

IMPACT OF EMPLOYEE'S SATISFACTION ON ORGANIZATIONAL COMMITMENT IN ROOTS MULTICLEAN LIMITED, COIMBATORE

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ABSTRACT

A study entitled employee satisfaction survey was conducted in Coimbatore with special reference to Roots multiclean limited. The study was undertaken to know the satisfaction level of employees. Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Employee satisfaction, while generally a positive in your organization, can also become a downer if mediocre employees stay because they are satisfied and happy with your work environment. Factors contributing to employee satisfaction include treating employees with respect, providing regular employee recognition, empowering employees, offering above industry-average benefits and compensation, providing employee perks and company activities, and positive management within a success framework of goals, measurements, and expectations. Employee satisfaction is often measured by anonymous employee satisfaction surveys that are administered periodically to gauge employee satisfaction. The study was conducted by the collection of data from 250 samples out of 900 employees with convenient sampling techniques were analyzed by percentage analysis it was found that employees are satisfied and it indirectly helps the new employees to update their skill, working knowledge and techniques to find the development in their career.

KEY WORDS: Employees satisfaction, factors influencing, organisational variables and personal variables

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1.0. INTRODUCTION

Employee satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees' satisfied with their careers should be a major priority for every employer. While this is a well-known fact in management practices, economic downturns like the current one seem to cause employers to ignore it. There are numerous reasons why employees can become discouraged with their jobs and resign, including high stress, lack of communication within the company, lack of recognition, or limited opportunity for growth. Management should actively seek to improve these factors if they hope to lower their turnover rate. Even in an economic downturn, turnover is an expense best avoided.

Employees are the asset of the organization. No company cannot achieve its goals if it does not have the right set of employees. The employees in a company largely determine the success of the company. This is the reason why companies put in extensive efforts in choosing candidates for their company. Most of the times, skills and knowledge of the employee is considered to gauge his performance in the company. One factor that is being overlooked by most of the company owners is employee satisfaction.

Various surveys and researchers have shown that employee satisfaction plays a vital role in the performance of the candidate. If any company wants to draw out the best from its employees then it should provide best means to satisfy the need and requirements of its customers. Before one can know various ways to facilitate employee satisfaction, it is essential to understand what does it actually mean.

1.1. DEFINITION

According to Nancy C. Morse (1997) "Satisfaction refers to the level of fulfillment of one's needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what hegets." Employee satisfaction is a measure of how happy workers are with their job and working environment. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organizations should have a culture that encourages the employee satisfaction, Bhatti&Qureshi, (2007)

Employees are more loyal and productive when they are satisfied Hunter &Tietyen, (1997), and these satisfied employees affect the customer satisfaction and organizational productivity, Potterfield, (1999).

There is no limit for the employees to reach the full satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviors in order to execute their duties more effectively to gain greater job satisfaction, Miller, (2006). Having good relationships with the colleagues, high salary, good working conditions, training and education opportunities, career developments or any other benefits may be related to the increasein employee satisfaction.

1.2. Measuring Employee Satisfaction

Employee satisfaction is often measured by anonymous employee satisfaction surveys that are administered periodically to gauge employee satisfaction. In an employee satisfaction survey, employee satisfaction is looked at in areas such as:

- ✓ management,
- ✓ understanding of mission and vision,
- ✓ empowerment,
- ✓ teamwork,
- ✓ communication, and
- ✓ Co-worker interaction.

The factors of employee satisfaction measured vary from company to company. A second method used to measure employee satisfaction is meeting with small groups of employees and asking the same questions verbally. Depending on the culture of the company, and whether employees feel free to provide feedback, either method can contribute knowledge about the degree of employee satisfaction to managers and employees. Exit are another way to assess employee satisfaction in that satisfied employees rarely leave companies.

1.3. IMPORTANCE OF EMPLOYEE SATISFACTION

Importance of employee satisfaction for the organization

- Increases productivity.
- Increase customer satisfaction.
- Enhance employee retention.
- Reduce wastage and breakdown.
- Reduce accidents.
- Reduce absenteeism.
- Enhanced customer satisfaction and loyalty.

