

ISSN:23474726(online)  
ISSN:2347-4076(print)



# Vichaara

An International Journal of Management

Price: ₹500/-

Annual Subscription: ₹1000/-

Volume: 10

March 2024

Number: 1

## **Retail 4.0: Technology enhancing Future Retail Business Practices in Global Digital Marketing Era**

*Mr. Darshan. B, Research Scholar, ABBS research Centre Karnataka, Bangalore University, Associate Professor, Acharya Bangalore B School, Bangalore, Karnataka, India.*

## **Green Practices towards Environmental Protection and characteristics shaping college students' Organisational Citizenship behaviour**

*Dr. K. Ramalakshmi, Assistant professor, Sri Parasakthi College for Women, Courtalam, Tamilnadu, India*

## **Effectiveness of Employee Recognition Programs on Job Satisfaction in Automobile Industry**

*Mrs. C. Bakki Lakshmi, Assistant Professor, Department of Master of Business Administration, Jeppiaar Institute of Technology, Chennai, Tamilnadu, India.*

*Msr.D.Nandini, Assistant Professor, Department of Master of Business Administration, Jeppiaar Institute of Technology, Chennai, Tamilnadu, India.*

## **A study on Financial Inclusion Scheme through Women Entrepreneur in Tamilnadu**

*Dr. M. Thirumalaikumar, Assistant professor and Head, Einstien College of Arts and Science, Tirunelveli, Tamilnadu, India*

*Dr. A. Murugesan, Professor and Head, Department of management Studies, Einstien College of Arts and Science, Tirunelveli, Tamilnadu, India*

## **A study on Work Life Balance: Transitioning from Remote to Onsite**

*Mr. S. Chockalingam, Manager HR., Jobride techno Solutions Private Limited, Chennai, Tamilnadu, India*

## **The impact of Searcher's Intent and Level of Involvement on on Perceived Usefulness in Electronic Word of Mouth: A Comprehensive Review**

*Dr. Ponnala Harshavardhini, Assistant Professor, Vivekananda Institute of Management Studies, Coimbatore, India*

*Mr. R.Tamilselvan, Assistant Professor, Vivekananda Institute of Management Studies, Coimbatore, India*

## **PROFILE**

**VIVEKANANDA INSTITUTE OF MANAGEMENT STUDIES (VIMS)** promoted by a group of professionals in association with the parent organization M/s. Zawawi Powertech Engineering L.L.C., a renowned MNC, operating from Sultanate of Oman with 3500 employees. VIMS is run by Coimbatore Education Foundation, is a highly reputed stand-alone B-School approved by AICTE New Delhi and Permanently affiliated to Anna University, Chennai, with an avowed goal of achieving human excellence by means of Academic and Allied programs. It is ranked 1<sup>st</sup> among top B- Schools in Coimbatore by India Today, 76th among top Private B-Schools in India and 29th among top B-Schools in South India by Business World. VIMS B-school prepares the students to fill the quality gap and meet the industry expectations through its Two Year full time MBA Program. Methodologies in teaching adopted at VIMS are devised in such a way that the real-world experiences are perfectly simulated in the class-room. The program architecture of VIMS is designed to provide a holistic education in the field of management.

### **Objectives of Vichaara**

1. To be a vehicle of academic research, documentation and dissemination of management innovation and practice.
2. To maintain the quality of publication by means of achieving high impact factor and securing a coveted place in the Social Science Index Citation and online database.

**VICHAARA** AN International Journal of management, print version (ISSN 2347-4076) is a bi-annual double blind and peer-reviewed journal promoted by Vivekananda Institute of Management Studies. Vichaara is a medium for academicians to share the current developments and perspectives on research stratagem, business / management diplomacy and paradigms of Business, Management and allied Social sciences. The journal invites robust papers that contribute to the area of research in business a management and related disciplines. The journal carries the following features:

#### **Business Research**

The articles on Quantitative and or Empirical in nature are published with Research problems, Hypotheses, Findings and Suggestions.

#### **Case Studies**

Business and management practices in diverse institution context specific cases shall be published.

