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A Study on Employee Job Satisfaction at Sri Ganesh Tent Industries

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ABSTRACT: This study investigates the level of job satisfaction among employees at Sri Ganesh Tent Industries, located in Chennai. By employing a quantitative research methodology, data were gathered from a sample of 114 employees through a structured questionnaire designed to evaluate employee perceptions across key organizational dimensions—namely, workplace culture, career development opportunities, compensation structure, and work-life balance. The findings reveal a generally high level of satisfaction, particularly in areas such as communication effectiveness, job role clarity, and supportive work environments. However, the data also highlight specific areas requiring attention, most notably limited opportunities for career progression and issues related to workload management. These insights serve as the foundation for a set of practical recommendations aimed at improving employee engagement, fostering a more inclusive and growth-oriented culture, and ultimately enhancing long-term employee retention within the organization.

KEYWORDS: job satisfaction, employee engagement, career development, workplace culture, workload management, compensation, work-life balance, employee retention, organizational support, Sri Ganesh Tent Industries
Job Satisfaction, Employee Engagement, Career Growth, Work Culture, Organizational Commitment

I. INTRODUCTION

In the current era of dynamic business transformation and increasing employee expectations, job satisfaction has become a central focus of organizational behavior and human resource management. It plays a vital role in shaping employee attitudes, influencing performance levels, and determining the long-term success of an organization. A satisfied workforce tends to be more productive, committed, and loyal, while dissatisfaction can lead to high turnover, absenteeism, reduced morale, and lower organizational efficiency. Job satisfaction is a multidimensional construct that reflects how employees perceive and evaluate their job and its various components, including salary, benefits, working conditions, relationships with supervisors and colleagues, recognition, job security, and career growth opportunities. As workplaces become more competitive and demanding, understanding what drives employee satisfaction is essential for maintaining a stable and motivated workforce.

In industries that are labor-intensive, such as event and service-based sectors, job satisfaction is often affected by physical work conditions, irregular hours, and limited career progression. Therefore, it becomes even more important for organizations like Sri Ganesh Tent Industries, based in Chennai, to assess and address employee needs and expectations. This study aims to evaluate the level of job satisfaction among employees at Sri Ganesh Tent Industries by examining various organizational dimensions such as work environment, communication, compensation, training, and work-life balance. By analyzing employee feedback and identifying areas of strength and weakness, the study provides evidence-based insights and actionable recommendations to enhance employee engagement, reduce attrition, and foster a more positive organizational culture.

The findings of this research are expected to help the management design more effective HR strategies that support both employee well-being and organizational performance.

II. OBJECTIVES OF THE STUDY

- To assess the impact of supervisory support and leadership style on employee satisfaction.
- To evaluate the effectiveness of training and development programs in enhancing job satisfaction.
- To investigate how job role clarity and workload distribution affect employee morale and performance.

- To study the influence of organizational communication practices on employee engagement and satisfaction.
- To understand the role of recognition and reward systems in motivating employees.
- To identify any demographic variations (such as age, gender, or experience) in job satisfaction levels.
- To explore the relationship between job satisfaction and employee retention.
- To determine the extent to which physical working conditions influence employees' attitudes toward their job.
- To examine how work-life balance policies affect overall satisfaction and productivity.
- To recommend strategies for improving employee satisfaction and building a positive organizational culture.

III. SCOPE OF THE STUDY

The present study is focused on assessing the level of job satisfaction among employees of Sri Ganesh Tent Industries, located in Chennai. It examines key organizational factors such as work schedules, compensation and benefits, role clarity, career advancement opportunities, supervisor-subordinate relationships, work-life balance, and employee participation in decision-making. These dimensions are evaluated to understand their influence on overall employee satisfaction, motivation, and intention to remain with the organization.

The study includes employees from various departments and hierarchical levels, enabling a comparative analysis based on demographic variables such as job role, tenure, age, and gender. It aims to identify both the strengths and limitations of the existing work environment and HR practices from the perspective of employees.