Importance of employee satisfaction for the organization

- The employee will believe that the organization will be satisfying in the long run.
- They will care about the quality of work.
- They will create and deliver superior value to the customer.
- They are more committed to the organization.
- Their work is more productive.

1.4. FACTORS INFLUENCING EMPLOYEE SATISFACTION

- job security,
- relationship with immediate supervisor,
- benefits,
- communication between employees and senior management,
- opportunities to use skills and abilities,
- management recognition of employee job performance,
- job-specific training,
- feeling safe in the work environment,

- compensation/pay, and
- Overall corporate culture.

Employee satisfaction has two components

- Hygiene issues.
- Motivational issues.

The hygiene issues are

- Company and administrative policies
- Supervision.
- Salary.
- Interpersonal relations.
- Working conditions.

The motivational issues are

- Recognition.
- Responsibility.
- Advancement.
- Work

Variables On Which Employee Satisfaction Depends

We can classify the variables into two main categories

- Organizational variables.
- Personal variables.

1.5. Organizational variables

The organization determinants of employee satisfaction play a very important role. The employee's spends a major part of their time in the organization so there is a number of organizational variables that determine employee satisfaction of the employees. The employee satisfaction in the organization can be increased by

Organizing and managing the organizational variables or organizational factors.

Following these 10 variables comes in this category.

1.5.1. Organization Development

Organizational development is an ongoing, systematic process to implement effective change in an organization. Its objective is to enable the organization in adopting-better to the fast-changing external environment of new markets, regulations, and technologies. It starts with a careful organization-wide analysis of the current situation and of the future requirements. In other words, we can say that Organization development is the process through which an organization develops the internal capacity to most efficiently and effectively provide its mission work and to sustain itself over the long term. This definition highlights the explicit connection between organizational development work and the achievement of organizational mission. Following these points come under this category:

- Brand of the organization in the business field and their comparison with leading competitors.
- Potential development of the organization.

1.5.2. Policies of Compensation and Benefit

This is the most important variable for employee satisfaction. Compensation can be described as the amount of reward that a worker expects from the job. Employees should be satisfied with competitive salary packages and they should be satisfied with it when comparing their pay packets with those of the outsiders who are working in the same industry. A feeling of satisfaction is felt by attaining fair and equitable rewards.

Following these points come under this category:

- Wage and salary.
- Reward and penalties.

1.5.3. Promotion and Career Development:

Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. So, the opportunity for promotion determines the degree of satisfaction of the employee. Following these points come under this category:

- Opportunity for promotion.
- Equal opportunity to grow despite being male or female
- Training program.
- Opportunity for use skills and abilities.

1.5.4. Job Satisfaction

Job satisfaction is the favorableness or un-favorableness with which employees view their work. As with motivation, it is affected by the environment. Job satisfaction is impacted by job design. Jobs that are rich in positive behavioral elements- such as autonomy, task identity, task significance, and feedback contribute to employee's satisfaction. Following these points come under this category:

- Job design
- Task identity
- Recognition
- Responsibility
- Empowerment
- The quantity of task.
- Difficult level of task

1.5.5. Job Security

Job security is an employee's assurance or confidence that they will keep their current job. Employees with a high level of job security have a low probability of losing their job in the near future. Certain professions or employment opportunities inherently have better job security than others; job security is also affected by a worker's performance, the success of the business and the current economic environment. Following these points come under this category:

- Facility for transfer
- Accessible / reasonable target

1.5.6. Working Environment & Condition:

Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort, and motivation. On contrary, poor working condition brings out a fear of bad health in employees. The more comfortable the working environment is more productive will be the employees. Following these points come under this category:

- Feeling safe and comfort inthe working environment.
- Tools and equipment.
- Working methods
- Security guards and parking facility.
- Well ventilated with good light fans and air- conditioning.
- Neat and clean office place, rest area and washrooms.

1.5.7. Relationship with Supervisor:

A good working relationship with your supervisor is essential since, at every stage, you need his or her professional input, constructive criticism, and general understanding. Following these points come under this category:

- Relationship withthe immediate supervisor.
- Communication between employees and senior management.
- Treatment ofthe employee.