## Editorial Board

1. Dr. Geetha Suresh, Faculty, University of Louisville, Kentucky, USA
2. Dr. Renuka Herath, Professor, University of Kelaniya, Sri Lanka.
3. Dr. Latha Krishnadas, Associate Vice President & Distinguished Professor, Mother Teresa Women's University, Ontario, Canada.
4. Dr. S. Sathya Narayanan, Assistant Professor, Higher Colleges of Technology, Abu Dhabi, UAE.
5. Dr. A. Srinivasa Rao, Associate Professor (Management), BITS Pilani, Dubai Campus, Dubai Academic City, Dubai (U.A.E.)
6. Prof. (Mrs.) V. Maya Chakravarthi, Director, Symbiosis Institute of Media & Communication, Bangalore
7. Prof. Silendra Dasari, Professor, Icfai Business School, Bangalore
8. Dr. C. Manohar, Director-Strategy and Dean, ISBR (International School of Business and Research), Bangalore.
9. Dr. S. Prabhakaran, Principal, Alliance Business Academy, Bangalore
10. Dr. R. Ramachandran, Associate Professor, Dept. of Commerce, Annamalai University, Tamil Nadu.

### Patron

Mr. P. Saravanakumar, Secretary, VIMS

### Editor-in-Chief

Dr. A. Valarmathi, Director, VIMS

### Editorial Advisors

Dr. Srinivasan R. Iyengar, Associate Professor, Jamanlal Bajaj Institute of Management Studies, Mumbai  
Dr. R. Chandrasekhar, Professor/Consultant.

### Executive Editor

Prof. Dr. K. Durai, VIMS

### Joint Executive Editors

Dr. S. Umamaheswari, Professor, VIMS

Dr. P. Kowsalya, Associate Professor, VIMS

### Processing Fee

The journal does not charge any publication fee but a nominal fee for processing the papers would be charged.

For Indian Authors:	For Foreign Authors:
Single author: Rs. 1500 Two or more authors: Rs. 1000 per author	Single author : USD 75 Two or more authors : USD 50 per author

### Subscription Fees

Indian Members	INR 1000/year	INR 500/issue
Educational Institutions / Corporate	INR 1500/year	INR 750/issue
International Members from any Domain	USD 100/year Plus Postal-Charges Extra	USD 50/issue Plus Postal-Charges Extra

## Guidelines for Authors

The authors are advised to follow the guidelines, given below:

- The authors are advised to submit the original contribution only.
- A declaration has to be made by the authors that the contribution is not sent for any publication, in any form, for any purpose.
- The empirical based papers will have preference over others.
- There can be single author or multiple authors.
- All the manuscripts must be prepared in MS Word, the paper font must be Times New Roman, 12-point, 1.5 line spacing.
- The first page should contain title of the study, name(s) of the author(s), current designation, affiliation, telephone number and email address. Mailing address of the primary and secondary authors should be mentioned.
- Do not write authors' name elsewhere in the manuscript as the paper will be sent for double blind peer review.
- The second page should contain title and abstract of maximum 250 words followed by five (5) keywords.
- The full article should have a maximum of 3000 words excluding the title and abstract page.
- All tables, charts and graphs should be in black colour. Wherever necessary, the source should be indicated in bottom. The number of tables used is restricted to 3.
- Authors are expected to adhere to standard academic writing.
- Please follow the latest edition of APA referencing style for every type of reference.

### **Sample Book Reference**

Daft, L. (2012). *Leadership*. Delhi: Cengage Learning.

### **Sample Reference to Chapter in Book**

Nancy W. Nix. (2001). *Supply Chain Management in the Global Environment*, John T. Mentzer (Ed.). *Supply Chain Management* (pp.27-58). New Delhi: Sage Publications, Inc.

### **Sample Journal Reference**

Pandey, R., & Raman, V. (2012). Financial Inclusion in Uttar Pradesh and Bihar *Journal of Social and Management Sciences*. 41(2). 147-164.