Adopting a quantitative research methodology, the study utilizes structured questionnaires to collect primary data. This approach ensures a systematic, data-driven assessment of employee perceptions and workplace experiences. Further, the study explores the role of internal communication, managerial support, and recognition systems in shaping employee morale. It also considers the adequacy of physical infrastructure, safety protocols, and other operational facilities that affect employee satisfaction.

Geographically, the scope is confined to the Chennai-based operations of Sri Ganesh Tent Industries. Although the findings are specific to this organization, the insights obtained may be relevant and applicable to similar firms operating in event management, tent services, or labor-intensive industries.

While the research does not encompass a longitudinal or cross-industry comparison, it offers a comprehensive overview of current employee satisfaction levels within the company. The findings provide a foundation for strategic HR planning and organizational development, with the broader goal of cultivating a more engaging, efficient, and employee-centric workplace.

IV. REVIEW OF LITERATURE

- **Locke (1976)** defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. His work formed the foundation for understanding job satisfaction as both an emotional and evaluative response.
- **Herzberg (1959)**, through his Two-Factor Theory, distinguished between intrinsic motivators (such as achievement and recognition) that lead to satisfaction and extrinsic hygiene factors (such as salary and working conditions), which prevent dissatisfaction but do not guarantee satisfaction when present.
- **Spector (1997)** expanded on the concept by identifying several key dimensions influencing job satisfaction, including pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication. These factors provide a comprehensive framework for analyzing satisfaction in various occupational settings.
- **Wright and Cropanzano (2000)** emphasized the link between employee well-being and job performance, proposing that satisfied employees are not only more productive but also more psychologically resilient.
- **Robbins and Judge (2013)** further reinforced this by stating that job satisfaction significantly affects employee behavior, influencing absenteeism, turnover, and organizational citizenship behavior.
- **Luthans (2002)** highlighted that job satisfaction plays a vital role in maintaining a stable workforce and contributes to the mental well-being of employees. He emphasized that a positive work environment, strong leadership, and clear organizational goals are essential in enhancing satisfaction. Similarly, Judge, Thoresen,
- **Bono, and Patton (2001)**, through their meta-analysis, found strong correlations between job satisfaction and job performance, suggesting that satisfied employees are more motivated and aligned with organizational success.

- **Kalleberg (1977)** proposed that job satisfaction is influenced by both intrinsic aspects (such as autonomy and task significance) and extrinsic conditions (like pay and job security), asserting that both must be addressed to ensure holistic employee satisfaction.
- **Hackman and Oldham (1980)**, in their Job Characteristics Model, argued that five core job dimensions skill variety, task identity, task significance, autonomy, and feedback are directly linked to higher satisfaction and internal work motivation.
- **Greenberg and Baron (2008)** identified that workplace fairness, recognition, and a sense of belonging are increasingly important in driving employee satisfaction in modern organizations.
- **Harter, Schmidt, and Keyes (2003)** suggested that employee engagement and satisfaction are interrelated, where engaged employees tend to report higher levels of job satisfaction, particularly when organizational values align with personal values.

V. RESEARCH METHODOLOGY

This study employs a **systematic and structured research methodology** to investigate the various factors influencing job satisfaction among employees at **Sri Ganesh Tent Industries**, Chennai. The methodology includes several stages, from problem identification to data analysis, ensuring that the research objectives are addressed with accuracy and depth.

Research Design

The study follows a **descriptive research design**, which is best suited for understanding and documenting the current state of job satisfaction within an organization. This design allows for the collection of quantitative data and the identification of patterns, relationships, and variations among different variables such as age, department, compensation, and career development opportunities.