1.5.8. Work Group:

There is a natural desire of human beings to interact with others and sothe existence ofthe group inthe organization is a common observable fact. These characteristicsresult ininformation of workgroup at the workplace. Isolated workers dislike their job. The work groups make use of a remarkable influence on the satisfaction of employees. Following these points come under this category:

- Relationship with the group members.
- Group dynamics
- Group cohesiveness
- Need for affiliation.

1.5.9. Leadership Styles:

The satisfaction level on the job can be determined by the leadership style. Employee satisfaction is greatly enhanced bythe democratic style of leadership. It is because democratic leaders promote friendship, respect and warmth relationship among the employees. On contrary, employees working under authoritarian and dictatorial leader's expressallow level of employee satisfaction. Following these points come under this category:

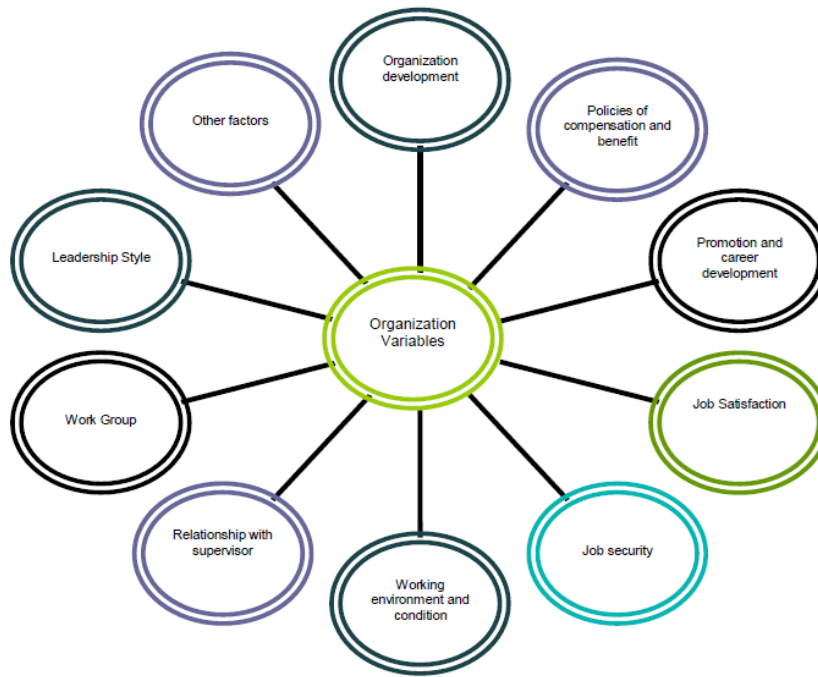
- Prefer democratic style of leadership
- Friendship, respect and warmth relationship.

1.5.10. Other Factors:

There are some other important variables which affect the level of employee satisfaction inthe organization. Following these points come under this category:

- Group outgoing (feel like a part ofthe family).
- Encouragement and feedback.

- Use of internet and other technology for doing the job.



1.6. Personal variables

The personal determinants also help a lot in maintaining the motivation and personal factors of the employees to work effectively and efficiently. Employee satisfaction can be related to psychological factors and so numbers of personal variables determine the employee satisfaction of the employees.

Following these 5 variables comes in this category.

1.6.1. Personality

The personality of an individual can be determined by observing his individual psychological condition. The factors that determine the satisfaction of individual and his psychological conditions is perception, attitude, and learning. Following these points come under this category:

- Competencies and personality of the employee are suitable for the job.
- Perception, attitudes, and learning of employee.

1.6.2. Expectation

The expectation level of employees affects their satisfaction level. If one receives more outcome than expected then he will be highly satisfied and vice-versa. Following these points come under this category:

- The expectation of employee from the job.

1.6.3. Age

Age can be described as noteworthy determinants of employee satisfaction. It is because younger age employees possessing higher energy levels are likely to be having more employee satisfaction than older age employees. Following these points come under this category:

- Young employees possessing high energy level so feeling more satisfied.

- Old employees resist accepting new techniques.

1.6.4. Education:

Education plays a significant determinant of employee satisfaction as it provides an opportunity for developing one's personality. Education develops and improves individual wisdom and evaluation process. The highly educated employees can understand the situation and assess it positively as they possess persistence, rationality and thinking power.

