions have an impact on feelings of well-being, workplace relationships, collaboration, and efficiency and employee health and contributes to work environment. A positive decent work environment has respect for each other, empathy and overall understanding amongst each other. They foster collaboration and help an individual feel heard and valued at his workplace and allow them to work in an ideal, secure, healthy and comfortable manner (Sedarmayanti , 2003).

Work includes distinct features of a job ,how a job is performed ,what small tasks are required to complete the job , skill required to do the task ,the variety of tasks needs to be performed ,a sense of achievement after doing the tasks and the intrinsic value related to various tasks (R. Naga Bhavya Sree,et.al.2017).There is a positive relationship between work environment and intrinsic aspect of job satisfaction (Chandrasekar, K. 2011).

It has been found that organizations ignore the working environment resulting in an adverse effect on the performance of the employees (Spector, 1997).

Culture and Climate

Organizational culture is defined as a set of shared values and norms held by employees that guide their interactions with peers, management, and clients. Organizational climate represent employees' perceptions of organizational policies, practices, and procedures, and subsequent patterns of interactions and behaviors that support the same. Thus climate can be understood as a surface manifestation of culture. It is more behaviorally oriented

Empirical evidence supports the notion that three levels of climate can be identified: Organizational Climate , Group Climate and Psychological Climate (Field and Abelson ,1982).

Employee Satisfaction Survey (2020) at a manufacturing company, Pithampur

The company has seeked the responses of its employees through a survey conducted by Students (HR) from Acropolis Faculty of Management & Research, Indore. White collared and Blue collared employees were contacted and through a questionnaire and personal interview the responses were collected.

Research Methodology

Research Design: Descriptive study

Data Source: Primary Data

Survey Instrument

A Questionnaire was drafted and mailed to HR Manager who discussed it with her seniors and finalized it and reverted the same for data collection. The taxonomy in questionnaire includes : Company Policies *(4 Items)* , Work Environment *(5 Items),* Interpersonal Relationship *(4 Items)*, Training *(4 Items)* , Career Growth & Personal Development *(4 Items)*, Wage & Salary

Administration *(4 Items)* , Work Life Balance *(3 Items)* , Empowerment *(6 Items)* , Employee Retention, Welfare & Fulfillment *(5 Items)* , Grievance & Redressal *(4 Items).*One open-ended question was included at the end of the Instrument and Employees were asked to comment on any areas of satisfaction and/or importance that were not adequately addressed throughout the survey.

Every dimension was measured on a 5-point Likert Scale ("5"Highly Satisfied to "1" Highly Dissatisfied). It was pilot tested by the experts and top management personnel of the company.

Sampling Plan:

Sampling Unit: White & Blue collared employees of the manufacturing company-Pithampur

Sample Size : 251

Sampling Technique: Purposive Sampling (Non –Probability Sampling)

Data Collection: Questionnaire and Interview method

Data Analysis: Data was put into Excel and analyzed using SPSS 20.Pie and Bar charts are used. Separate Analysis is done for White and Blue Collared employees. Data collected through Open-ended question and Interview is put under the heading **Observations** .Suggestions are given accordingly.

Response Rate : Out of total 350 employees (100 white collared & 250 blue collared)responses were elicited from 251 employees, response rate being 71.71%

Number of Respondents

White Collared Employees 34.3%

Blue Collared Employees 65.7%
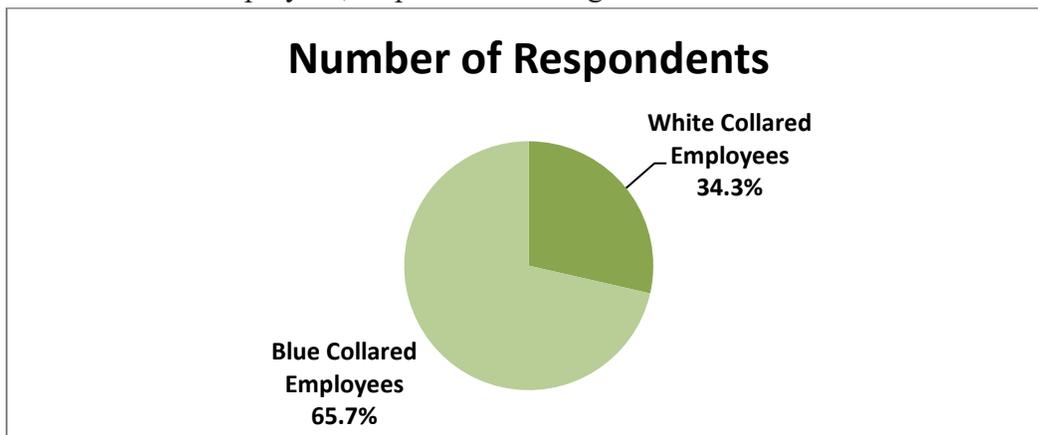
Objectives

1) To measure Overall Satisfaction Levels of employees of a manufacturing company in Pithampur.
2) To measure the Satisfaction Levels of Blue and White collared employees
3) To analyze the reasons of dissatisfaction for both Blue and White collared employees (employee perspective)

4) To suggest measures for improvement (expected by employees)

Hypothesis (H01): *There is no significant difference in the Satisfaction Levels of White and Blue Collared Employees*

Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Mean (Overall)	251	129	205	165.93	11.022
Valid N (listwise)	251				

Mean Value (Overall) = 165.93

Table 1: Overall Satisfaction Level of Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	153	61.0	61.0	61.0
	Unsatisfied	98	39.0	39.0	100.0
	Total	251	100.0	100.0	

