

A Study on Employee Job Satisfaction at Shri Jagdamba Engineerings

Dr. Kamla Bhakuni¹, Swati Rawat²

¹Assistant Professor, College of Commerce and Management, Surajmal University

²BBA Student, College of Commerce and Management, Surajmal University

Abstract

Employee job satisfaction plays an important role in employee performance, motivation and the overall effectiveness of an organisation. The present study focuses on examining employee job satisfaction at Shri Jagdamba Engineering. The study aims to understand employees' perceptions regarding salary, working environment, workplace safety, job security, supervisor support, co-worker relationships, recognition, skill development, career growth and management communication.

The study follows a descriptive research design and is based on primary data collected through a structured questionnaire from 20 employees of Shri Jagdamba Engineering. The responses were analysed using percentage-based analysis and graphical representation. The findings indicate that employees generally have a positive perception of their workplace and are satisfied with several aspects of their employment. However, areas such as supervisor support, employee recognition, training opportunities and benefits require further attention. The study concludes that improving these factors can contribute to higher employee satisfaction, motivation and organisational effectiveness.

Keywords: Employee Job Satisfaction, Employee Motivation, Workplace Environment, Job Security, Employee Welfare, Shri Jagdamba Engineering

Introduction

Background of study

Employee job satisfaction is an important aspect of human resource management as it influences employee motivation, commitment and performance. It reflects employees' feelings towards factors such as salary, working conditions, job security, supervision, recognition, co-worker relationships and career growth.

In small and medium-sized organisations, employee satisfaction is particularly important because employees work closely with management and often handle multiple responsibilities. A positive work environment can improve teamwork, productivity and employee retention.

Shri Jagdamba Engineering provides a suitable setting for studying these factors, as employees are involved in various technical and operational activities. The present study aims to assess employee job satisfaction at Shri Jagdamba Engineering, identify key factors affecting satisfaction and suggest measures for creating a more supportive and motivating workplace.

Company Profile

Shri Jagdamba Engineering was established in 2012 and is an engineering-based organisation located in Rudrapur, Uttarakhand. The company undertakes tool-room, machining, fabrication and other

engineering-related activities. It also works as a vendor for Ashok Leyland, fulfilling various industrial requirements.

Literature Review

Employee job satisfaction is an important area of human resource management and has been studied by researchers from different perspectives. Previous studies generally suggest that employee satisfaction is influenced by financial and non-financial factors such as salary, working conditions, supervision, recognition, job security, relationships and career opportunities.

Job Satisfaction and Employee Performance

Previous research suggests that satisfied employees are more likely to show better motivation, commitment and involvement in their work. When employees are satisfied with their jobs, they may perform their responsibilities more effectively and contribute positively to organisational goals. Therefore, job satisfaction is considered an important factor in improving overall employee and organisational performance.

Salary and Job Satisfaction

Salary and compensation are important factors affecting employee satisfaction. Employees generally expect fair compensation according to their responsibilities and contribution. Appropriate salary and benefits can increase employees' sense of security and value, while dissatisfaction with compensation may reduce motivation and commitment.

Working Environment and Job Satisfaction

A comfortable, safe and supportive working environment plays an important role in employee satisfaction. Proper workplace facilities, safety measures and suitable working conditions can improve employee morale and reduce workplace stress. A positive environment also encourages better cooperation and productivity among employees.

Supervision and Employee Satisfaction

The relationship between supervisors and employees can significantly influence job satisfaction. Supportive supervisors who provide guidance, fair treatment and constructive feedback can create a more positive workplace experience. Effective communication between supervisors and employees can also help resolve work-related problems.

Career Growth, Recognition and Motivation

Opportunities for career growth, promotion and skill development can encourage employees to remain motivated and committed to their organisation. Recognition and appreciation for good performance also make employees feel valued. When employees believe that their efforts are noticed and that opportunities for development are available, their overall job satisfaction may increase.