## Disclaimer

*Vichaara*, its Editors and Publisher disclaim responsibility and liability for any statement of fact or opinion made by the contributors. The responsibility for permission to use any copyright materials is exclusively lies with the contributors concerned.

## Copyright Policy

Author (s) should affirm that the material has not been published previously. It has not been submitted to another journal, and it is not under consideration by any other journal. *Vichaara* will be the holder of copy right of published articles. Articles published in *Vichaara* should not be reproduced or reprinted in any form, either in full or in part, without prior permission from the Editor.

## **EDITORIAL**

It is heartening to see that the ninth issue of the VICHAARA AN INTERNATIONAL JOURNAL OF MANAGEMENT has been brought out successfully. An educational journal is a platform where knowledge gets amplified and disseminated; research results and innovations are documented and unique experiences are shared for enhancement of knowledge. The design architecture of Vichaara is made in such a way that it becomes a comprehensive document to reflect the different dimensions of Management discipline. Business Research forms the core part wherein original, empirical based research papers are included. This issue comprises articles on recent issues in business world from different disciplines. These articles show a methodological way of conducting a research and presenting their findings. Findings on technology influence, cultural changes in the organizations, behavioural changes among the consumers and their expectations have been presented with relevant facts. We invite scholarly articles and research papers and write ups on robust cases. Suggestions and views from readers and scholars are solicited for the qualitative improvement of the Journal.

## **EFFECTIVENESS OF EMPLOYEE RECOGNITION PROGRAMS ON JOB SATISFACTION AT JBM AUTO SYSTEMS PRIVATE LIMITED**

Mrs.C.Bakkia Lakshmi, Assistant Professor, Department Of Master Of Business Administration, Jeppiaar Institute Of Technology, Kunnam, Sriperumbdur, Chennai, Tamilnadu-631604

Mrs.D.Nandini, Assistant Professor, Department Of Master Of Business Administration, Jeppiaar Institute Of Technology, Kunnam, Sriperumbdur, Chennai, Tamilnadu-631604

### **ABSTRACT:**

This paper examines employee job satisfaction levels within various industries, taking into account differences in gender, age, and experience. Job satisfaction goes beyond simple contentment, encompassing a deeper sense of fulfillment and alignment with one's work. The study investigates the intrinsic elements that drive satisfaction, such as engaging tasks and opportunities for personal and professional development. It also looks at extrinsic factors like fair pay, supportive management, and a positive work atmosphere, analyzing their role in enhancing employee satisfaction.

By uncovering the complex array of factors that contribute to job satisfaction, organizations can create environments where employees feel appreciated, involved, and fulfilled. This comprehensive approach not only boosts individual well-being but also fosters a culture of productivity and innovation, leading the organization toward long-term success. In the quest for organizational achievement, employee satisfaction is a fundamental element. This abstract explores the core of employee satisfaction, highlighting its multi-dimensional nature and the various factors that lead to its realization.

**Keywords:** *Employee Contentment or Satisfaction, Culture, Supervisory, Resources, Welfare, Employee Retention and Motivation.*

### **INTRODUCTION OF THE STUDY**

Employee satisfaction is a broad concept used by HR professionals to gauge how content employees are with various aspects of their jobs, work experiences, and their organizations. It is a crucial metric for assessing the overall well-being of an organization, which is why many companies conduct regular surveys to measure and monitor employee satisfaction over time. High levels of satisfaction suggest that employees are pleased with how they are treated by their employers.

Although employee satisfaction and employee engagement are often used interchangeably, they are not identical. Engagement is one factor that affects overall satisfaction, and vice versa, but they are distinct. Satisfaction, while essential for retention, does not necessarily predict performance. Engagement, which reflects an employee's enthusiasm for their work, is directly linked to productivity. Ideally, satisfaction should result from both tangible factors such as pay and benefits, as well as intangible aspects like engagement, recognition, and effective leadership. If an organization neglects either aspect, it might end up with employees who are merely content with their material benefits and perform only the minimum required, or with highly engaged individuals who are excelling in their roles while seeking new opportunities that better meet their material needs.