From Table 1; it is seen that Total of **61 % of Employees(153 out of 251) are Satisfied Whereas 39 % (98 out of 251) are Dissatisfied**
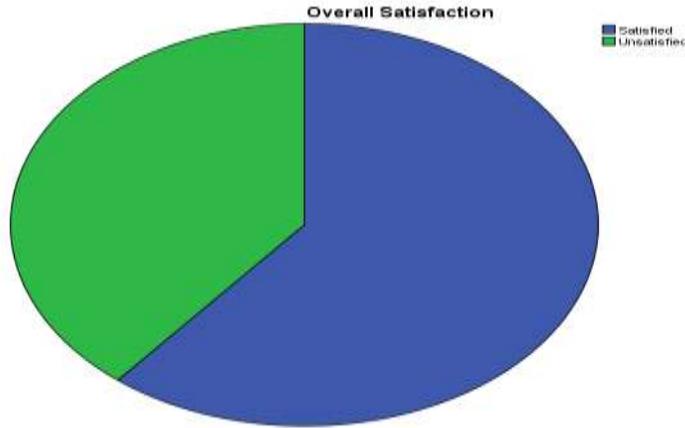
Overall Satisfaction Level of Employees (Blue -Satisfied ,Green -Dissatisfied)

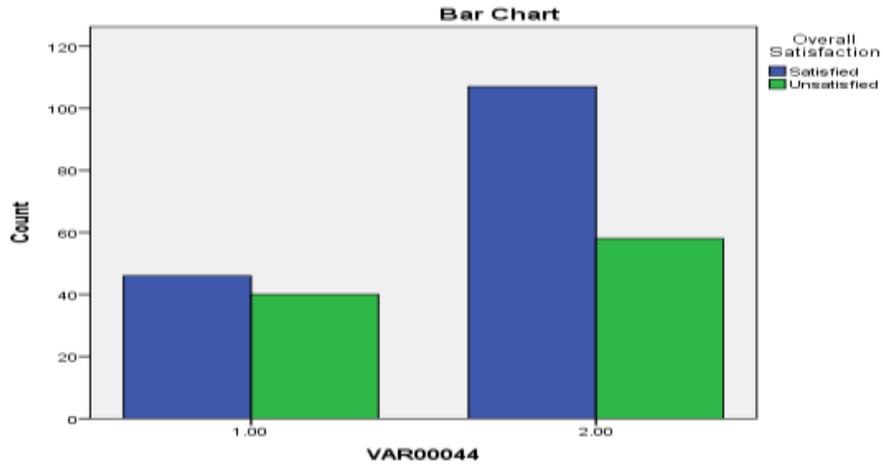**Table 2(a) : Satisfaction Level of White Collared Vs Blue Collared Employees**

		Overall Satisfaction		Total
		Satisfied	Dissatisfied	
White	1.00	46	40	86
Blue	2.00	107	58	165
Total		153	98	251

From Table 2 ,it is seen that 46 (53.4%) White and 107 (64.84%) Blue Collared employees are satisfied and remaining 40 (45.51%) White and 58 (35.15%) Blue Collared employees are Dissatisfied.

Satisfaction Level of White & Blue Collared Employees (1-Satisfied ,2-Dissatisfied)

Hypothesis (H01): *There is no significant difference in the Satisfaction Levels of White and Blue Collared Employees*

Table 2(b): Satisfaction Levels of White Collared & Blue Collared Employees

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Overall Satisfaction * Category of Worker	Between Groups	(Combined)	.730	1	.730	3.079	.081*
	Within Groups		59.007	249	.237		
	Total		59.737	250			

Differences significant at 10%

Significance value = .081 (at 10%) . It means the difference in mean is significant and Null Hypothesis is Rejected. In other words there is a significant difference in the satisfaction levels of Blue collared and white collared employees.

White Collared employees are more satisfied than Blue Collared Employees since its mean (437.91) is greater than 226.18.Also since the z-value = .081 , it means there is significant difference in the satisfaction level of both the types of employees. Hence the Hypothesis is rejected.
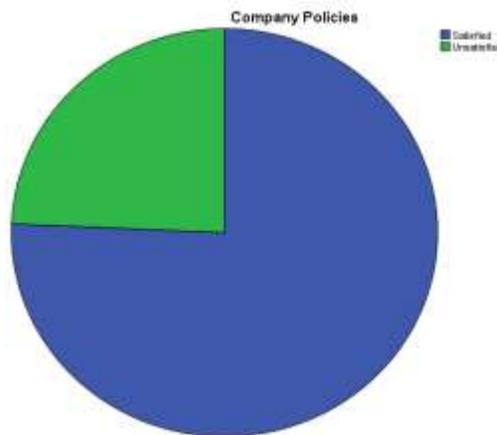
Table 3(a) : Overall Satisfaction Level and Company Policies

		Frequency	Percent	Valid Percent	Cumulative Percent
	Satisfied	190	75.7	75.7	75.7
Valid	Unsatisfied	61	24.3	24.3	100.0
	Total	251	100.0	100.0	

Table 3(a) shows that 190 out of 251 (75.7%) of employees are satisfied and 61employees out of 251 (24.3%) are dissatisfied with Company Policies

Overall Satisfaction Level and Company Policies (Blue –Satisfied ,Green Dissatisfied)

Table 3(b) : Satisfaction Level of White & Blue collared employee and Company Policies

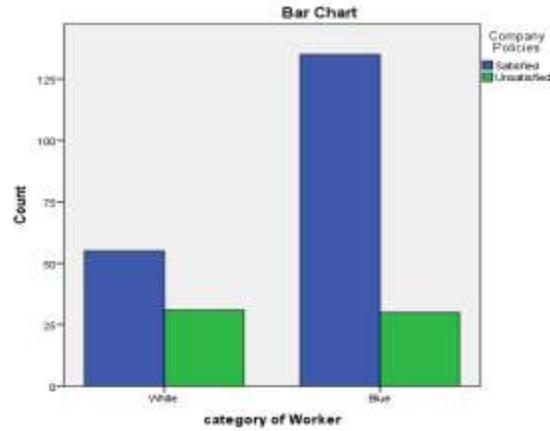|		Company Policies		Total
		Satisfied	Unsatisfied	
Category of Worker	White	55	31	86
	Blue	135	30	165
Total		190	61	251

Table 3(b) : 55 out of 86 (63.95%) White Collared employees are satisfied with company policies and 31 employees (36.04%) are dissatisfied.