Research Gap

Although employee job satisfaction has been widely studied, satisfaction levels can vary according to the size, nature and working conditions of an organisation. Small-scale engineering organisations may have

different employee expectations and workplace challenges compared with larger organisations. Therefore, the present study focuses specifically on Shri Jagdamba Engineering to examine employee satisfaction and identify the areas that require improvement.

Research Methodology

Research methodology explains the systematic approach used to conduct the study and analyse the collected information. The present study follows a descriptive approach to examine employee job satisfaction at Shri Jagdamba Engineering.

Research Design

The study follows a descriptive research design. It aims to understand the existing level of employee job satisfaction at Shri Jagdamba Engineering and examine employees' opinions regarding different aspects of their workplace. The design helps present the collected responses systematically and identify areas of satisfaction and concern.

Research Objectives

The main objectives of the study are:

- To examine the level of employee job satisfaction at Shri Jagdamba Engineering.
- To identify the major factors influencing employee satisfaction.
- To understand employees' perceptions regarding their working environment and workplace conditions.
- To identify areas where employee satisfaction can be improved.
- To provide suitable suggestions for improving employee satisfaction.

Sources of Data

The study is based on both primary and secondary sources of data. Primary data was collected directly from the employees of Shri Jagdamba Engineering through a structured questionnaire. The questionnaire helped collect employees' opinions regarding their job satisfaction and different workplace factors. Secondary data was collected from books, academic journals, research papers, articles and other relevant study materials related to employee job satisfaction and human resource management. These sources were used to develop the conceptual understanding of the topic and support the findings of the study.

Research Instrument

A structured questionnaire was used as the main research instrument for collecting primary data. The questionnaire included statements related to important aspects of job satisfaction, such as salary, working environment, workplace safety, job security, supervisor support, co-worker relationships, recognition, skill development, career growth, workload and management communication. Employees were asked to indicate their level of agreement using a five-point Likert scale: *Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree*.

Sampling Technique and Sample Size

The study was conducted among 20 employees of Shri Jagdamba Engineering. Due to the relatively small workforce of the organisation, employees who were available and willing to participate were selected for

the study. Convenience sampling was used as the sampling technique. The responses of these employees were considered for analysing their overall level of job satisfaction.

Limitations of the Study

The study has the following limitations:

- The study was limited to Shri Jagdamba Engineering only.
- The sample size was restricted to 20 employees.
- The findings are based on employees' personal opinions and responses.
- Limited time and resources restricted the scope of the study.
- The findings may not be fully applicable to other organisations or industries.

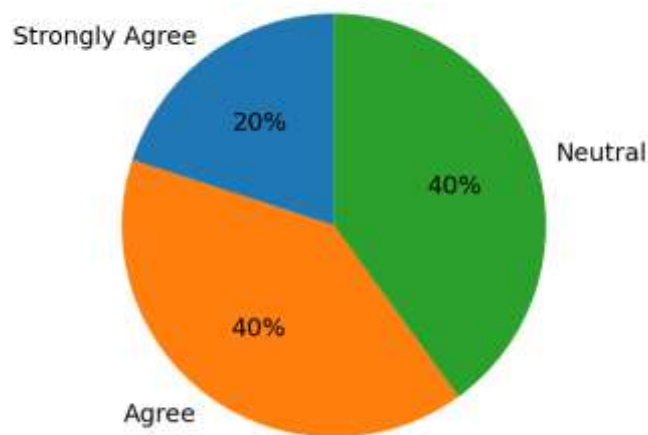
Data Analysis and Interpretation

The responses of 20 employees were analysed using percentage analysis and pie charts. The charts below present the response distribution for each statement.

Q1. I am satisfied with my current job.