## **OBJECTIVES OF THE STUDY**

- To evaluate the level of employee satisfaction within the industry.
- To identify the factors that affect employees' job satisfaction.
- To examine employee contentment regarding working hours and leave policies within the industry.
- To understand employees' satisfaction with the provided facilities.
- To provide actionable recommendations to enhance employee satisfaction.
- To assess employee satisfaction related to their working conditions and compensation.

## **REVIEW OF LITERATURE**

**Morgue (2018)<sup>1</sup>** In his study on the Employee satisfaction of the employees of white collar jobs found that fifty five male employees were satisfied with their job as opposed to thirty five percent female employees who were not satisfied with their job. This study highlighted the relationship between gender and Employee satisfaction and concluded that satisfaction is affected by gender.

**Yannis Markovitsset.al (2018)<sup>2</sup>**Participants reported their employee satisfaction, organizational commitment and their self-regulatory focus. Results show, as expected, that participants after the start of the crisis were lower in extrinsic employee satisfaction, affective organizational commitment and were also (unexpectedly) lower in normative commitment, while these attitudinal changes were explained by decreased promotion orientation and increased prevention focus. Rather unexpectedly, pre-crisis and crisis samples did not differ in levels of continuance commitment.

**Gardon (2018)<sup>3</sup>** In his research on the Employee satisfaction of the workers of industrial concern and human needs industries found that if a person's individual needs are satisfied then their Employee satisfaction increases; thereby reflecting a positive relation with the Employee satisfaction. Studied on the Employee satisfaction and school management and concluded that effective education is necessary to develop a good image of the industry employees, Employee satisfaction increased by perfect management.

**Garazi Azanza et.al (2019)**<sup>4</sup>The promotion of a flexibility-oriented organizational culture, based on support and innovation, may provide a great value in today's competitive economy. This type of organizational culture may be a breeding ground for authentic leadership, which, in turn, has positive effects on employees' attitudes. This study examines how flexibility-oriented organizational cultures facilitate positive outcomes at the employee level through its impact on authentic leadership. The results show that authentic leadership partially mediates the positive relationship between flexibility-oriented organizational cultures and employees' employee satisfaction.

**Mohammad Hosein Lotfi et.al (2019)**<sup>5</sup>This study is analyzing the relationship between organizational justice and employee satisfaction among the employees of industry. Statistical Society of this study includes all personnel of the organization and the sample size includes 260 people that were selected randomly. This study was of correlational descriptive-analytic type and for data collection, organizational justice and employee satisfaction questionnaires were used.

**Sinha and Singh (2019)**<sup>6</sup> studied the relationship between Employee satisfaction and absenteeism. A random sample was selected from various industries of Tisco, Jamshedpur. The sample consisted of high and low absentee workers. Respondents consisted of 50 each from both the categories. Employee satisfaction questionnaire consisted of items of four components of Employee satisfaction namely nature of work, wages and security, supervisors and supervision and company's overall personnel policy. It was found that low absentees were significantly more satisfied with their job than high absentees.

**Sinha and Sharma (2020)**<sup>7</sup> Conducted a research on attitude and Employee satisfaction with the help of randomly selected 100 workers which were from a light engineering factory around Calcutta. It was found that Employee satisfaction was inversely related to favorable attitude towards the union. This implies, greater the Employee satisfaction, the less favorable was the attitude towards the union.

**Isaiah O.Ugboro(2020)**<sup>8</sup> Top management leadership and employee empowerment are considered two of the most important principles of total quality management (TQM) because of their assumed relationship with customer satisfaction. As a result, many top management leadership and employee empowerment strategies and practices have been suggested in the management literature. However, few studies have been done to test this assumed relationship and determine which of these strategies and practices may be most effective in bringing about the intended results.

**Prasad (2021)**<sup>9</sup> studied the personality and the relative elements of Employee satisfaction namely age and experience. In his study he concluded that the age of professionals had no effect on Employee satisfaction, while Employee satisfaction increased with the frequencies of experience thereby showing significant relation with the Employee satisfaction.