135 out of 165 (81.81%) Blue collared employees are satisfied with company policies and 30 employees (18.18 %) are dissatisfied

Satisfaction Level (White & Blue Collared) and Company Policies

Satisfaction Level and Company Policies (Blue-Satisfied ,Green Dissatisfied for both employee categories)

Table 4 (a) : Overall Satisfaction Level and Work Environment

		Frequency	Percent	Valid Percent	Cumulative Percent
	Satisfied	149	59.4	59.4	59.4
Valid	Unsatisfied	102	40.6	40.6	100.0
	Total	251	100.0	100.0	

Table 4 (a) shows that 149 out of 251 employees (59.4%) are satisfied with the Work Environment whereas 102 employees out of 251 (40.6%) are dissatisfied.
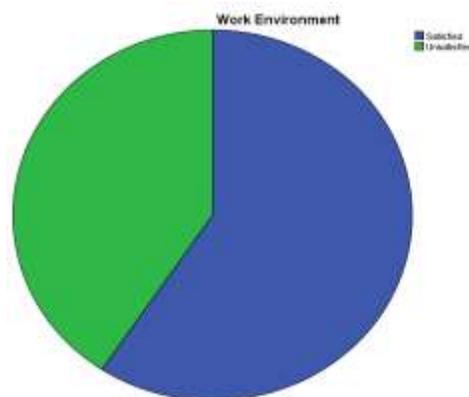
Overall Satisfaction Level and Work Environment (Blue –Satisfied ,Green Dissatisfied)

Table 4 (b) : Satisfaction Level of White & Blue collared employee and Work Environment

		Work Environment		Total
		Satisfied	Unsatisfied	
Category of Worker	White	48	38	86
	Blue	101	64	165
Total		149	102	251

Table 4 (b) shows that 48 out of 86 (55.81%) White Collared employees are satisfied with Work Environment and 38 employees (44.18%) are dissatisfied.

101 out of 165 (61.21%) Blue collared employees are satisfied with Work Environment and 64 employees (38.7 %) are dissatisfied
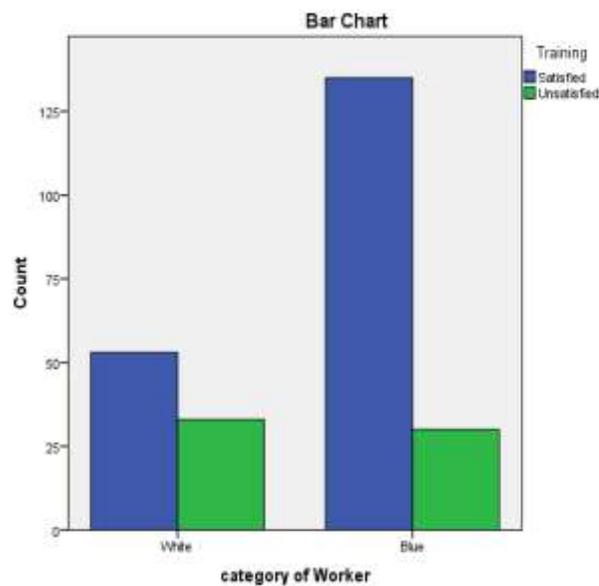
Satisfaction Level (White & Blue Collared) and Work Environment

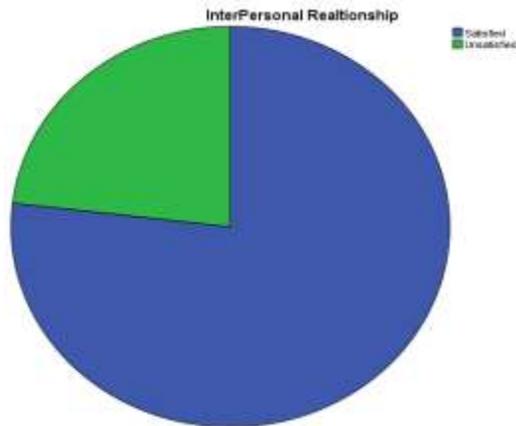**Table 5 (a) : Overall Satisfaction Level and Interpersonal Relationship**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	193	76.9	76.9	76.9
	Unsatisfied	58	23.1	23.1	100.0
	Total	251	100.0	100.0	

Table 5 (a) shows that 193 out of 251 employees (76.9%) are having good Interpersonal relationship and are happy and satisfied whereas 58 employees out of 251 (23.1%) are dissatisfied.

Overall Satisfaction Level and Interpersonal Relationship (Blue–Satisfied, Green Dissatisfied)

Table 5 (b) : Satisfaction Level of White & Blue collared employee and Interpersonal Relationship

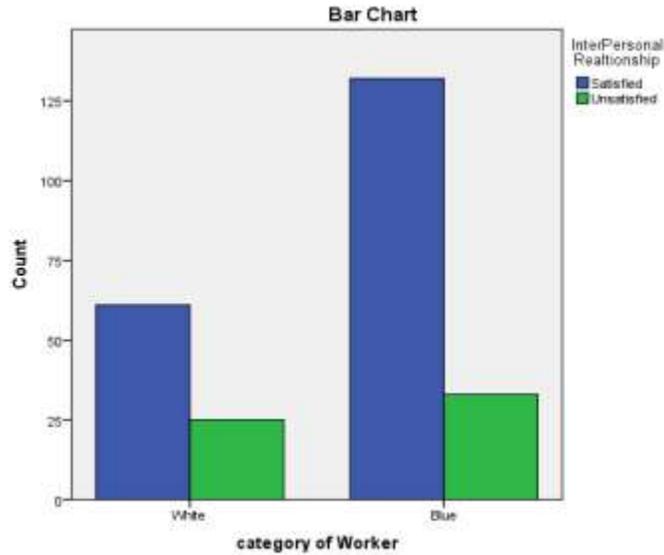|		Interpersonal Relationship		Total
		Satisfied	Unsatisfied	
Category of Worker	White	61	25	86
	Blue	132	33	165
Total		193	58	251

Table 5 (b) shows that 61 out of 86 (70.93%) White Collared employees are having satisfactory Interpersonal Relationship and 25 employees (29.06%) are dissatisfied.