Response	Percentage
Strongly Agree	20%
Agree	40%
Neutral	40%

Q1. Response Distribution

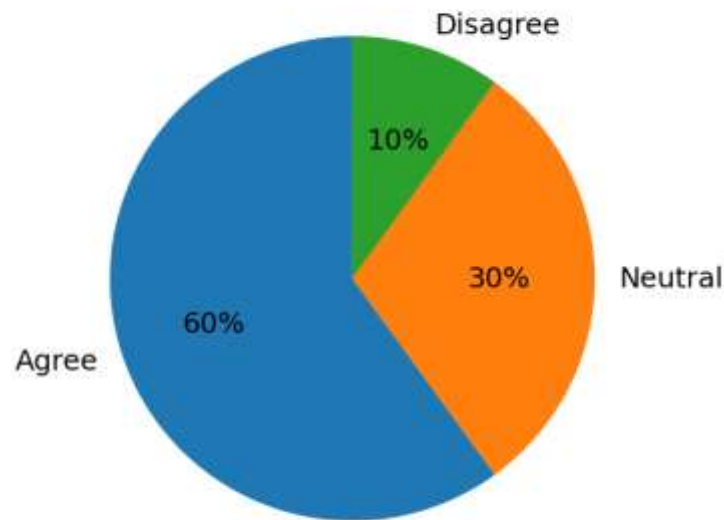


Interpretation: Most employees are satisfied with their current job. The neutral responses show some scope for improvement.

Q2. I am satisfied with my salary.

Response	Percentage
Agree	60%
Neutral	30%
Disagree	10%

Q2. Response Distribution

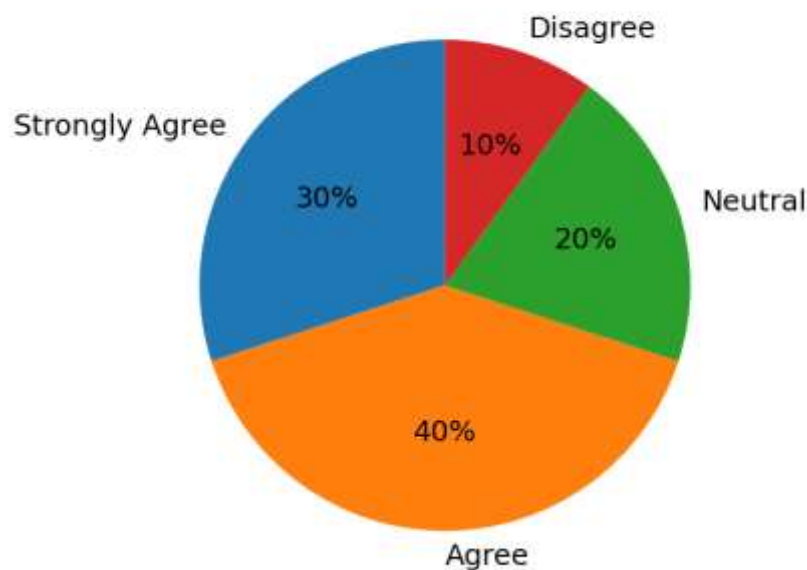


Interpretation: Most employees are satisfied with their salary. A small group is dissatisfied, so compensation can still be reviewed.

Q3. I find my working environment comfortable and suitable.

Response	Percentage
Strongly Agree	30%
Agree	40%
Neutral	20%
Disagree	10%

Q3. Response Distribution

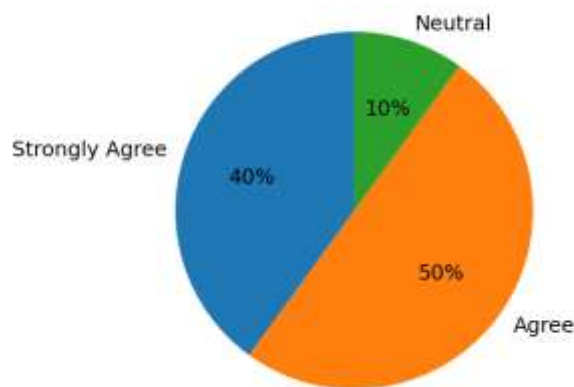


Interpretation: The working environment is generally viewed positively. A small group feels some improvements are needed.