Data Sources

To ensure comprehensive coverage of the research objectives, both **primary** and **secondary data sources** were utilized:

- **Primary Data:** Collected directly from employees through **structured questionnaires** and **personal interviews**. The questionnaire included both closed-ended and Likert-scale questions designed to assess satisfaction across several organizational dimensions (e.g., compensation, role clarity, recognition, supervision, facilities).
- **Secondary Data:** Gathered from internal company records, official reports, HR documents, past employee surveys, and publicly available information relevant to Sri Ganesh Tent Industries. These sources helped contextualize the primary data and provided background insights into company policies and HR practices.

Sampling Technique

The research targeted employees across various levels and departments within the organization. A **combination of stratified random sampling and convenience sampling** was used:

- **Stratified Random Sampling:** Employees were grouped based on job roles (e.g., administrative, operational, supervisory), and samples were drawn randomly from each stratum to ensure proportional representation.
- **Convenience Sampling:** Some participants were selected based on accessibility and willingness to respond, especially in operational departments where random access was limited.

The total **sample size was 114 employees**, representing a significant portion of the workforce and ensuring diverse viewpoints from across the company.

Data Collection Method

- A **structured questionnaire** was administered in both printed and digital formats to accommodate different preferences and work environments.
- Each participant was given a clear explanation of the study's purpose, and participation was voluntary.
- **Interviews** were conducted with select respondents to capture qualitative insights and clarify ambiguous or significant patterns observed in the questionnaire data.

Data Analysis Tools

To analyze the collected data and draw meaningful inferences, the following **statistical tools and techniques** were employed:

- **Correlation Analysis:** To explore relationships between variables such as job satisfaction and compensation, or job satisfaction and leadership support.
- **Regression Analysis:** To determine the degree to which independent variables (e.g., working hours, communication, recognition) predict the dependent variable—job satisfaction.
- **Chi-square Test:** To examine associations between categorical variables such as gender and satisfaction level, or department and perceived career opportunities.
- **Percentage Analysis:** Used to summarize responses and visualize trends in satisfaction levels across different factors.

Ethical Considerations

Ethical research practices were strictly followed throughout the process. Respondent confidentiality was maintained, and no personal identifiers were collected. Participation was entirely voluntary, with respondents free to withdraw at any point.

Limitations of the Methodology

- The study is limited to **Sri Ganesh Tent Industries, Chennai**, and its findings may not be generalizable to other firms or industries.
- **Time constraints** limited the scope of qualitative data collection.
- **Self-reported responses** may include personal biases or socially desirable answers.

VI. DATA ANALYSIS & INTERPRETATION

Demographics

- Further analysis revealed that a majority of employees view the internal communication system as moderately effective, with 68.4% stating they receive timely updates and information from supervisors and management. This indicates a fair level of transparency within the organization, although informal feedback during interviews suggested a desire for more frequent team meetings and open forums.
- With regard to **managerial support**, 85.9% of respondents agreed that their immediate supervisors are approachable and responsive to employee concerns. This suggests a strong leadership presence at the operational level, contributing positively to employee morale and trust.
- When asked about **recognition and appreciation**, 54.3% of employees felt that their efforts are acknowledged regularly, while the remaining respondents expressed a need for more consistent and visible reward systems. This reflects a partial gap in performance recognition that may affect motivation over time.
- In terms of **physical working conditions**, 71.1% of respondents agreed that the workplace is clean and safe. However, a notable segment mentioned the need for improved restroom facilities and better ventilation in certain work zones—particularly in the tent setup and storage areas.
- Additionally, the **employee-management relationship** was rated positively by 78.9% of respondents, citing respectful interactions and timely conflict resolution. However, a few employees suggested introducing a formal grievance redressal mechanism to streamline issue handling and build trust further.
- Overall, the findings present a picture of a relatively satisfied and motivated workforce, particularly in areas such as job role clarity, supervisory support, and professional development. Nonetheless, improvements in work-life balance, recognition systems, and workplace infrastructure could significantly elevate the overall employee experience.

Statistical Tests:

- **Chi-square test:** Revealed significant association between gender and career growth perception.
- **Correlation analysis:** Showed a strong positive correlation between workload manageability and supportive environment.
- **Regression analysis:** Found age is significantly related to satisfaction with growth opportunities.