132 out of 165 (80%) Blue collared employees are satisfied with Relationship with colleagues, peers, sub-ordinates and superiors and 33 employees (20 %) are dissatisfied

Satisfaction Level (White & Blue Collared) and Interpersonal Relationship

Table 6(a) : Overall Satisfaction Level and Training

		Frequency	Percent	Valid Percent	Cumulative Percent
	Satisfied	188	74.9	74.9	74.9
Valid	Unsatisfied	63	25.1	25.1	100.0
	Total	251	100.0	100.0	

Table 6 (a) shows that 188 out of 251 employees (74.9%) are satisfied with the Training given whereas 63 employees out of 251 (25.1%) are dissatisfied.
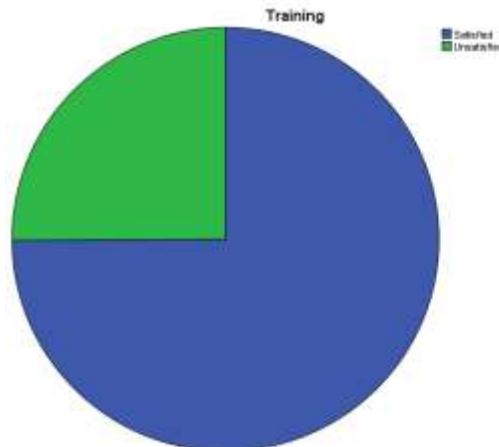
Overall Satisfaction Level and Training (Blue–Satisfied , Green Dissatisfied)

Table 6 (b) : Satisfaction Level of White & Blue collared employee and Training

		Training		Total
		Satisfied	Unsatisfied	
Category of Worker	White	53	33	86
	Blue	135	30	165
Total		188	63	251

Table 6(b) shows that 53 out of 86 (61.62%)   White Collared employees are satisfied with Training imparted whereas 33 employees (38.37%) are dissatisfied.

135 out of 165 (81.81%) Blue collared employees are satisfied with Training programmes and 30 employees (18.18 %) are dissatisfied .
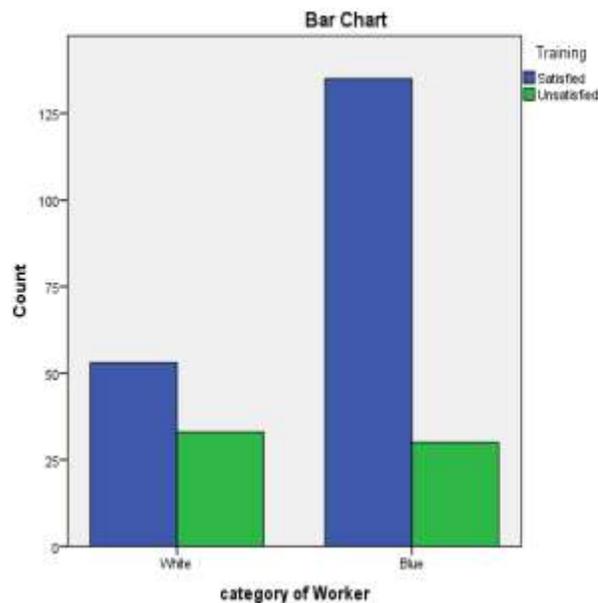
Satisfaction Level (White & Blue Collared) and Training

Table 7(a) : Overall Satisfaction Level and Career Growth & Personal Development
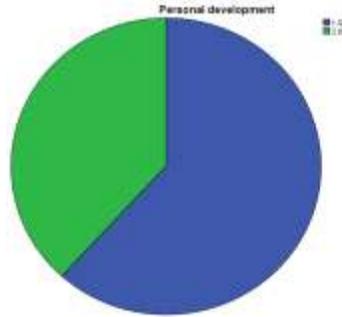
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	155	61.8	61.8	61.8
	2.00	96	38.2	38.2	100.0
	Total	251	100.0	100.0	

Table 7(a) shows that 155 out of 251 employees (61.75%) are satisfied with their career growth & personal development whereas 96 employees out of 251 (38.24%) are dissatisfied.
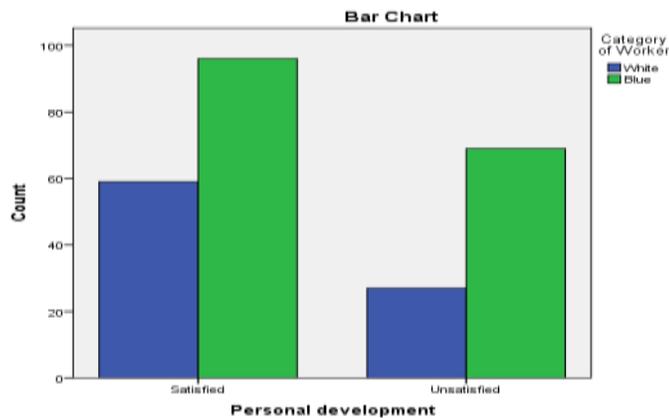

Overall Satisfaction Level and Career Growth & Personal Development (Blue–Satisfied , Green Dissatisfied)

Table 7 (b) : Satisfaction Level of White & Blue collared employee and Career Growth & Personal Development

		Career Growth & Personal Development		Total
		Satisfied	Unsatisfied	
Category of Worker	White	59	27	86
	Blue	96	69	165
Total		155	96	251

Table 7 (b) shows that 59 out of 86 (68.60 %) White Collared employees are satisfied with Training imparted whereas 27 employees (31.39 %) are dissatisfied.