**Evelyn Tnay (2021)**<sup>10</sup> This study aims to investigate and find out the influences of employee satisfaction and organizational commitment on employee turnover intention in an industry. In addition, both descriptive and inferential statistics were applied to analyze the data obtained. The research findings showed that for the independent variable of employee satisfaction with the factors on satisfaction with pay and supervisory support had a low and negative significant relationship on employees' turnover intention.

**Rajgopal (2022)**<sup>11</sup> in his study explored the relationship between satisfaction and productivity of industry workers belonging to high and low industries. 75 workers each from high Productive and low Productive industries were chosen for the study. They were asked to indicate their degree of satisfaction/dissatisfaction on a 5-point scale ranging from extreme satisfaction to extreme dissatisfaction on thirty items representing seven aspects of work (i.e., salary, job, management, working condition, welfare facilities, co-workers, and union management relations).

**D.G.Kulkarni, (2023)**<sup>12</sup> It focuses on the effects of perceived work life balance and Employee satisfaction on organizational commitment among employees. It was predicted that perceived work life balance fosters Employee satisfaction which leads to the organizational commitment among employees in the long run. Results showed that respondents have a moderate level of perceived work life balance, Employee satisfaction and organizational commitment. Author concludes that work life balance and Employee satisfaction are important for developing and enhancing organizational commitment among healthcare workers.

**Monalisa Mohapatra, (2023)**<sup>13</sup> This study states that Employee satisfaction is related to work, co-workers, promotion, pay, and supervision relates to customer orientation. In the service industry front line people are the one who interact with the customers on a regular basis and influence the customer perception by their behaviors as well as the appearance of the product /service knowledge. Promotion is a key factor in Employee satisfaction. It is the duty of the manager to monitor and improve the employee satisfaction level related to supervision quality, working conditions, intrinsic compensations and benefits and company policies so that it helps in achieving the desired level of satisfaction within the employees.

**Nirav Dave, (2023)**<sup>14</sup> The study on predictors of Employee satisfaction among selected faculty members have found that generally, faculty members specializing in the areas of agricultural faculty member education, communication, leadership and additional room education were reasonably content with their work. Faculty members specializing in agricultural communications reported the maximum level of overall job contentment. -Desire for Empowerment: A Comparative Study in Canada and India,” International Journal of Management, vol. 29, no.1, 2023

## **RESEARCH METHODOLOGY**

The research worker contacted the respondents personally with well-prepared sequentially arranged questions. The questionnaire is prepared on the basis of objectives of the study. Direct contact is used for surveys, i.e., contacting employees directly in order to collect data.

### **Sample size**

The study sample constitutes 120 respondents in the research area.

### **Sampling Design**

The researcher has used probability sampling in which stratified random sampling is used.

### **Collection of Data**

Most of the data collected by the researcher is primary data through personal interview, where the researcher and the respondent operate face – to –face.

### **Analysis of Data**

The data are collected through surveys and books, reports, newspapers and internet etc., the survey conducted among the employees of the industry. The data collected by the researcher are tabulated and analyzed in such a way to make interpretations. Various steps, which are required to fulfill the purpose, i.e., editing, coding, and tabulating

### **Tools for Analysis of Data**

1. Simple Percentage Method
2. Chi-square Method
3. Correlation
4. Anova

## **DATA ANALYSIS AND INTERPERTATION**

### **CHI-SQUARE TEST**

#### **NULL HYPOTHESIS**

H<sub>0</sub>: There is no significance relationship between age and relationship between you and co – workers.

#### **ALTERNATIVE HYPOTHESIS**

H<sub>1</sub>: There is a significant relationship between age and relationship between you and co – workers.

### Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
No of years in working service * Satisfied with work load	120	100.0%	0	.0%	120	100.0%

### No of years in working service \* Satisfied with work load

#### Cross tabulation

Count		Satisfied with work load					Total
		Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied	
No of years in working service	Below 4 Year	40	8	0	0	0	48
	4-8 year	0	32	0	0	0	32
	8-12 year	0	9	20	0	0	29
	Above 12 year	0	0	2	4	5	11
Total		40	49	22	4	5	120

#### Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.439E2 <sup>a</sup>	12	.000
Likelihood Ratio	207.325	12	.000
No of Valid Cases	120		

a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .37.