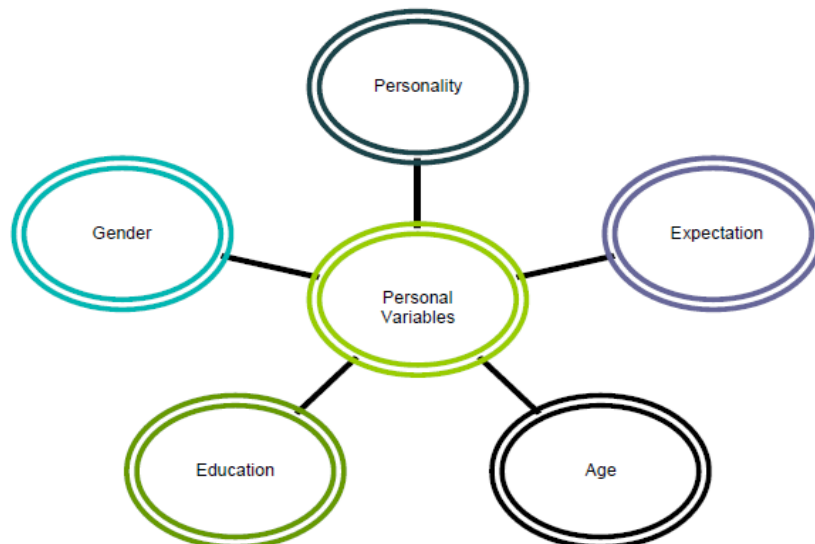
- Highly educated employees possess rationality and thinking power.
- Education develops individual wisdom and evaluation process.

1.6.5. Gender Differences:

The gender and race of the employees play important determinants of employee satisfaction. Women, the fairer sex, are more likely to be satisfied than their counterpart even if they are employed in the same job.

Following these points come under this category:

- Generally, women are more likely to be satisfied than men.



1.7. NEED OF THE STUDY

- To measure the employee satisfaction in work.
- To give a chance to voice their opinions and provide feedback.
- To create an action plan to increase employee satisfaction.
- To encourage employees to participate the process of improving the workplace environment.
- To identify the area of dissatisfaction and making improvements.

1.8. SCOPE OF THE STUDY

- Job satisfaction is an important output that employees work for the organization.
- The study will help in improving the employee's motivation and their level of commitment.
- The study is helpful to the organization to identify the area of dissatisfaction of the employees.

- The study of employee satisfaction helps the company to maintain standards.
- This study helps in increasing the productivity.
- This study tells us how much the employees are capable and interest at workplace.

2. RESEARCH METHODOLOGY

2.1. OBJECTIVE OF THE STUDY

- To measure the employee job satisfaction level in roots multiclean industries.
- To see the employee perception towards the organization.
- To see the attitude of the employees towards their work.
- To identify the factor that motivates the employees.
- To analyse the efficiency of current Human resource development methods.
- To give suggestions for the growth and perspective of the company.

2.2. RESEARCH DESIGN

- A research design is purely and simply the framework or plane for a study that guides the collection and analysis of data. It is blue print that is followed in completing a study the research design specifies the methods data collection and data analysis.
- A research design is the arrangement of condition for collection and analysis of data in manner that aims to combine relevance to the research purpose with economy in procedure.

Descriptive research –In this research descriptive research design is applied.

It includes the surveys and findings enquiries of different kinds. The major purpose of the descriptive research is the description of the state of affairs as it exists at present.

2.3. SAMPLING METHODS – In this research sampling method

2.3.1. Sample size

250 samples

2.3.2. Sampling technique

Researcher has used to collect the primary data structured undisguised questionnaire was framed covering various aspect of the study. The questionnaire contained the closed ended question. The questionnaire consists of questions related to the training and development of effectiveness programs.

2.4. DATA ANALYSIS

The primary data was analysed through tabulation and graphical presentation. Before and after method was followed in analysing employee's satisfaction survey in ROOTS MULTICLEAN LIMITED.