96 out of 165 (58.18 %) Blue collared employees are satisfied with Training programmes and 69 employees (41.82%) are dissatisfied .
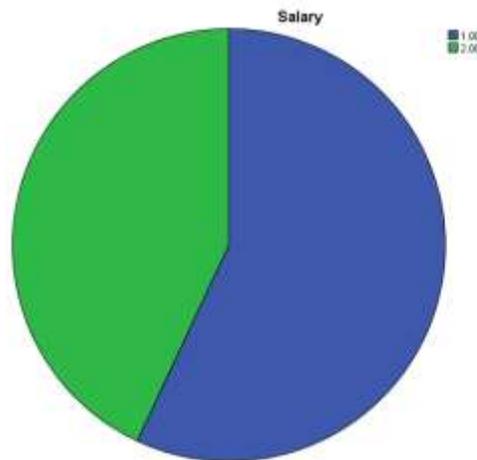
Table 8 (a) : Overall Satisfaction Level and Wage & Salary Administration

		Frequency	Percent	Valid Percent	Cumulative Percent
	1.00	143	57.0	57.0	57.0
Valid	2.00	108	43.0	43.0	100.0
	Total	251	100.0	100.0	

Table 8(a) shows that 143 out of 251 employees (56.97%) are satisfied with their salary whereas 108 employees out of 251 (43.03%) are dissatisfied.

Overall Satisfaction Level and Wage &Salary Administration (Blue–Satisfied,Green Dissatisfied)

Table 8 (b) : Satisfaction Level of White & Blue collared employee and Wage & Salary Administration

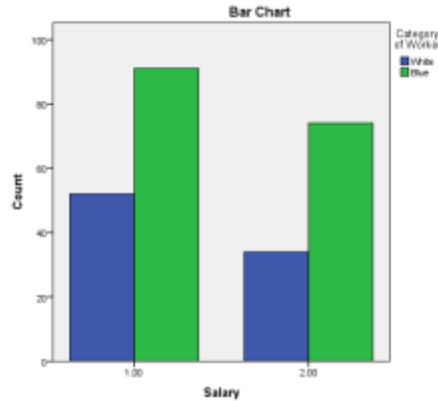|		Wage & Salary Administration		Total
		Satisfied	Unsatisfied	
Category of Worker	White	52	34	86
	Blue	91	74	165
Total		143	108	

Table 8(b) shows that 52 out of 86 (60.46%) White Collared employees are satisfied with their Salary whereas 34 employees (39.53%) are dissatisfied.

91 out of 165 (55.15%) Blue collared employees are satisfied with salary and 74 employees (44.85 %) are dissatisfied .

Satisfaction Level (White & Blue Collared) and Wage & Salary Administration

Table 9(a) : Overall Satisfaction Level and Work Life Balance

		Frequency	Percent	Valid Percent	Cumulative Percent
	1.00	136	54.2	54.2	54.2
Valid	2.00	115	45.8	45.8	100.0
	Total	251	100.0	100.0	

Table 8(a) shows that 136 out of 251 employees (54.2%) are satisfied with their personal and professional life whereas 115 employees out of 251 (45.8%) are dissatisfied.
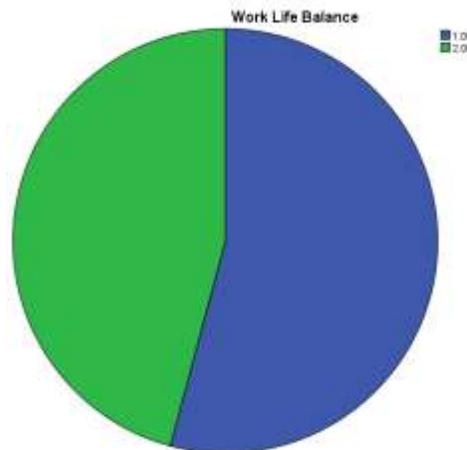
Overall Satisfaction Level and Work-Life Balance (Blue–Satisfied, Green Dissatisfied)

Table 9 (b) : Satisfaction Level of White & Blue collared employee and Work-Life Balance

		Work Life Balance		Total
		Satisfied	Unsatisfied	
Category of Worker	White	38	48	86
	Blue	98	67	165
Total		136	115	

Table 9(b) shows that 38 out of 86 (44.19 %) White Collared employees are satisfied with their personal and professional life whereas 48 employees (55.81%) are dissatisfied.

98 out of 165 (59.39 %) Blue collared employees are satisfied with personal and professional life and 67 employees (40.60%) are dissatisfied .
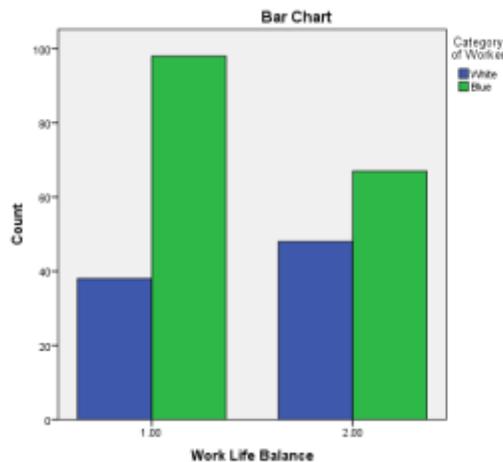
Satisfaction Level (White & Blue Collared) and WLB

Table 10 (a) : Overall Satisfaction Level and Empowerment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	160	63.7	63.7	63.7
	Unsatisfied	91	36.3	36.3	100.0
	Total	251	100.0	100.0	

Table 10(a) shows that 160 out of 251 employees (63.7%) are satisfied with the dimension Empowerment whereas 91 employees out of 251 (36.3 %) are dissatisfied.
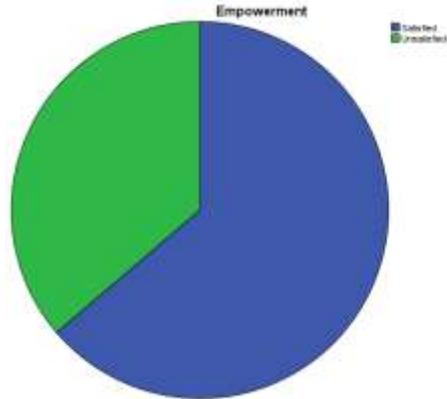
Overall Satisfaction Level and Empowerment (Blue–Satisfied, Green Dissatisfied)