### Symmetric Measures

		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Ordinal by Ordinal	Gamma	1.000	.000	23.211	.000
Measure of Agreement	Kappa	.c			
N of Valid Cases		120			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Kappa statistics cannot be computed. They require a symmetric 2-way table in which the values of the first variable match the values of the second variable.

### RESULT

Hence the value is less than 0.05, we accept null hypothesis and reject alternative hypothesis. So there is no significant difference between age and relationship between you and co – workers

### CORRELATION

The table shows that the relationship between age group of the respondents and no of years in working service

		Age	No of years in working service
Age	Pearson Correlation	1	.889**
	Sig. (2-tailed)		.000
	N	120	120
No of years in working service	Pearson Correlation	.889**	1
	Sig. (2-tailed)	.000	
	N	120	120

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## NONPARAMETRIC CORRELATIONS

			Age	No of years in working service
Kendall's tau_b	Age	Correlation	1.000	.830**
		Coefficient		
		Sig. (2-tailed)	.	.000
	N	120	120	
	No of years in working service	Correlation	.830**	1.000
		Coefficient		
		Sig. (2-tailed)	.000	.
	N	120	120	
Spearman's rho	Age	Correlation	1.000	.883**
		Coefficient		
		Sig. (2-tailed)	.	.000
	N	120	120	
	No of years in working service	Correlation	.883**	1.000
		Coefficient		
		Sig. (2-tailed)	.000	.
	N	120	120	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## RESULT

This is a positive correlation. There are relationships between the age group of the respondents and no of years in working service.

## ANOVA

### NULL HYPOTHESIS

**H<sub>0</sub>:** There is no significant relationship between age of the respondents and training and no of years in working service.

### ALTERNATIVE HYPOTHESIS

**H<sub>1</sub>:** There is a significant relationship between age of the respondents and training and no of years in working service.

## ANOVA

Age		Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	(Combined)	91.528	3	30.509	148.874	.000
	Linear	68.844	1	68.844	335.931	.000
	Term	91.085	1	91.085	444.464	.000
	Deviation	.442	2	.221	1.079	.343
Within Groups		23.772	116	.205		
Total		115.300	119			

### RESULT

From the above analysis, we find that the calculated value of the F-value is a positive 148.874 value, so H1 accepts. Since the P value 0.000 is less than  $< 0.05$  regarding there is a significant relationship between age of the respondents and training and no of years in working service. The results are significant at 4% level.

### DISCUSSION

The greater number of respondents are male 61.7%. The maximum respondents are the people from the age of 25 to 35 years 39.2%. The greater number of respondents are married 51.7%. The maximum respondents come under the category of below 3 members of the family and its value is 35%. Majority 30.8% of the respondents educational qualification are higher secondary and graduate. Majority 40.8% of the respondents are in the maintenance department. Majority 40% of the respondents' service are below 4 years. Majority 43.3% of the respondents are half shift work. Majority 37.5% of the respondents are highly satisfied in supervision of the superior. Majority 32.5% of the respondents are satisfied with the relationship between coworkers. Majority 40.8% of the respondents are satisfied with their workload. Majority 31.7% of the respondents are satisfied and neutral in safety measures in the organization. Majority 44.2% of the respondents are highly satisfied in the working environment. Majority 45% of the respondents are highly satisfied with loan facilities. Majority 36.7% of the respondents are educational loans. Majority 35% of the respondents are satisfied with the water facility.

Majority 26.7% of the respondent's opinion are dissatisfied with job security. Majority 35% of the respondents are satisfied with the bonus and incentives provided by the company. Majority 39.2% of the respondents are satisfied with welfare facilities provided to the employees. Majority 47.5% of the respondents are neutral in prospect for employees in our organization. Majority 35.8% of the respondents strongly agree in work according to qualification and skills. Majority 36.7% of the respondents agree that organizations perform their duties effectively. Majority 54.2% of the respondents are salary increase factors that motivate most.