Q4. I feel that adequate safety measures are provided at my workplace?

Response	Percentage
Strongly Agree	40%
Agree	50%
Neutral	10%

Q4. Response Distribution

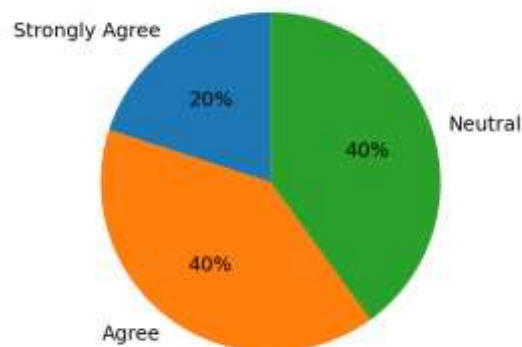


Interpretation: Employees have a positive view of workplace safety. Safety measures are generally considered adequate.

Q5. I feel secure about my job.

Response	Percentage
Strongly Agree	20%
Agree	40%
Neutral	40%

Q5. Response Distribution

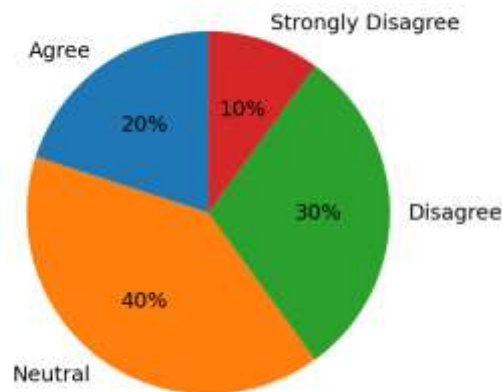


Interpretation: Employees generally feel secure in their jobs. Neutral responses suggest a need for greater clarity about job security.

Q6 I receive proper guidance and support from my supervisor.

Response	Percentage
Agree	20%
Neutral	40%
Disagree	30%
Strongly Disagree	10%

Q6. Response Distribution

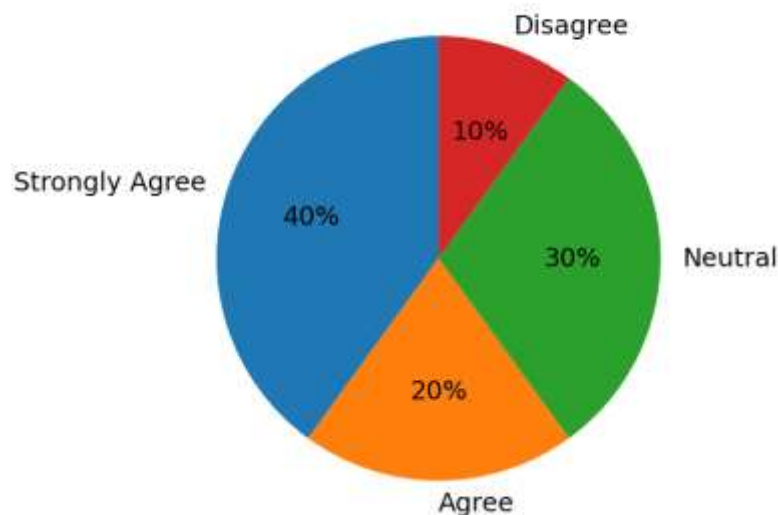


Interpretation: Supervisor support needs attention. Better guidance, communication and feedback could improve satisfaction.

Q7. I have a good relationship with my co-workers.