Table 10 (b) : Satisfaction Level of White & Blue collared employee and Empowerment

		Empowerment		Total
		Satisfied	Unsatisfied	
Category of Worker	White	53	33	86
	Blue	107	58	165
Total		160	91	251

    Table 9(b) shows that 58 out of 86 (67.44 %) White Collared employees are satisfied with their Empowerment at work place whereas 33 employees (38.37 %) are dissatisfied.
107 out of 165 (64.85 %) Blue collared employees are satisfied with Empowerment at work place and 58 employees (35.15%) are dissatisfied .
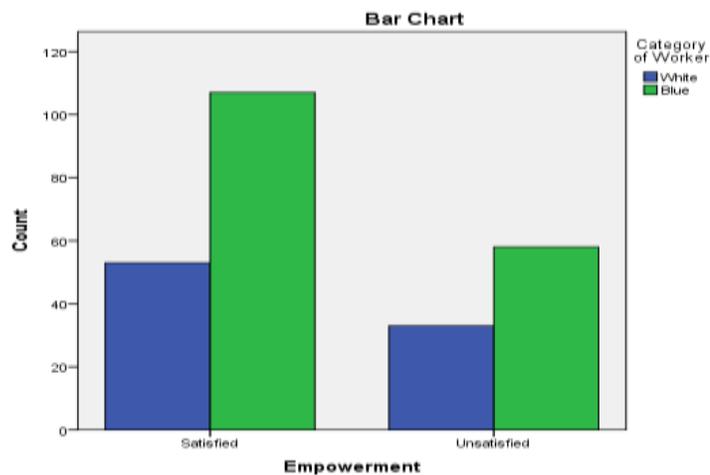
Satisfaction Level (White & Blue Collared) and Empowerment

Table 11 (b) : Satisfaction Level of White & Blue collared employee and Employee Retention

		Employee Retention		Total
		Satisfied	Unsatisfied	
Category of Worker	White	49	37	86
	Blue	128	37	165
Total		177	74	251

Table 11(b) shows that 49 out of 86 (56.97%) White Collared employees are satisfied with Retention Strategies at work place whereas 37 employees (43.02%) are dissatisfied.
128 out of 165 (77.58 %) Blue collared employees are satisfied with Retention Strategies at work place at work place and 37 employees (22.42 %) are dissatisfied

Table 11 (a) : Overall Satisfaction Level and Empowerment Employee Retention

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	177	70.5	70.5	70.5
	Unsatisfied	74	29.5	29.5	100.0
	Total	251	100.0	100.0	
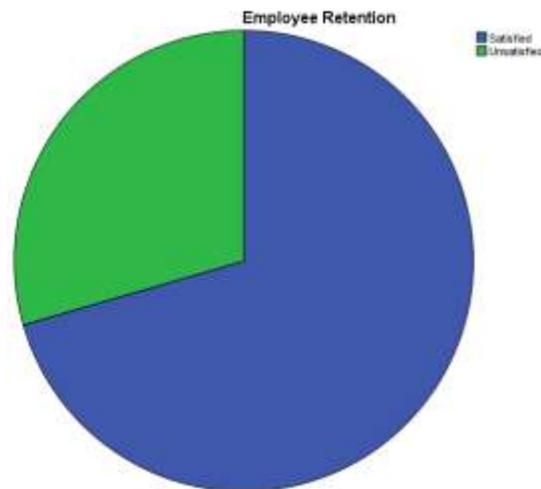
Overall Satisfaction Level and Employee Retention (Blue–Satisfied,Green Dissatisfied)
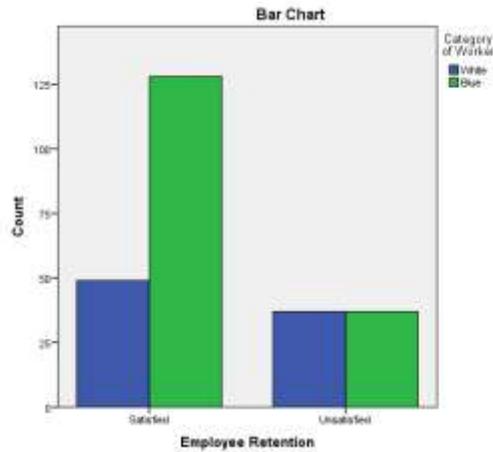
Satisfaction Level (White & Blue Collared) and Employee Retention

Table 12 (a) : Overall Satisfaction Level and Grievance & Redressal

		Frequency	Percent	Valid Percent	Cumulative Percent
	Satisfied	126	50.2	50.2	50.2
Valid	Unsatisfied	125	49.8	49.8	100.0
	Total	251	100.0	100.0	

Table 12(a) shows that 126 out of 251 employees (50.2%) are satisfied with the Grievance & Redressal whereas 125 employees out of 251 (49.8 %) are dissatisfied.
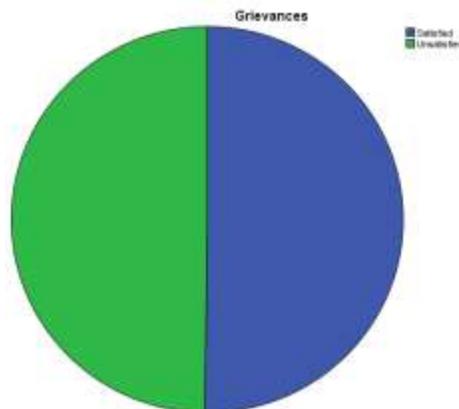
Overall Satisfaction Level and Grievance & Redressal (Blue–Satisfied,Green Dissatisfied)