### **SUGGESTIONS**

- Majority of the employees feel that their workload is heavy. So, the necessary steps to be taken to reduce the workload.
- The researcher wishes to bring the following suggestion to the management of the automobile industry at Chennai.
- The organization should improve the benefit and services provided to the employee's interest would be stimulated.
- The company should plan out the welfare activities in an effective way to improve the organization image in the eyes of the public.
- The organization should make all the employees aware of the rules and regulations of the company.
- The industries should be providing safety measures to employees.

### **CONCLUSION**

Welfare facilities provided to the employees were found to be satisfactory. It has been found from the study that the worker had a positive attitude towards their job and management. The study conducted also revealed that a majority of the workers of the industries at Chennai, were satisfied with their job and work environment. The relationship with the supervisors and the co-workers also provides a conducive work environment for the workers. The study therefore highlights the various aspects of welfare facilities that provide satisfaction for the employees. Finally the study has been helpful to my knowledge about job satisfaction to the employees in the Industries.

### **REFERENCE**

1. Morgue (2018) "The Nature and Causes of Job Satisfaction, in Marvin Dunnette," Handbook of Industrial and Organizational Psychology, pp. 1297-1350, 1976

2. YannisMarkovits et.al (2018) “ Economic crisis and the employee: The effects of economic crisis on employee job satisfaction, commitment, and self-regulation” *European Management Journal*, online 19 October 2013.
3. Gardon (2018) “Job Satisfaction and Organization Structure as Moderators of the Effects of Empowerment on Organizational Citizenship Behavior: A Self-Consistency and Social Exchange Perspective,” *International Journal of Management*, vol. 28, no.3, 2018.
4. GaraziAzanza et.al (2019) “Authentic leadership and organizational culture as drivers of employees’ job satisfaction” *Revista de Psicología del Trabajo y de las Organizaciones*, Volume 29, Issue 2, August 2013, Pages 45-50.
5. Mohammad HoseinLotfi et.al (2019) “Economic crisis and the employee: The effects of economic crisis on employee job satisfaction, commitment, and self-regulation” *European Management Journal*, online 19 October 2019.
6. Sinha and Singh (2019) “Psychological Climate as an Antecedent of Job Satisfaction and Job Involvement,” *The Indian Journal of Industrial Relations*, vol. 46, no.3, 2019
7. Sinha and Sharma (2020) “The Job Satisfaction-Job Performance relationship: A qualitative and quantitative review,” *Psychological Bulletin*, pp. 376-407, 2019
8. Isaiah O. Ugboro , Kofi Obeng (2020) Top management leadership, employee empowerment, job satisfaction, and customer satisfaction in TQM organizations: an empirical study *Journal of Quality Management* Volume 5, Issue 2, 3rd Quarter 2000, Pages 247–272 Received 1 June 1996, Revised December 1999, Accepted 1 April 2000, Available online 22 May 2020
9. Prasad (2021) “Predictability of Job Satisfaction: An Analysis from Age Perspective,” *The Indian Journal of Industrial Relations*, vol. 46, no. 3, 2021
10. Evelyn Tnay,Abg Ekhsan Abg Othman (2021)The Influences of Job Satisfaction and Organizational Commitment on Turnover Intention *Procedia - Social and Behavioral Sciences*Volume 97, 6 November 2013, Pages 201-208 Available online 5 December 2021
11. Rajgopal (2022) “the effect of empowerment on employees’ job satisfaction” Vol.: 7 No: 1 2022
12. D.G.Kulkarni, (2023) “Salary and Satisfaction: Private-Public Sectors in J&K”, *SCMS Journal of Indian Management*, 2023
13. Monalisa Mohapatra, (2023) “job satisfaction and promotions”, *Industrial Relations*, vol. 50, no.1, 2023.

RNI Registration No. TNENG/2014/59303



Vivekananda Institute of Management Studies,  
Karuvalur Road, Kovilpalayam, Coimbatore-641107  
Email: [vim@vimsobe.ac.in](mailto:vim@vimsobe.ac.in) [www.vimsobe.ac.in](http://www.vimsobe.ac.in)