Response	Percentage
Strongly Agree	40%
Agree	20%
Neutral	30%
Disagree	10%

Q7. Response Distribution

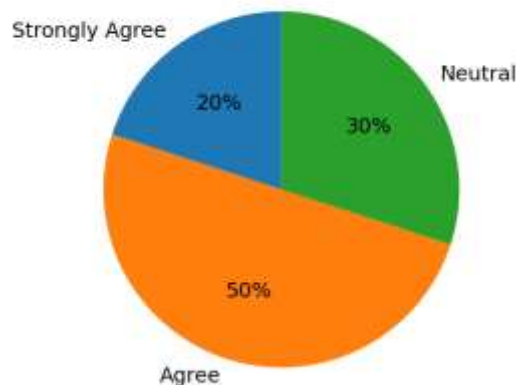


Interpretation: Co-worker relationships are generally positive. More teamwork and interaction could strengthen these relationships.

Q8. I feel that my work and efforts are properly recognised.

Response	Percentage
Strongly Agree	20%
Agree	50%
Neutral	30%

Q8. Response Distribution

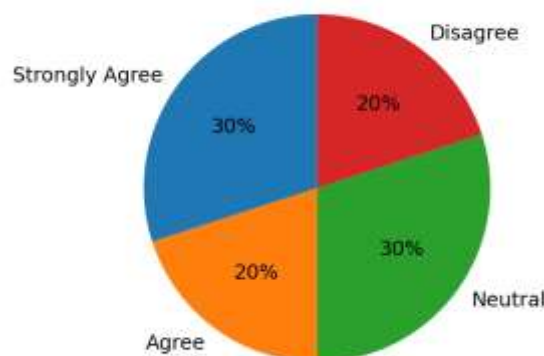


Interpretation: Most employees feel their efforts are recognized. Regular appreciation could further improve motivation.

Q9. I am satisfied with the opportunities to learn new skills.

Response	Percentage
Strongly Agree	30%
Agree	20%
Neutral	30%
Disagree	20%

Q9. Response Distribution

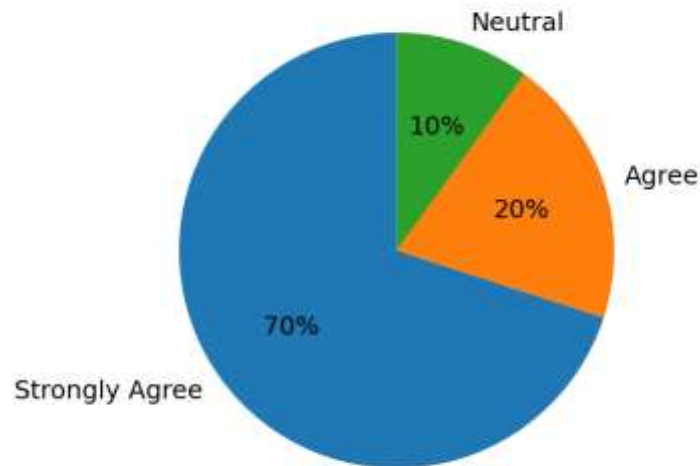


Interpretation: Opinions about skill-development opportunities are mixed. Additional training could improve satisfaction.

Q10. I am satisfied with the opportunities for career growth and promotion.

Response	Percentage
Strongly Agree	70%
Agree	20%
Neutral	10%

Q10. Response Distribution

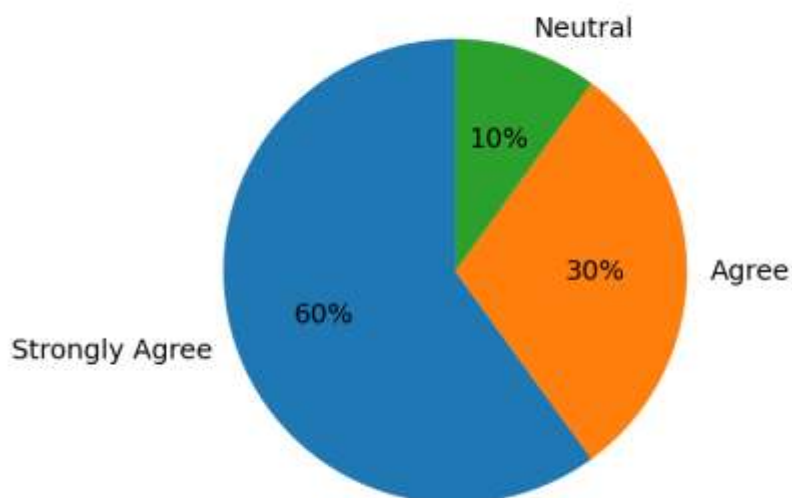


Interpretation: Employees have a highly positive view of career growth and promotion opportunities.