Table 12 (b) : Satisfaction Level of White & Blue collared employee and Grievance & Redressal

		Employee Retention		Total
		Satisfied	Unsatisfied	
Category of Worker	White	43	43	86
	Blue	83	82	165
Total		126	125	251

Table 12(b) shows that 43 out of 86 (50%)   White Collared employees are satisfied with Grievance & Redressal at work place whereas 43 employees (50 %) are dissatisfied.
 83 out of 165 (50.30 %) Blue collared employees are satisfied with Grievance & Redressal at work place at work place and 82 employees (49.70%) are dissatisfied
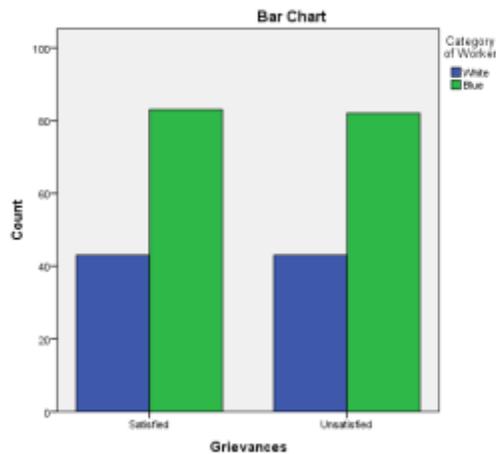
Satisfaction Level (White & Blue Collared) and Grievance & Redressal

Findings/Result

White Collared Employees = 86

Blue Collared Employees = 165

Total Respondents =251

Table 13 : Number of employees - Satisfied /Dissatisfied

	Satisfied	Dissatisfied
Overall Employees	153 (61%)	98 (39%)
White Collared Employees	46 (53.4%)	40 (45.51 %)

Blue Collared Employees	197 (64.84%)	58 (35.15%)

Table 14   : Satisfaction /Dissatisfaction Level of Employees on 10 dimensions (Percentage)

Satisfaction Dimensions	White Collared Employees			Blue Collared Employees			Total Employees Dissatisfied(Out of 251)	
	Satisfied	Dissatisfied	Total	Satisfied	Dissatisfied	Total	No	%
Company Policies	55 (63.95%)	**31 (36.04%)**	86	135 (81.81%)	**30 (18.18 %)**	165	**61**	**24.3%**
Work Environment	48 (55.81%)	**38 (44.18%)**	86	101 (61.21%)	**64 (38.7 %)**	165	**102**	**40.6%**
Interpersonal Relationship	61 (70.93%)	**25 (29.06%)**	86	132 (80%)	**33 (20 %)**	165	**58**	**23.1%**
Training	53 (61.62%)	**33 (38.37%)**	86	135 (81.81%)	**30 (18.18 %)**	165	**63**	**25.1%**
Career Growth & Personal Development	59 (68.60 %)	27 (31.39 %)	86	96 (58.18 %)	**69** (41.82%)	165	**96**	**38.24 %**
Wage & Salary Administration	52 (60.46%)	**34 (39.53%)**	86	91 (55.15%)	**74 (44.85 %)**	165	**108**	**43.03%**
Work Life Balance	38 (44.19 %)	**48 (55.81%)**	86	98 (59.39 %)	**67** (40.60%)	165	**115**	**45.8%**
Empowerment	58 (67.44 %)	**33 (38.37 %)**	86	107 (64.85 %)	**58 (35.15%)**	165	**91**	**36.3 %**
Employee Retention, Welfare & Fulfillment	49 (56.97%)	**37 (43.02%)**	86	128 (77.58 %)	**37 (22.42 %)**	165	**74**	**29.5%**
Grievance & Redressal	43 (50%)	**43 (50%)**	86	83 (50.30 %)	**82 (49.70%)**	165	**125**	**49.8 %**

Table 15 : Top Five Dimensions of Dissatisfaction for White & Blue Collared Employees:

Rank	White Collared Employees/Dimensions	Number of Employees Dissatisfied	Blue Collared Employees	Number of Employees Dissatisfied
1	*Work Life Balance*	**48**	*Grievance & Redressal*	**82**
2	*Grievance & Redressal*	**43**	*Wage & Salary Administration*	**74**
3	*Work Environment*	**38**	*Career Growth & Personal Development*	**69**
4	*Employee Retention, Welfare & Fulfillment*	**37**	*Work Life Balance*	**67**
5	*Wage & Salary Administration*	**34**	*Work Environment*	**64**

From Table 15; it is very clear that both White and Blue Collared employees are dissatisfied on 4 common dimensions :

1) **Wage & Salary Administration**
2) **Work Environment**
3) **Work Life Balance**
4) **Grievance & Redressal**

Observations

On the basis of one-to-one interaction and open-ended question asked, following observations are drawn:

Blue Collared Employees

- Blue collared Senior employees (Above 20) are very happy with the nature from top to down management. They find their co-workers and superiors very co-operative and supportive but have dissatisfaction related to promotion and salary. They find their salary after two decades to be the same as new entrants. Also no loan /less loan facility is an issue. Some technological changes in machinery are required to fasten the process .Canteen Incharges do not listen and do not respond nicely.MD of the company is very supportive and encourages employees. There is no strictness, no CCTV cameras but all workers are very proactive irrespective of the number of years of experience.

- New Employees (0-5 years) are happy with their salary, except few and are enjoying learning new things.
- Employees (5-10 years) are happy and satisfied working in the company, Few employees are not happy with working environment and salary increment. They find salary to be less. No overtime amount is given.
- Employees (15-20 years) are satisfied, except for salary and bus facility, salary, promotion and have personal issues. They feel hierarchy is not followed. Some reported they need good lifters. A little politics and non-cooperation also exist. Promotion is not done on time. Loans are not sanctioned in case of urgency/emergency. There is less visibility due to dim lights during patrolling in the company. Inspite of all these issues, they are highly satisfied. Few employees feel that policies are not fair and transparent.