2.4.1. Statistical tool for analysis

The accuracy of the research study is enhanced by the use of statistical tools. It help in clear interpretation of quantitative and qualitative information in a way that is under stable. The tools and techniques used are

- i. percentage (%) analysis
- ii. Mean and standard deviation
- iii. Anova

2.5. LIMITATIONS OF THE STUDY

- ✓ The finding of the study is applicable only to company, alone and not to any other organization.
- ✓ Employees bias towards the researcher while telling the truth, because the researched may be the spy of the management.
- ✓ Entire analysis of the study, its findings and conclusions are based on the data collected from the 250 employees.
- ✓ Some of the employees are not giving their opinion, since the study deals with the sensitive area of organization. Therefore, it is difficult to extract accurate information from the employees.
- ✓ The respondents found were busy they found little time to answer the questionnaires.

2.6. PERCENTAGE OF SATISFIED EMPLOYEES INROOTS,

MULTICLEAN LTD

MEAN AND STANDARD DEVIATION

Table representing the mean and standard deviation for Work environment – Staffs

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Working Hours Comfortable	140	1	5	1.74	.653
ExcessiveWorkLoad	140	1	5	2.55	.876
AdequateRestInterval	140	1	4	1.98	.556
AdequateFacilities	140	1	3	1.84	.531
NoDustNoisePollution	140	1	5	2.00	.857
Valid N (listwise)	140				

Inference

The above table showing the mean and standard deviation for work environment of staffs.

Table representing the mean and standard deviation for Motivation – Executives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Rewardfor Innovative ideas	50	1	4	2.02	.769
PromotionalPolicies	50	1	4	2.22	.764
Present.JobHoldsGoodFuture	50	1	3	1.64	.525
Valid N (listwise)	50				

Inference

The above table showing the mean and standard deviation for Motivation factor of executives.

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ANOVA

ANOVA - I

Factors	Operators	Staffs	Executive	Total	S Agree	Agree	Neutral
Work Environment	97%	95%	98%	96.6%	33%	53%	10%
Relationship with Superiors	99%	100%	100%	99.6%	37%	55%	8%
Relationship with colleagues	100%	99%	-	95.5%	43%	50%	7%
Motivation	99%	98%	98%	98.3%	24%	58%	16%
Grievance Handling	-	99%	96%	97.5%	21%	62%	15%
Performance Appraisal	98%	96%	100%	98.0%	24%	59%	15%
Training and Development	-	-	100%	100.0%	30%	46%	24%
Carrier Counselling	-	94%	94%	94.0%	11%	60%	24%
Individual Growth Opportunities	100%	-	99%	99.5%	36%	55%	9%
Goals and Responsibilities	100%	-	98%	99.0%	39%	55%	5%
RESULT	99%	97.2%	98%	98.2%	29.8%	55.2%	13.2%

2.7. REPRESENTING RELATIONSHIP BETWEEN THE CATEGORY OF EMPLOYEES AND THEIR ABILITY TO COMMUNICATE THEIR GRIEVANCE

Null Hypothesis (H0)

There is no significant relation between the category of employees and their ability to communicate their grievance.

Alternate Hypothesis (H1)

There is significant relation between the category of employees and their ability to communicate their grievance.

Descriptives

Able_to_communicate

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Executive	50	4.0000	.80812	.11429	3.7703	4.2297	2.00	5.00
Staff	140	1.9929	.52965	.04476	1.9044	2.0814	1.00	3.00
Total	190	2.5211	1.07746	.07817	2.3669	2.6752	1.00	5.00

ANOVA TESTS

Able to communicate

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	148.423	1	148.423	393.047	.000
Within Groups	70.993	188	.378		
Total	219.416	189			

INFERENCE

Hence the Sig value is less than .05. There is a significant relation between category and their ability to communicate. So we reject H0 and accept H1.

ANOVA – II

REPRESENTING RELATIONSHIP BETWEEN THE CATEGORY OF EMPLOYEES AND SATISFACTION LEVEL WITH EFFICIENT GRIEVANCE PROCEDURE

Null Hypothesis (H0)

There is no significant relation between the category of employees and satisfaction level with efficient Grievance procedure.

Alternate Hypothesis (H1)

There is significant relation between the category of employees and satisfaction level with efficient Grievance procedure.

Descriptives

Effective_Grievance_Procedure								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Executive	50	4.0600	.73983	.10463	3.8497	4.2703	2.00	5.00
Staff	140	4.0214	.54268	.04586	3.9307	4.1121	2.00	5.00
Total	190	4.0316	.59899	.04346	3.9459	4.1173	2.00	5.00

ANOVA TESTS

Descriptives

Effective_Grievance_Procedure					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.055	1	.055	.152	.697
Within Groups	67.756	188	.360		
Total	67.811	189			

INFERENCE

The Sig value is greater than 0.05, so there is no significant difference between the category of employee and the satisfaction level with grievance procedure. Hence we reject H1 and accept H0.

3. FINDINGS, SUGGESTION AND CONCLUSIONS

3.1. FINDINGS

3.1.1. Factors Influencing Employee Satisfaction and Scale of Respondents of the Executives

- ✓ Majority 50 percentages of the respondents had a high level of satisfaction on work environment of the company.
- ✓ Majority 51 percentages of the respondents had a high level of satisfaction on relationship with superiors and subordinates of the company.
- ✓ Majority 53 percentages of the respondents had a high level of satisfaction on motivation of the company.
- ✓ Majority 53 percentages of the respondents had a high level of satisfaction on grievance handling of the company.
- ✓ Majority 61 percentages of the respondents had a high level of satisfaction on performance appraisal of the company.
- ✓ Majority 46 percentages of the respondents had a high level of satisfaction on training and development of the company.
- ✓ Majority 61 percentages of the respondents had a high level of satisfaction on career counselling of the company.
- ✓ Majority 55 percentages of the respondents had a high level of satisfaction on individual growth opportunities of the company.
- ✓ Majority 57 percentages of the respondents had a high level of satisfaction on goals and responsibilities of the company.

3.1.2. Factors Influencing Employee Satisfaction and Scale of Respondents of the Staff

- ✓ Majority 59 percentages of the respondents had a high level of satisfaction on work environment of the company.
- ✓ Majority 54 percentages of the respondents had a high level of satisfaction on relationship with superiors of the company.
- ✓ Majority 54 percentages of the respondents had a high level of satisfaction on relationship with colleagues of the company.
- ✓ Majority 62 percentages of the respondents had a high level of satisfaction on motivation and recognition of the company.
- ✓ Majority 71 percentages of the respondents had a high level of satisfaction on grievance handling of the company.
- ✓ Majority 54 percentages of the respondents had a high level of satisfaction on performance appraisal of the company.
- ✓ Majority 58 percentages of the respondents had a high level of satisfaction on career counselling of the company.

3.1.3. Factors Influencing Employee Satisfaction and Scale of Respondents of the Operators

- ✓ Majority 52 percentages of the respondents had a high level of satisfaction on work environment of the company.
- ✓ Majority 59 percentages of the respondents had a high level of satisfaction on relationship with superiors of the company.
- ✓ Majority 50 percentages of the respondents had a very high level of satisfaction on relationship with colleagues of the company.

- ✓ Majority 60 percentages of the respondents had a high level of satisfaction on motivation and recognition of the company.
- ✓ Majority 63 percentages of the respondents had a high level of satisfaction on performance appraisal of the company.
- ✓ Majority 54 percentages of the respondents had a high level of satisfaction on individual growth opportunities of the company.
- ✓ Majority 54 percentages of the respondents had a high level of satisfaction on goals and responsibilities of the company.

HYPOTHESIS

- ✓ There is significant relation between the category of employees and their ability to communicate their grievance.
- ✓ There is no significant relation between the category of employees and satisfaction level with efficient Grievance procedure

3.2. SUGGESTIONS

- The organization could improve the superiors and colleagues relationship of operators and staff categories so that there may be a smooth work flow in the organization.
- The organization could improve the work environment for both the staff and operators.
- Proper guidance and counselling could be provided to the employees so their mental satisfaction can be improved.
- The organization should take measures to appreciate and find innovative and better way of doing the tasks.
- The organization can also concentrate more on grievance handling among the staff which helps in making improvements.

3.3. CONCLUSION

The present study in earnest attempt to determine employee's satisfaction in roots multiclean ltd. it is indeed necessary for any organization. From the study it was identified that the operators and staff's had moderate level of satisfaction and executives had high level of satisfaction with the work environment, performance appraisal, motivation and other factors of satisfaction in the industry. If the firm concentrates of the findings and suggestions of the study I hopefully believe that the organization can further being out their employees with full satisfaction and obtain good result.

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