Q11. I feel that my workload is reasonable.

Response	Percentage
Strongly Agree	60%
Agree	30%
Neutral	10%

Q11. Response Distribution

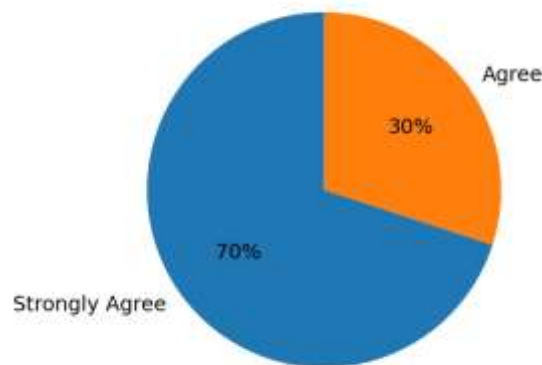


Interpretation: Most employees consider their workload reasonable. Maintaining a balanced workload can sustain satisfaction.

Q12. I feel that management communicates important information clearly.

Response	Percentage
Strongly Agree	70%
Agree	30%

Q12. Response Distribution

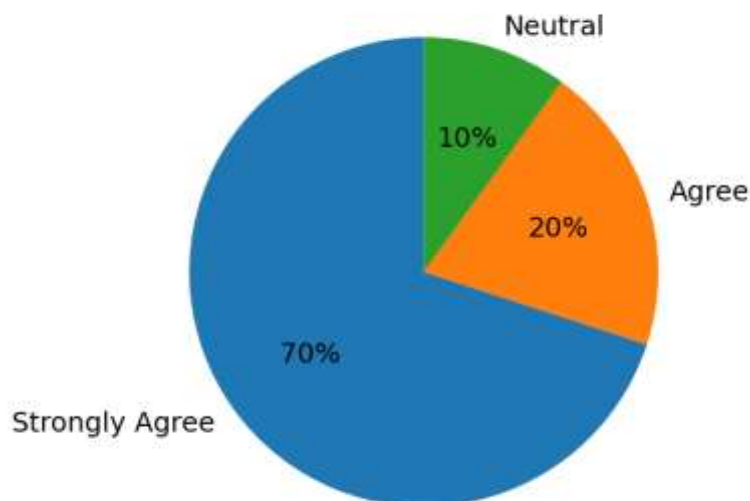


Interpretation: Management communication is viewed very positively. Employees generally find important information clear.

Q13. Overall, I am satisfied with working at Shri Jagdamba Engineering.

Response	Percentage
Strongly Agree	70%
Agree	20%
Neutral	10%

Q13. Response Distribution



Interpretation: Overall employee satisfaction is high. Employees generally have a positive experience at the organisation.

Key Findings

- 60% of employees agreed or strongly agreed that they are satisfied with their current job, while 40% remained neutral.
- 60% of employees agreed that they are satisfied with their salary, while 70% agreed or strongly agreed that their working environment is comfortable and suitable.
- 90% of employees agreed or strongly agreed that adequate safety measures are provided. Regarding job security, 60% gave a positive response, while 40% remained neutral.
- 60% of employees agreed or strongly agreed that they have good relationships with co-workers, while 70% felt that their work and efforts are properly recognized.
- 50% of employees gave a positive response regarding opportunities to learn new skills. In contrast, 90% gave a positive response regarding career growth, and 90% reported overall satisfaction with working at Shri Jagdamba Engineering.