White Collared Employees

Overall White collared employees are satisfied and feel happy when their superior/s appreciated them on their working or any special task completion by them. Employees mostly try to complete their routine tasks on time which makes them happy. Work culture and good ambience create an environment and employees feel motivated to perform. Team is good at managerial level. They love challenges faced in the routine job and find personal and professional growth. Work timings are good.

Following are the areas where employees are little dissatisfied:

- 0-5 years : Pertaining to safety norms ,but few gaps identified in its implementation are not wearing the helmet all the time, wires lying scattered, lack of support from coworkers, employees cannot share problems with colleagues ,responsibility is give without autonomy ,lack of tools /equipments for routine tasks, lack of health coverage and not taking legal action against employees when required. Policies are changed easily. Politics exist. Promotions are not done on time. There are salary and canteen issues . Few employees find themselves little overloaded and their professional and personal life overlap.
- 5-10 years employees are otherwise happy, find the management supportive in nature, good atmosphere prevails but are not happy with pay scales. They complained that they are not getting rewarded, and also do not get money as per the job they are performing. They are put on extra duty during festivals. Company has no facility regarding urgent loans, health insurance, etc. Politics prevail in the organization. Canteen issues are common. Some are not able to strike a balance between their personal and professional life.
- 15-20 years employees agree upon the professional approach adopted by the superiors. They find salary less and mentioned that urgent loans should be raised from 20,000/- to 1

lakh, health insurance must be provided, canteen facilities need improvement. There is promotion and feedback problem faced, expect appreciation and motivation in the organization. Their Work-life balance is challenged.

- Few employees above 20 years have to put in extra working hours because of which time spent with the family is less and they feel unhappy. Promotion policies need a review. Health coverage of the employees must be started. Salary needs to be revised.

Suggestions (By Employees)

- Although workers are not satisfied with their salaries, they don't want to leave the company .If a small hike of 3000/- to 4000/- is done ,it may help in raising the standard of their living.
- Loan amount is less and the employees want it to be increased to Rs 1 Lakh.
- Although very well understand that the company works in three shifts, if bus facility can be provided.
- Safety norms (PPEs) are followed. Employees have to wear helmets 24 x 7 which is tedious as helmets hurt and are uncomfortable. So they keep removing it which is unsafe. If some alternative can be given.
- Canteen timings for staff and workers are different and they feel that the quality of food served is different for both. Workers feel biased.
- Insurance is only for staff members. It should be for the workers as well. There is no Mediclaim policy.
- During night patrolling the dim light issue can be overcome by using more lights.
- Educational loan given for employees children is not for local colleges. It is given only if admission is taken in big Institutes. They need a change in this.
- In case of injury/accident; on the spot treatment is provided only to employees with salary below 21000/- .If the employee is hospitalized, then he has to bear the expenses. Such expenses of on-the- job happenings should be either paid /reimbursed by the company.
- Workers with 20 plus of experience are drawing the same salary for years. They need a hike of approximately 10000/- to 12000/- so that they are a respectful salary. Also they are not promoted. They want their experience to be optimally utilized by the company.
- Workers with an experience of above 15 years want to learn and explore new tasks but nobody teaches them and caters to this need.
- Instead of educational loan (which is given if a child is admitted to national level college only) ,every employee demanded health coverage ,loan limit to be raised as they cannot avail educational loan.

Improvements (Expected by Employees)

Awareness Workshop/ Programme :

- Workers should be made aware about ESIC .The ESI Act provides for medical, cash, maternity, disability and dependent benefits to the insured persons funded by the contributions made by the employers and the employees. The Employees' State Insurance Corporation, under labor ministry, administers the scheme to increase the take home salary of workers .

- A compulsory session must be organized to explain HR policies (specifically appraisal and promotional) so that all have a clarity. Secondly in the same session let the issues/queries be answered .and any complaints/grievances identified be handled specifically.

Canteen

- A lot of disparity in the quality of food for staff employees and workers can be looked into by the HR manager randomly by visiting and checking the quality of food .Appropriate actions, if needed can then be taken.

- Canteen Incharges /Employees can be spoken regarding the inappropriate behavior and random checks can be done .

Employee Assistance Programs/Mentoring

- Sometimes personal problems become hindrance to an employee's performance. If he is being listened and counseled by a senior person, lot of issues can be resolved. Having boundaries at work is important, but if some senior person has a track record of being nonjudgmental about employees' personal problems, it's probably OK to talk about what's going on. Compassionate listening may be the need of the hour. Personal challenges may cause absenteeism or else employee will find it hard to concentrate. Employee Assistance Programs/Mentoring can be started where they can send employees who need to deal with personal issues.

Conveyance/Bus Facility

Maximum employees demanded Transport facility even for low salaried employees. It seems to be difficult as the company runs in three different shifts but to start with initially a common bus stop can be given for boarding within a distance of 3-4 kms.

Work Life Balance

Once or twice they are ready to stay back for overtime. They should not carry office work to home. They are ready to perform within office hours.

Underpaid

- This is an issue which is driven by perspective that is very personal. Employees feel that they are not paid for what they are worth for. They need a small hike of 3000/- to 4000/- which may boost up their morale (it may help in raising the standard of their living.)
- Workers with 20 plus of experience are drawing the same salary for years. They need a hike of approximately 10000/- to 12000/- in order to raise their self worth and self esteem.
- Overtime amount can be reviewed (and revised if needed).

Welfare Measures

As per the employees welfare measures can include raising the loan limit to 1 lakh, free medical facilities (includes hospitalization),some recreational activities ,provident fund and educational loan but for school going children.

Conclusion

Smooth and effective communication between company and employees , free flow of communication within employees and employee –superior relationship, recognition and appreciation to good work, sufficient time to spend with the family, sufficient attention towards employee retention, fair and impartial appraisals, promotional policies, timely identification of training needs of employees, wholesome and adequate canteen facilities, proper welfare measures and timely redressal of grievances will bring in more loyalty, honesty and integrity and more satisfied employees.

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