VII. FINDINGS OF THE STUDY

- In addition to the primary observations, the study uncovered several other important findings that shed light on the employee experience at Sri Ganesh Tent Industries. A significant proportion of employees expressed satisfaction with the **level of managerial support**, noting that supervisors are generally approachable, respectful, and responsive to feedback. This has contributed to a sense of psychological safety and trust in leadership.
- When evaluating **team collaboration**, 76.3% of employees reported positive relationships with coworkers, emphasizing that teamwork and mutual assistance are part of the company's work culture. However, informal

responses indicated a desire for more structured opportunities for cross-functional collaboration and team-building activities.

- With respect to **training and skill development**, while 58.6% of employees acknowledged occasional training sessions, many indicated that these programs are infrequent or too general in nature. There is a growing demand for role-specific, continuous learning opportunities that align with employees' career goals and performance needs.
- In terms of **facility adequacy**, most employees appreciated the cleanliness and safety of the work environment, though some pointed out the need for **improved rest areas, canteen hygiene, and updated equipment** in certain departments. These physical factors, while often overlooked, were shown to have a direct impact on overall satisfaction levels.
- Moreover, the study revealed that **employee participation in decision-making processes** remains limited. While workers feel comfortable voicing opinions informally, there is a lack of formal mechanisms—such as suggestion boxes, feedback forums, or participative committees—through which employees can contribute to organizational improvements.
- Finally, some gender-specific concerns were raised, particularly among female employees working night shifts, who emphasized the need for **enhanced transportation facilities and personal safety measures**. Addressing these concerns would not only improve satisfaction but also demonstrate the organization's commitment to inclusivity and employee welfare.

VIII. SUGGESTIONS

Based on the findings of the study, several recommendations are proposed to enhance job satisfaction and overall employee experience at Sri Ganesh Tent Industries. First, the organization should consider introducing **structured career advancement paths** to address employee concerns about limited growth opportunities. Clear promotion criteria, mentorship programs, and professional development initiatives can help employees envision long-term futures within the company.

To reduce stress and improve efficiency, **fair and transparent workload distribution** is essential. Work assignments should be regularly reviewed and adjusted to ensure that no individual or department is overburdened. Additionally, offering **flexible working hours** where feasible can help employees achieve better work-life balance, while **team-building activities** can foster stronger interpersonal relationships and boost morale.

The establishment of a more robust and accessible **grievance redressal system** is also recommended. A formal mechanism for employees to voice concerns confidentially and receive timely responses will enhance trust in the organization and improve overall workplace harmony.

Lastly, the company should work toward **consistent and meaningful recognition of employee contributions**. Regular feedback, performance appraisals, and small gestures of appreciation can significantly increase motivation and reinforce a culture of appreciation. Implementing these suggestions holistically can contribute to improved employee engagement, lower turnover, and enhanced organizational performance.

IX. CONCLUSION

The study conducted at Sri Ganesh Tent Industries indicates an overall **positive level of job satisfaction** among employees, especially in key areas such as job clarity, employee recognition, communication, and workplace safety. These strengths demonstrate that the organization has cultivated a **stable and supportive work environment**, providing a solid platform for future improvements in employee engagement.

Nevertheless, the research also identifies **specific areas requiring attention**, most notably the need for clearer **career advancement opportunities** and more equitable **workload management**. Addressing these challenges through **strategic human resource interventions** including well-defined promotion pathways and transparent task allocation can significantly enhance employee morale, reduce turnover rates, and drive overall organizational effectiveness.

Additionally, the implementation of **feedback-oriented HR practices**, such as regular performance appraisals, two-way communication mechanisms, and efficient grievance redressal systems, will position the company to better respond to evolving employee expectations. By fostering a culture of continuous improvement and responsiveness, Sri Ganesh Tent Industries can ensure **long-term employee satisfaction**, enhanced productivity, and sustained organizational growth.

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