Suggestions

- Management should provide more regular guidance, feedback and support to employees through better supervisor–employee communication.
- The organisation should provide additional training and skill-development opportunities to help employees improve their knowledge and capabilities.
- Employee efforts should be recognised and appreciated regularly through verbal appreciation, incentives or other suitable forms of recognition.
- Management should continue maintaining proper safety measures and a comfortable working environment while regularly addressing employee concerns.
- The organisation should maintain clear communication regarding job roles, growth opportunities and important workplace decisions to strengthen employee confidence and satisfaction.

Conclusion

The study concludes that employees of Shri Jagdamba Engineering have a generally positive level of job satisfaction. The findings show that employees are largely satisfied with their working environment, workplace safety, workload, management communication, co-worker relationships and overall work experience.

At the same time, the study identifies certain areas that require improvement, particularly supervisor support and opportunities for learning and skill development. Providing better guidance, regular feedback and more training opportunities can help address these concerns.

Overall, maintaining a supportive and safe workplace, recognising employee efforts and improving communication can further enhance employee motivation, satisfaction and commitment. By focusing on these areas, Shri Jagdamba Engineering can create a more positive work environment and improve overall organisational effectiveness.

References

Books

1. Armstrong, M., & Taylor, S. (2023). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page. <https://www.koganpage.com/>
2. Aswathappa, K. (2021). *Human Resource Management: Text and Cases*. McGraw Hill Education. <https://www.mheducation.co.in/>
3. Dessler, G. (2020). *Human Resource Management*. Pearson Education. <https://www.pearson.com/>
4. Robbins, S. P., & Judge, T. A. (2022). *Organizational Behavior*. Pearson Education. <https://www.pearson.com/>
5. Kothari, C. R., & Garg, G. (2019). *Research Methodology: Methods and Techniques*. New Age International Publishers. <https://www.newagepublishers.com/>
6. Gupta, C. B. (2020). *Human Resource Management*. Sultan Chand & Sons. <https://www.sultanchandandsons.com/>
7. Spector, P. E. (1997). *Job Satisfaction: Application, Assessment, Causes, and Consequences*. SAGE Publications. <https://doi.org/10.4135/9781452231549>
8. Vroom, V. H. (1964). *Work and Motivation*. Wiley. <https://www.wiley.com/>
9. Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The Motivation to Work*. John Wiley & Sons. <https://www.wiley.com/>
10. Maslow, A. H. (1954). *Motivation and Personality*. Harper & Brothers. <https://archive.org/>

Research Papers and Journal Articles

1. Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. *American Journal of Community Psychology*, 13(6), 693–713. <https://doi.org/10.1007/BF00929796>
2. Locke, E. A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance*, 4(4), 309–336. [https://doi.org/10.1016/0030-5073\(69\)90013-0](https://doi.org/10.1016/0030-5073(69)90013-0)
3. Locke, E. A., & Whiting, R. J. (1974). Sources of satisfaction and dissatisfaction among solid waste management employees. *Journal of Applied Psychology*, 59(2), 145–156. <https://doi.org/10.1037/h0036531>
4. Jena, R. K. (2014). The effect of job satisfaction on organisational commitment among shift workers: A field study of ferro-alloy industries. *IIM Kozhikode Society & Management Review*, 3(1). <https://doi.org/10.1177/2319510X14536218>
5. Hasan, T., Jawaad, M., & Butt, I. (2021). The influence of person–job fit, work–life balance, and work conditions on organizational commitment: Investigating the mediation of job satisfaction in the private sector. *Sustainability*, 13(12), 6622. <https://doi.org/10.3390/su13126622>
6. Chanana, N. (2021). The impact of COVID-19 pandemic on employees organizational commitment and job satisfaction in reference to gender differences. *Public Administration and Policy*, 21(4), e2695. <https://doi.org/10.1002/pa.2695>
7. Kumar, P. (2021). Factors affecting job satisfaction and organizational commitment among primary health care providers in Delhi, India. *International Journal of Epidemiology*, 50(Supplement 1). <https://doi.org/10.1093/ije/dyab168.360>
8. Hong, Y.-H., Ford, M. T., & Jong, J. (2024). Employee benefit availability, use, and subjective evaluation: A meta-analysis of relationships with perceived organizational support, affective

organizational commitment, withdrawal, job satisfaction, and well-being. *Journal of Applied Psychology*, 109(12), 1921–1947. <https://doi.org/10.1037/apl0001202>

9. Ali, A., & Siddiqui, O. (2026). Exploring the mediating role of job satisfaction in the relationship between work–life balance and organisational commitment among employees in the IT industry in Uttar Pradesh. <https://doi.org/10.1177/2319510X251414794>
10. Mobley, W. H., Griffeth, R. W., Hand, H. H., & Meglino, B. M. (1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86(3), 493–522. <https://doi.org/10.1037/0033-2909.86.3.493>

Online / Academic Resources

1. Spector, P. E. — Job Satisfaction Survey (JSS). University of South Florida. <https://paulspector.com/assessments/pauls-no-cost-assessments/job-satisfaction-survey-jss/>
2. SAGE Publications — Job Satisfaction: Application, Assessment, Causes, and Consequences. <https://doi.org/10.4135/9781452231549>
3. Wiley Online Library — Spector's research on the development of the Job Satisfaction Survey. <https://onlinelibrary.wiley.com/doi/10.1007/BF00929796>
4. PubMed — Spector's Measurement of Human Service Staff Satisfaction. <https://pubmed.ncbi.nlm.nih.gov/4083275/>
5. ScienceDirect — Locke's What is Job Satisfaction? <https://www.sciencedirect.com/science/article/abs/pii/0030507369900130>
6. MDPI — The Influence of Person–Job Fit, Work–Life Balance, and Work Conditions on Organizational Commitment. <https://www.mdpi.com/2071-1050/13/12/6622>
7. ScienceDirect — Research on HRM practices, employee job satisfaction and organisational commitment. <https://www.sciencedirect.com/org/science/article/pii/S0144333X20000330>
8. PubMed — Research on employee benefits, job satisfaction and employee well-being. <https://pubmed.ncbi.nlm.nih.gov/39023994/>

Primary and Organisational Sources

1. Primary Data: Responses collected through a structured questionnaire from 20 employees of Shri Jagdamba Engineering, Rudrapur, Uttarakhand.
2. Organisational Information: Information collected through interaction with employees and available organisational information during the study.

ANNEXURE-I
QUESTIONNAIRE

1. I am satisfied with my current job.
☐ Strongly Agree
☐ Agree
☐ Neutral
☐ Disagree
☐ Strongly Disagree
2. I am satisfied with my salary.
☐ Strongly Agree
☐ Agree
☐ Neutral
☐ Disagree
☐ Strongly Disagree
3. I find my working environment comfortable and suitable.
☐ Strongly Agree
☐ Agree
☐ Neutral
☐ Disagree
☐ Strongly Disagree
4. I feel that adequate safety measures are provided at my workplace?
☐ Strongly Agree
☐ Agree
☐ Neutral
☐ Disagree
☐ Strongly Disagree
5. I feel secure about my job.
☐ Strongly Agree
☐ Agree
☐ Neutral
☐ Disagree
☐ Strongly Disagree
6. I receive proper guidance and support from my supervisor.
☐ Strongly Agree
☐ Agree
☐ Neutral
☐ Disagree
☐ Strongly Disagree

7. I have a good relationship with my co-workers.
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly Disagree
8. I feel that my work and efforts are properly recognised.
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly Disagree
9. I am satisfied with the opportunities to learn new skills.
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly Disagree
10. I am satisfied with the opportunities for career growth and promotion.
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly Disagree
11. I feel that my workload is reasonable.
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly Disagree
12. I feel that management communicates important information clearly.
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly Disagree
13. Overall, I am satisfied with working at Shri Jagdamba Engineering.
 - ☐ Strongly Agree

- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree