

Project Dissertation Report on

**AN ANALYTICAL STUDY ON JOB
SATISFACTION & MOTIVATION FOR SAINT-
GOBAIN S.A.**

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GUIDE CERTIFICATE

This is to certify that **Ms. Rupali Nirmal** a student of **Delhi School of Management, Delhi Technological University** has completed project work on **“AN ANALYTICAL STUDY ON JOB SATISFACTION & MOTIVATION FOR SAINT-GOBAIN S.A.”** Under my guidance and supervision.

I certify that this is an original work and has not been copied from any source.

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DECLARATION

We have adhered to University policy regarding academic honesty in completing this assignment. The project is based on our original research work. Our indebtedness to other works, studies and publications have been duly acknowledged at the relevant places. This project work has not been submitted in part or in full for any other diploma or degree in this or any other university.

Submitted to **Dr. Meha Joshi** on behalf of the faculty of **Delhi School of Management Delhi Technological University**.

Semester Year: **2019**

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Regards,

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ABSTRACT

Job satisfaction is a very important attribute which is frequently measured by organizations. There is some doubt whether job satisfaction consists of a single dimension or several separate ones. Some workers may be satisfied with some aspects of their work and dissatisfied with others. There does, however, appear to be a positive correlation between satisfaction levels in different areas of work. This suggests a single overall factor of job satisfaction. However, it seems there is no one, general, comprehensive theory which explains job satisfaction. Today is still considered by a few critics to be, a complex concept and difficult to measure objectively. The paper is focused on analyzing employee satisfaction and motivation of 91 employees of Saint-Gobain by focusing on three sections: Employee behavior, engagement opinions and conditions for engagement. Saint-Gobain S.A. is a French multinational corporation, founded in 1665 in Paris and headquartered on the outskirts of Paris, at La Défense and in Courbevoie. Originally a mirror manufacturer, it now also produces a variety of construction and high-performance materials. The company is a component of the Euro Stoxx 50 stock market index. The analysis shows that the employees are neutral towards all three factors but engagement opinions are weighed highest followed up by conditions for engagement and employee behavior. The management is recommended to improve the look of employee engagement and focus on team engagement rather than individual engagement. It is important to consider the research is focused on a small sample size & is geographically limited.

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CHAPTER – 1

INTRODUCTION

1.1 introduction to the topic

Job Satisfaction and occupational success are major factors in personal satisfaction, self-respect, self-esteem, and self – development. To the worker, job satisfaction brings a pleasurable emotional state that can often leads to a positive work attitude. A satisfied worker is more likely to be creative, flexible, innovative, and loyal.

Motivation is a term that refers to a process that elicits, controls, and sustains certain behaviours. For instance: An individual has not eaten, he or she feels hungry, as a response he or she eats and diminishes feelings of hunger. According to various theories, motivation may be rooted in a basic need to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or a desired object, goal, state of being, ideal, or it may be attributed to less-apparent reasons such as altruism, selfishness, morality, or avoiding mortality. Conceptually, motivation should not be confused with either volition or optimism. Motivation is related to, but distinct from, emotion.

Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers. Some questioners ask yes or no questions while others ask to rate satisfaction on 1-5 scale (where 1 represents "not at all satisfied" and 5 represents "extremely satisfied").

Saint-Gobain S.A. is a French multinational corporation, founded in 1665 in Paris and headquartered on the outskirts of Paris, at La Défense and in Courbevoie. Originally a mirror manufacturer, it now also produces a variety of construction and high-performance materials. The company is a component of the Euro Stoxx 50 stock market index.

Saint-Gobain Glass India is a subsidiary of Saint Gobain that manufactures and markets solar control glass, fire resistant glass and other various types of float glasses in India. Saint-Gobain Glass India has its manufacturing plant at Sriperumbudur, 40 kilometers (25 mi) from Chennai.

Saint-Gobain started its venture in India in 1996 by acquiring a majority stake of Grindwell Norton. Later in 2000 it started its own glass manufacturing unit at Sriperumbudur. In June 2011, Saint Gobain Glass India acquired Sezal Glass floatline business, based in the state of Gujarat, India. The acquisition adds about 550 tons per day additional capacity, and the deal was inked at around 150 million USD.

1.2 objective of the study

The main objective of the study is as follows: -

1. To study the methods of measuring job satisfaction of Saint-Gobain S.A.
2. To analyze the company's working environment.
3. To check the degree of satisfaction of employees.
4. To find that they are satisfied with their job profile or not.
5. To study the level of job satisfaction among the employees of Saint-Gobain S.A.

Scope of the study

This study emphasis in the following scope:

- To identify the employees' level of satisfaction upon that job.
- This study is helpful to that organization for conducting further research.
- It is helpful to identify the employer's level of satisfaction towards welfare measure.
- This study is helpful to the organization for identifying the area of dissatisfaction of job of the employees.

- This study helps to make a managerial decision to the company.

Variables:

- Engagement Behaviors
- Conditions For Engagement
- Engagement Opinions

1.3 company profile

Saint-Gobain S.A. is a French multinational corporation, founded in 1665 in Paris and headquartered on the outskirts of Paris, at La Défense and in Courbevoie. Originally a mirror manufacturer, it now also produces a variety of construction and high-performance materials. The company is a component of the Euro Stoxx 50 stock market index.

History

1665-1789: Manufacture Royale

Since the middle of the 17th century, luxury products such as silk textiles, lace and mirrors were in high demand. In the 1660s, mirrors had become very popular among the upper classes of society: Italian cabinets, châteaux and ornate side tables and pier-tables were decorated with this expensive and luxurious product. At the time, however, the French were not known for mirror technology; instead, the Republic of Venice was known as the world leader in glass manufacturing, controlling a technical and commercial monopoly of the glass and mirror business.

The public enterprise *Manufacture royale de glaces de miroirs* (French pronunciation: , *Royal Mirror-Glass Factory*) was established by Jean-Baptiste Colbert in October of 1665 to meet

growing demand for luxury products. The company was created for a period of twenty years and would be financed in part by the State known informally as *Compagnie du Noyer*.

1789-1910: Industrial Revolution

In the 1820s, Saint-Gobain continued to function as it had under the Ancien Régime, manufacturing high-quality mirrors and glass for the luxury market. However, in 1824, a new glass manufacturer was established in Commentry, France, and in 1837 several Belgian glass manufacturers were also founded. Saint-Gobain continued to dominate the luxury high-quality mirror and glass markets and extended its product line to include lower-quality glass and mirrors. The company transformed into a Public Limited Company and became independent from the state for the first time in 1890.

1910-1950: Post Industrial Revolution

Saint-Gobain experienced significant success in the early 20th century. In 1918 the company expanded its manufacturing to bottles, jars, tableware and domestic glassware.

In 1920, Saint-Gobain extended its businesses to fibreglass manufacture. Fibreglass was being used to create insulation, industrial textiles and building reinforcements. In 1937 the company founded *Isover*, a subsidiary fibreglass insulation manufacturer.

During this period, the company developed three new glassmaking techniques and processes; first, a dipping technique used to coat car windows, which prevented glass from shattering in the event of an accident. As a result of that technique, 10% of Saint-Gobain's 1920 sales came from the car industry, and 28% in 1930. Second, a few years later, another technique was developed that allowed glass to be shaped and bent. Finally, a process was developed to coat glass with aluminum, allowing it to be used as a conductor, and allowed the company to create products such as *radiavers* (a glass heater).

1986–present: Expansion

When Saint-Gobain once again became a private enterprise, control of the company quickly changed hands. Jean-Louis Beffa, an engineer and graduate of the École Polytechnique, became the CEO. Beffa invested heavily in research and development and pushed strongly for the company to produce engineered materials, such as abrasives and ceramics.

Under Beffa, the company continued to expand internationally, setting up foreign factories, and acquiring many of its foreign competitors. In 1996 the company bought Poliet (the French building and construction distribution group) and its subsidiaries, such as Point P. and Lapeyre. This expanded Saint-Gobain's product line into construction materials and their distribution.

External venturing

Saint-Gobain also has a division that focuses on connecting entrepreneurs, startups, and innovators to the 50+ bin Saint-Gobain called: NOVA External Venturing. The External Venturing unit has staff in Boston, Paris, and Shanghai interested in connecting with entrepreneurs working in advanced materials, construction products, and environmental sustainability.

Acquisitions and sales

Saint-Gobain has made several recent acquisitions in the past several years. In December 2005, it purchased the British company BPB plc, the world's largest manufacturer of plasterboard, for \$6.7 billion USD. In August 2007, the company acquired Maxit Group, doubling the size of its Industrial Mortars business and adding the manufacture of expanded clay aggregates to its business portfolio. In 2012, the company acquired SAGE Electrochromics, an innovative manufacturer of glass that tints on command.

The company has also sold off various assets. Recently the company sold its cosmetic glass manufacturing business, including a plant in Newton County, Georgia, United States.

Saint-Gobain Gyproc Middle East

Saint-Gobain Gyproc Middle East began trading as Gyproc in 2005. In April 2010, the company's first plasterboard manufacturing plant opened on a seven-hectare site in Abu Dhabi.

Gyproc products have been used on some of the largest projects in the region, including the stations and main depot for Dubai Metro; Atlantis Hotel – Palm Jumeirah, Capital Gate – Abu Dhabi, Ferrari Experience – Abu Dhabi and Masdar Institute – Abu Dhabi.

Saint-Gobain Glass India

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CHAPTER – 2

LITERATURE REVIEW

2.1.Motivation

Motivating employees to perform efficiently towards the goals of organizations is probably the most important task in work management. An organization motivates employees to perform effectively by giving them rewards for their effectiveness and possibly punishment for poor performance. Motivation and satisfaction theory have been explored for over a hundred years beginning with a scientific study by Taylor in 1911 [1] which found that employees do work to enhance their performance and productivity. Many theories and models have been developed to describe the complex behaviors of motivation and satisfaction [2]. Different theories, particularly in psychology, sociology and anthropology, have been established and tested widely by researchers and practitioners in different organizations. These theories were expected to reveal insights into the processes, capabilities, objectives, attitudes and values of employees (including managers) and also their relationships with their work and each other. The theories were also intended to examine the relationships of the organizations with their surroundings, so as to recognize those factors that would influence motivation and satisfaction of individuals. The intention was to improve the effectiveness and productivity of the organization. The concept of motivation is broad and complex, but it has been defined as “the set of processes that arouse, direct and sustain human behaviors toward achieving goals” [3]. Handy [4], described motivation as being complex for both individuals and organizations, and considered that a better understanding of this process would assist in explaining some of the problems and difficulties of people at work. Employees should motivate themselves to work hard to satisfy their personal goals as well as the organizational objectives. In this competitive world it is a challenge for management to motivate employees to offer very good customer service, and organizational goals should be directly related to individual personal goals. The goal-setting model of Locke and Latham [5] predicts that the motivation and performance of employees will be increased if they have clear goals. The challenging issues in organization management at the present time include execution strategies for effective human development in areas such as working

conditions, employee involvement and commitment and satisfaction with work and the organization.

Intrinsic motivation refers to motivation that is driven by an interest or enjoyment in the task itself and exists within the individual rather than relying on any external pressure. Intrinsic Motivation is based on taking pleasure in an activity rather working towards an external reward. Intrinsic motivation has been studied by social and educational psychologists since the early 1970s. Students who are intrinsically motivated are more likely to engage in the task willingly as well as work to improve their skills, which will increase their capabilities. Students are likely to be intrinsically motivated if they:

- attribute their educational results to factors under their own control, also known as autonomy,
- believe they have the skill that will allow them to be effective agents in reaching desired goals (i.e. the results are not determined by luck),
- are interested in mastering a topic, rather than just rote learning to achieve good grades.

Extrinsic motivation refers to the performance of an activity in order to attain an outcome, which then contradicts intrinsic motivation. Extrinsic motivation comes from outside of the individual. Common extrinsic motivations are rewards like money and grades, coercion and threat of punishment. Competition is in general extrinsic because it encourages the performer to win and beat others, not to enjoy the intrinsic rewards of the activity. A crowd cheering on the individual and trophies are also extrinsic incentives.

Social psychological research has indicated that extrinsic rewards can lead to over justification and a subsequent reduction in intrinsic motivation. In one study demonstrating this effect, children who expected to be (and were) rewarded with a ribbon and a gold star for drawing pictures spent less time playing with the drawing materials in subsequent observations than children who were assigned to an unexpected reward condition. For those children who received no extrinsic reward, Self-determination theory proposes that extrinsic motivation can be

internalized by the individual if the task fits with their values and beliefs and therefore helps to fulfill their basic psychological needs.

2.2 Job Satisfaction

Job satisfaction relates to how to encourage improved individual behavior towards work and peers, and participation in the organization. Many definitions have been suggested to characterize job satisfaction, but the basis of job satisfaction is the state where an individual has a positive feeling towards employment. Vroom [6] proposed a straightforward definition and utilized the term 'job satisfaction' and 'job attitude' to indicate "effective orientation with respect to the individual towards work roles which they are currently occupying Pachura P. (4322) demonstrated their research. Job satisfaction describes how content an individual is with his /her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation or aptitude, although it is clearly linked. Job design aims to enhance job satisfaction and performance, methods include job rotation, job enrichment and job re-engineering. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers. Some questioners ask yes or no questions while others ask to rate satisfaction on 1-5 scale (where 1 represents "not at all satisfied" and 5 represents "extremely satisfied").

Models of job satisfaction

Affect Theory

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates

how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

Dispositional Theory

Another well-known job satisfaction theory is the Dispositional Theory Template: Jackson April 2007. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction considering evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.

Factors that influence job satisfaction

Environmental factors

Communication Overload and Communication Underload

One of the most important aspects of an individual's work in a modern organization concerns the management of communication demands that he or she encounters on the job (Krayner, K. J., & Westbrook, L., p. 85). Demands can be characterized as a communication load, which refers to "the rate and complexity of communication inputs an individual must process in a particular time frame (Faraca, Monge, & Russel, 1977)." Individuals in an organization can experience communication over-load and communication under- load which can affect their level of job satisfaction. Communication overload can occur when "an individual receives too many

messages in a short period of time which can result in unprocessed information or when an individual faces more complex messages that are more difficult to process (Farace, Monge, & Russel, 1997).”

Superior-Subordinate Communication

Superior-subordinate communication is an important influence on job satisfaction in the workplace. The way in which subordinates perceive a supervisor's behavior can positively or negatively influence job satisfaction. Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship (Teven, p. 156). Individuals who dislike and think negatively about their supervisor are less willing to communicate or be motivated to work whereas individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their job and work environment. A supervisor who uses nonverbal immediacy, friendliness, and open communication lines is more likely to receive positive feedback and high job satisfaction from a subordinate.

In the workplace today, many employees are affected by the way they feel about their jobs, some positively and others negatively. Given that many people spend most of their adult years working and interacting with people in their jobs, it is essential for people to have the matching personality traits to fit their jobs. Nonetheless, employees impact the organization regardless of the systems or structures the organizations have in place. For instance, Gibson et al, (2006) states that, “job satisfaction depends on the levels of intrinsic and extrinsic outcomes and how the jobholder views those outcomes” (pp. 373). It basically depends on how an individual view his or her work environment. Also, how important the job makes them feel contributes to their shown attitudes toward their job and work environment. The objective of this paper is to examine the causes of job satisfaction, the impacts and to highlight the benefits along with suggestions for improving satisfaction in the workforce. This topic is important because employers need to know if employees are satisfied with their jobs as this impacts the progress of the organization. The use of theories, journals, articles and books would be used in this paper to explain and justify how important job satisfaction is to both employees and employers.

According to Robbins and Judge (2009), job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics.

Dimension Of Job Satisfaction

There is some doubt whether job satisfaction consists of a single dimension or several separate ones. Some workers may be satisfied with some aspects of their work and dissatisfied with others. There does, however, appear to be a positive correlation between satisfaction levels in different areas of work. This suggests a single overall factor of job satisfaction. However, it seems there is no one, general, comprehensive theory which explains job satisfaction. Today is still considered by a few critics to be, a complex concept and difficult to measure objectively. A wide range of variables relating to individual, social, cultural organizational and environmental factors affect the level of job satisfaction. Specifically:

- Individual Factors include personality, education, intelligence and abilities, age, marital status. Orientation to work.
- Social Factors include relationships with co-workers, group working and norms, opportunities for interaction, informal organization.
- Cultural Factors include underlying attitudes, beliefs and values.
- Organizational Factors include nature and size, formal structure, personnel policies and procedures, employee relations, nature of the work, technology and work organization, supervision and styles of leadership, management systems, working conditions.
- Environmental Factors include economic, social, technical and influences. These different factors, all affect the job satisfaction of certain individuals in a given set of circumstances, but not necessarily in others. The various studies of job satisfaction have some validity and have served the businesses in times of need and performance appraisal.

THE CAUSES OF JOB SATISFACTION

Five predominant models of job satisfaction focus on different causes.

Need Fulfilment: These models propose that satisfaction is determined by the extent to which the characteristics of a job allow an individual to fulfil his or her needs. Unmet needs can affect both satisfaction and turnover.

Discrepancies: These models propose that satisfaction is a result of met expectations. Met expectation represent the difference between what an individual expects to receive from a job and what he or she receives. When expectations are greater than what is received a person will be dissatisfied. This model predicts that individual will be satisfied when her or she attains out comes above and beyond expectation.

Attainment: Satisfaction result from the perception that a job allows fulfilment of an individual's important work values. Managers can thus enhance employee satisfaction by structuring the work environment and its associated rewards and recognition to reinforce employee values.

Equity: In this model, satisfaction is a function of how fairly an individual is treated at work. Satisfaction result from one's perception that work outcomes, relative to inputs, compare favorably with a significant other outcomes/inputs.

Dispositional/Genetic components: This model is based on the belief that job satisfaction is partly a function of both personal traits and genetic factors. It implies that stable individual differences are important in explaining job satisfaction.

Determinants Of Job Satisfaction

While analyzing the various determinants of job satisfaction, we must keep in mind that: all individuals do not derive the same degree of satisfaction though they perform the same job in the same job environment and at the same time. Therefore, it appears that besides the nature of job and job environment, there are individual variables which affect job satisfaction. Thus, all those factors which provide a fit among individual variables, nature of job, and situational variables determine the degree of job satisfaction.

Individual factors: Individuals have certain expectations from their jobs. If their expectations are met from the jobs, they feel satisfied. These expectations are based on an individual's level of education, age and other factors.

Level of education: Level of education of an individual is a factor which determines the degree of job satisfaction.

For example, several studies have found negative correlation between the level of education, particularly higher level of education, and job satisfaction. The possible reason for this phenomenon may be that highly educated persons have very high expectations from their jobs which remain unsatisfied. In their case, Peter's principle which suggests that every individual tries to reach his level of incompetence, applies more quickly.

Job Characteristics Model

Hackman & Oldham proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.). The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors. A meta-analysis of studies that assess the framework of the model provides some support for the validity of the JCM.

Measuring Job Satisfaction

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale (named after Rensis Likert). Other less common methods of for gauging job satisfaction include: Yes/No questions, True/False

questions, point systems, checklists, and forced choice answers. This data are sometimes collected using an Enterprise Feedback Management (EFM) system. The Job Descriptive Index (JDI), is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or can't decide (indicated by '?') in response to whether given statements accurately describe one's job. A related scale is the Job in general index, which asks employees how satisfying their job is in a broad overall sense. In certain situations, it can be more useful than the JDI because rather than focusing on individual facets, it asks about work satisfaction in general.

Other job satisfaction questionnaires include: the Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the Faces Scale. The MSQ measures job satisfaction in 20 facets and has a long form with 100 questions (five items from each facet) and a short form with 20 questions (one item from each facet). The JSS is a 36-item questionnaire that measures nine facets of job satisfaction. Finally, the Faces Scale of job satisfaction, one of the first scales used widely, measured overall job satisfaction with just one item which participants respond to by choosing a face.



Information Technology and Worker Satisfaction

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Survey Brief

Information Technology and Worker Job Satisfaction. This survey brief examines the determinants of job satisfaction of U.S. workers who use computers on a regular basis. Job satisfaction has been widely researched both in terms of its determinants and its predictive power. Researchers have noted that job satisfaction is directly related to employee turnover/retention rates, and absenteeism (Scott and Taylor 1985) and indirectly to job performance and productivity although the findings for productivity have been somewhat contradictory. Research has been conducted with the general population of workers as well as within specific job types such as bank tellers (Sekaran 1989), health care workers (de Jonge and Schaufeli 1998), information systems workers (Goldstein and Rockart 1984; Igbaria, Parasuraman et al. 1994), factory workers (Mullarkey, Jackson et al. 1997), and managers and professionals (Forgionne and Peters 1982; Oshagbemi 1999). In this analysis we will focus on a broad category of workers who use

computers at a substantial level in their work. We view job satisfaction as emerging from a variety of factors, including characteristics of the organizational environment, specific features of the job, and the personal characteristics of the worker. Higher job satisfaction has been linked with employees who are able to exercise autonomy (Sekaran 1989) and with those who have a higher level of job involvement (Mortimer and Lorence 1989). Women have been found to report significantly higher job satisfaction than men (Hull 1999; Sousa-Poza and Sousa-Poza 2000), although this gender gap appears to be narrowing (Rose 2005). Some researchers have noted that older workers tend to have a higher level of job satisfaction, although a number of studies have shown that the age variable might be more a proxy for experience (Janson and Martin 1982; Kalleberg and Loscocco 1983; Brush, Moch et al. 1987). Older workers also tend

to be situated in higher level positions which might be more fulfilling than the less exciting entry-level positions of those just entering the work force. This research is part of the People, Organizations, and Information Technology project of the Centre for Research on Information Technology and Organizations (CRITO) at the University of California, Irvine. This material is based upon work funded by the U.S. National Science foundation under Grant. Any opinions, findings and conclusions reflected in the material are those of the authors and do not necessarily reflect the views of the National Science Foundation.

Despite the ever more pervasive presence of technology in the workplace, there have been few empirical studies of the effect of computer use on job satisfaction. For many workers, their daily activity is now highly dependent on the use of computers. For example, high levels of computer use are a feature of those who have come to be labelled as “knowledge workers,” -- namely those workers whose main tasks involve the collection, manipulation, interpretation and communication of information. Indeed, for many workers, most information regarding the organization (e.g., contact information, policies and procedures, employee benefits, etc.) is available only electronically. Our core question is: to what extent does reliance on computers for performing one’s job affect the level of satisfaction with the job? This paper is an empirical examination of the relationship of job satisfaction with dependence on computing and information-seeking tasks by focusing on workers who currently use computers in their jobs. All of the workers in the sample use a computer for at least 5 hours per week, and many use computing very extensively in the work environment. In this report we examine conventional variables which have been found to be associated with job satisfaction and we also incorporate variables related more directly to computerization into the analysis to explore any additional effects. We assess the extent to which the computing environment, the degree of use of computing, and the degree of dependence on computing to complete job tasks are associated with job satisfaction. This report utilizes a large sub-sample taken from a survey of 1200 individuals in twelve metropolitan statistical areas (MSAs) in the United States.² Households were selected through random digit dialing; all those within a household who were employed at least 30 hours per week and used a personal computer for at least 5 hours per week were eligible. If more than one person in the household qualified, the respondent was randomly selected from

among those who The twelve MSAs selected were chosen to represent the more sophisticated areas of the U.S. as regards technology use (number of households with computers) and internet infrastructure (access to broadband). They are: Portland, ME, Boston, MA, Middlesex-Somerset-Hunterdon, NJ, Washington, DC-MD-VA, Raleigh-Durham-Chapel Hill, NC, Austin-San Marcos, TX, Des Moines, IA, Fort Collins-Loveland, CO, Minneapolis-St. Paul, MN, Olympia, WA, San Francisco, CA, and Orange County, CA. Within each MSA, a total of 100 respondents were interviewed (using random digit dialling techniques). The overall response rate for the survey was 42%, with MSAs varying from a low of 32% (Middlesex-Somerset-Hunterdon, NJ), to a high of 51% (Portland, ME). Sample qualified. The survey was conducted by telephone during the period April to July 2004. It is a part of the larger Project POINT (People, Organizations, and Information Technology) conducted by researchers at the Center for Research on Information Technology and Organizations (CRITO) located at the University of California, Irvine. Project POINT focuses on how ICTs, especially the Internet, are transforming people's lives in the home and workplace. In this report we focus only on workers who spent at least some of their time in an office setting. Individuals who were self-employed or who worked primarily out in the field or in a home-office were excluded from the analysis. Of the 1200 respondents, 982 fulfilled these requirements. Given the sampling requirement for computer use, the respondents are, in general, more representative of white-collar workers (that is, workers engaged in non-manual labour across a wide variety of occupations), than a representation of all types of workers in the United States. In terms of gender, 45% are male and 55% are female. The average age of the respondents is 42.9 years with about 4% between the ages of 18-24 and 18% aged 55 or higher. Sixty-seven percent of the respondents are college graduates and, of these, 30% also hold a graduate degree; 21% have had some college and 11% have only a high school or trade/vocational school degree. More than 27% of the respondents report a total annual household income of greater than \$100,000, while 20% report household income of less than \$50,000. About 9% work at more than one job. Most of the respondents work in large organizations, with 43% in organizations employing 1,000 or more; only about 5% work in organizations with less than 10 people. Three-quarters of the sample (77%) report working only in the office; the rest also work in the field or at home for some of the time (either telecommuting or "overtime" hours) in an average week. The respondents report working an

average of 45.5 hours per week. Finally, about two-thirds of the sample are in occupations classified as “management, professional & related” and a further 21% are engaged in “sales and office occupations.” Job security is another element which contributes to employee satisfaction. Usually employees may become more satisfied with their jobs and decide to stay in the organization if they know that their jobs are secured. **Meltz (1989: p 149)** defines job security broadly as "an individual remains employed with the same organization with no reduction of seniority, pay and pension rights." Similarly, **Hertzberg (1968)** defines job security as the level to which an organization provides stable employment for employees. There are certain agreements made between the employee and employer which prevent the latter from sacking the former without any valid reasons. However, this particular term has different meanings according to the employment laws of each country. In European countries many employees have indefinite contracts which do not guarantee their jobs for life as it becomes difficult for the employer to get rid of an employee.

Organizational Commitment

Another major impact that job satisfaction can have is worker's commitment to the organization and its culture. Organizational commitment is usually defined as the strength of one's identification and involvement with their respective organization (**Mowday et al., 1979**). Research shows that social involvement predicts organizational commitment where the more involved the individual, the more committed they are (**DeCotiis and Summers, 1987**). Other studies show that organizational commitment is related to a person's intention to leave and turnover (**Shore and Martin, 1989; Tett and Meyer, 1993**) as well as theoretically to job performance (**Mowday et al., 1974**). Essentially, committed individuals are expected to extend greater efforts on the job, having a direct impact on job performance.

Reward systems are designed and managed to improve productivity and control labor costs (**John Bratton and Jeffrey Gold, 2001**). The reward system is a major element in determining the psychological contract within an organization, particularly in circumstances of change. By specifying new performance requirements of employees as a result of strategic change, and the

rewards employees will receive upon their fulfillment, management define new expectations and so alter the employment relationship (**Stiles et al., 1997**).

A reward system consists of:

Policies that provide guidelines on approaches to managing rewards.

Practices that provide financial and non-financial rewards.

Processes concerned with evaluating the relative size of jobs (job evaluation) and assessing individual performance (performance management).

Procedures operated in order to maintain the system and to ensure that it operates efficiently and flexibly and provides value for money.

MOTIVATION THEORIES LINK WITH JOB SATISFACTION

Armstrong **M & Murlis H (2004)** discussed two types of motivation. Intrinsic motivation can be described as 'the process of motivation by the work itself in so far as it satisfies people's needs or at least leads them to expect that their goals will be achieved.' However, extrinsic motivation, as per Armstrong **M & Murlis H (2004)**, is what others do to motivate employees. It happens when management gives such rewards as increased pay, praise or promotion. Motivation theory is important because it helps understand which individual needs that firms have to meet in order to satisfy workers. Abraham Maslow and Frederick Herzberg, (1995), two dominating scholars of behavioral theory while discussing the relationship between individual motivational factors and job satisfaction, claim that in order for firms to understand what motivates people they must understand basic human needs, both psychological and physical. If employees have needs that are not fulfilled it can be assumed that they will be dissatisfied and thereby eventually leave the organization in search of fulfillment elsewhere.

Maslow's hierarchy of needs links to Job Satisfaction

Abraham Maslow (1954) identified five levels of human needs.

The first level contains physiological needs, which can be viewed as physical comfort, pay and basic working conditions. The second level concerns safety and job safety. Social needs, in the third level, relate to factors such as belongingness, friendship and having relationship in the workplace. The fourth level concerns esteem needs received by employees when the organization and its members recognize a worker's achievement and thereby reach a certain level of status. Maslow's fifth and final level, the need for self-actualization, is reached when the worker feels that the job itself provides opportunities to pursue own goals and interests.

The logic of Maslow's hierarchy of needs is that when needs in the lower levels are satisfied, they trigger needs on the higher levels in a sequential fashion. For example, if the worker receives satisfactory pay it immediately triggers needs on the second level, namely job security. When the worker feels secure enough it triggers social needs such as belongingness on the third level, and so on. Maslow claims that a person who succeeds in self-fulfilling himself or herself expresses the true human nature but states that the effort of self-fulfillment is universal and independent of social, cultural and historical conditions. Maslow's argument for the needed effort of self-fulfillment is not justifiable, even though many or even most people strive towards it, as it is not proven to lay in human nature. This links to Herzberg's thinking, derived from his studies with Mausner and Snyderman that people are satisfied by the intrinsic of their work and that performance leads to satisfaction and not the other way around (**Herzberg et al.,2003**).

Frederick Hertzberg's two-factor theory

Frederick Hertzberg's two-factor theory, also known as Hertzberg's Motivation-Hygiene theory is in an organizational context used to identify what motivates people to work and what makes workers satisfied or dissatisfied (**Kempton, 1995**). The two-factor theory can be characterized as structural since the attitudes of workers are placed in direct relation with the workplace environment. This has great practical use for firms, because the firms can increase job satisfaction by manipulating job characteristics that are commonly under their control.

Hertzberg provides a framework for understanding motivational factors divided into external and internal factors. The external factors are called hygiene factors and are often described as basic

factors that need to be met in order not to create dissatisfaction. The internal factors are described as motivational factors, the factors that motivate people to be satisfied through personal growth. In order to foster motivation and satisfaction Herzberg argues that the internal needs have to be met while external needs should be satisfied in order not to have dissatisfied workers. It is by Herzberg viewed not enough to satisfy external needs as salary, physical environment, company policy and other basic needs. If firms cannot provide employees with the possibility to fulfill internal needs of personal growth it will become very difficult to foster motivation and satisfaction, thus making it more difficult to retain worker (**Kempton, 1995**).

Although other researchers who have used Herzberg's methods have failed to arrive at quite such clear-cut conclusions, there is little doubt that the results he drew from his work have had a significant impact on business practices. Other writers tend to think that Herzberg oversimplified satisfaction and dissatisfaction, Herzberg was nevertheless correct in stating that elements of the work and the working conditions affect the level of motivation. In short, regardless of criticisms, Herzberg theory has been extensively read and few hotel managers are unfamiliar with his recommendations.

Researchers have argued that today's organizations operate in hypercompetitive markets characterized by continuous technological change, shortened product lifecycles, and competitors who compete in aggressive ways (**D'Aveni, 1998**). Although the exact processes that generate profitability in such environments remain unclear, there is some agreement that successful organizations are flexible and responsive and react quickly to and anticipate changes in the competitive landscape (D'Aveni, 1998; Bruhn, 2001). Taking this argument, a step further, some authors (e.g., David et al., 1995; Patria, 2001) specifically argue that participative management is one way in which organizations can achieve the responsiveness needed in a hypercompetitive world.

An HR system enables sustainable competitive advantage to the extent that it helps create a workforce whose contributions are valuable, unique, and difficult for competitors to imitate (Davis, 2004). Thus, by creating a value-adding employment system, high-involvement work

practices can contribute to competitive advantage. In this view, firms can achieve sustainable competitive advantage by creating value in a rare and inimitable manner (Guthrie, 2001).

The concept of Participative management has been discussed by many scholars in their literature for more than four decades. Some of the prominent work related to this area was done by **Vroom (1960); Locke and Schweiger (1979); Lawler (1982); Sashkin (1984); Cotton et al., (1988); Cooke (1994)**. Some researchers have claimed that employee participation is significant factor for bringing change in employee job satisfaction and performance (John, 1994).

The appeal of the participative approach was suggested as early as 1937 by H.H. Carey in his definition of "consulting supervision" as the procedure whereby supervisors and executives consult with employees or their peers on matters affecting employees' welfare or interest prior to establishing policies or initiating action (**Vroom, 1960**). From such beginnings the concept of participative management has grown into a full-fledged approach to administration affecting both patterns of organizational relationships and leadership style (**Powell & Schlacter, 1971**).

Participation is a technique in which sharing of influence is done among individuals who are otherwise not hierarchically equal (Locke & Schweiger, 1979). It is a system which encourages employees to participate in the process of making decisions that directly affect their work lives (Bechtold, 1997). According to **John (1994) and Wagner, (1994)** participation aids in improving employees' moral and their performance.

Participation is also depicted in encouragement of ideas and viewpoint of employees by their supervisor or subordinates (Andaleeb & Wolford, 2004). Participation has been examined in terms of its ability to enhance outcomes such as productivity and quality, processes such as communication, decision making, innovation, and labor-management relations, and intrapsychic states such as employee satisfaction and commitment (**John, 1994; Patria, 2001; Guthri, 2001; Kim, 2002; Yohe & Hatfield, 2003; Shan & Kiyani, 2009**).

The concept of employees participation refers to, in general, the participation of the employees with non-managerial functions in the process of making decisions in the organization (Joseph &

Franklin, 1974), considering an interests union between the employer and the employee (Alutto & Acito, 1974), in achieving the long term objectives for the organization and for the persons that work in the organization (**Camelia, 2008**).

The participative management style involves a wide cross-sectional employee in various important decision-making of the organization (Sashkin, 1984). Yohe and Hatfield (2003) states that participative management style involves employee input, allowing the employees to resolve work-related issues. Participative management is utilized to improve work practices, productivity, and organizational performance (**Vroom, 1960; Guthri, 2001**). Many scholars argue (e.g Wagner, 1994; Finchman & Rhodes, 1994; Scott-Ladd et al. 2006; Bhatti & Qureshi, 2007) that employee participation is likely to increase job satisfaction and performance.

Initially, it appears that participative management may lead to high employee job satisfaction and it does seem eminently logical that a happy employee is a "better" employee which may perform well in the organization. However, thousands of studies have been carried out seeking to establish a positive and unmistakable correlation between participative management, employee job satisfaction and performance with nothing conclusive being proven. The unfortunate consequence of this lack of a clear cause and effect relationship, as Dogan (2009) notes, is that "when management discovers there is no guarantee of a one-to-one correlation between participative management, employee job satisfaction and performance interest usually wanes."

The investigations studied (presented below) shows that the results about the relationship between participative management and employee job satisfaction and performance are mixed. This relationship is neither certain nor well understood. It has remained unresolved, and inconsistencies in the broader literature on participation make it reasonable for theorists to question whether research has shown evidence of substantial relationships between participative management and satisfaction or performance.

The research basically aims at resolving the question that "Does the participative approach to management pay off in terms of employee job satisfaction and performance?" Research results in this area would clarify the relationship.

Employee Performance

There is confusion over the exact definition of performance. However, it is considered as an important criterion for organizational outcomes and success. The most commonly recognized theories of job performance are given by John P. Campbell and colleagues. According to psychological perspective, Campbell and colleagues described job performance as an individual level variable. Job performance is most commonly referred as whether a person performs their job well (<http://en.wikipedia.org>). Previous researches propose that participation in decision making affects work practices, rewards and conditions and these are associated with job satisfaction and effective performance. When employees affect the preexistence to work effort, such as problem solving, locus of knowledge, goal setting, satisfaction and performance are improved (Kim, 2002). Further it is discussed that the process is strengthened when employees' needs are satisfied and put in towards attaining organizational goals and this as a result would add to satisfaction and employee performance (**Scott-Ladd et al., 2006**).

Employee Job Satisfaction

Several instruments have been developed to measure employee satisfaction with the job and ultimately with the organization. As satisfaction is a qualitative variable hence to quantify this concept has gain attention of many practitioners and researchers. To measure this variable the factors considered includes working conditions, kind of work, challenges received from job, variety of tasks (Alutto & Acito 1974; Davis, 2004), importance of the job within the organization, opportunity given to use skills and abilities, sense of accomplishment, recognition of work performed (**Kim 2002; Scott et al. 2003; Scott-Ladd & Marshall 2004**).

Employee Performance

To measure whether employees are performing well on their job will be a difficult. As each employee performance measurement criteria may vary on the basis of job nature, type of organization and sector within which the organization is performing. To quantify the performance for managerial employees would be relatively different from non-managerial

employees. As the managerial jobs are broader and difficult to define and the non-managerial tasks usually performed by lower level employees are more specified. Hence, different criteria would be developed for both types (Haung et al., 2009). In general performance is measured in terms of achievement of tasks and duties mentioned in the job description, complete tasks within the specified time period, punctual at work and identify the relevant problems and solve the problems (**Riordan et al.2005; Wagner 1994**).

Employees have attitudes or viewpoints about many aspects of their jobs, their careers, and their organizations. However, from the perspective of research and practice, the most focal employee attitude is job satisfaction.

The most-used research definition of job satisfaction is by **Locke (1976)**, who described it as a state which is enjoyable or positive that results from the appraisal of one's job or job experiences. Implicit in Locke's definition is the importance of both affect, or feeling, and cognition, or thinking. Organizations are social systems where human resources are regarded as the most key elements for effectiveness and efficiency. In order to achieve their goals and objectives organizations require efficient managers and employees. Without their personnel efforts and commitment success cannot be achieved by these organizations. Job satisfaction is critical to retaining and attracting well-qualified personnel. Employee job satisfaction can be described as an attitude that employees have about their organization and job. Methodologically, it can be said that job satisfaction is an employee's emotional response which can be compared between actual outcomes and preferred outcomes (**Mosadeghrad, 2003b**).

One of the greatest challenges facing service organizations is possibly pursue for quality service. (Sohal, 1994). Thus, finding ways for maintaining and improving service quality is necessary. (**Bitner et al., 1994**). In the recent years it has been noticed that the effects of many human resource development factors on business performance has been extensively discussed in business research literature. In service industries, where services are often characterized by an encounter between service providers and customers, the quality and capability of the service providers have a direct, significant effect on the service delivery process and customer satisfaction. The initial interaction, having a great influence on how customers evaluate the

service quality, has been better known as the "moment of truth" as customers start to form their opinion and expectation of the service delivery experience (Normann, 1984). This brief encounter can be vital in achieving a reputation for higher quality and continuous business.

CHAPTER - 3

RESEARCH METHODOLOGY

3.1 Research Design

Research as we know is an art of scientific investigation. It refers to the systematic method consisting of enunciating the problem formulating a hypothesis, collection of the facts or data analyzing the fact and reaching certain conclusions either in the form of solutions towards the concerned problems or in certain generalization for some theoretical formulation. In short, search for through objectives and systematic method of finding solution to the problem in research.

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps, the research process that is generally adopted to study the research problem and basic logics behind them.

Research methodology includes the following steps:

- Formulate the objectives of the study.
- Collection of the primary and secondary data.
- Interpreting the data and drawing the conclusions.

A research design is the arrangement of condition and analysis of data in a manner that aims to combine relevance to research purpose with economic in procedure. It is the overall operational pattern or framework of the project. What information is to be collected from which sources by which procedures? Three research designs are: -

- Exploratory Research
- Descriptive Research

- Experimental Research

1. Exploratory Research to gain familiarity with a phenomenon or to achieve new insight into its studies.

2. Descriptive Research to portray accurately the characteristics of particular individual, situation of a group.

3. Experimental Research to determine the frequently with which something occur or with it is associate with sometime else.

I have selected the Descriptive research design for my research.

Research will be Descriptive; the 100 people were chosen for the study. Collected data will be analyzed as per need of objectives and hypothesis.

3.2 DATA COLLECTION

Data Collection from Secondary Source

Information was collected from secondary sources such as customer survey, newspapers advertisements, automobile newsletters, etc.

Beside these the use of internet was also made in collecting relevant information. The data collected from the above-mentioned sources has been adequately structured and used at appropriate places in the report. The information gathered included:

- their annual reports.
- pamphlets.
- newsletters.
- pictures.
- exchange schemes.

Sample Size

As Universe being large, so the study has been resorted to Simple sample study. Here the sample size of 91 has been chosen by using simple random sampling. The study is applicable to the whole society of India.

Data Collection from Primary Source

In order to gather information about the various products of Saint-Gobain S.A. personally visited a number of branch and collected data pertaining to the prices of the Saint-Gobain S.A. product. The market visits were useful in knowing the comparative prices and quality of the offered brands vis-versa the competitive brands. Details regarding the delivery of the Saint-Gobain S.A. product were collected and i also inquired about the various marketing strategy schemes followed by the Saint-Gobain S.A. By interviewing these dealer's valuable information was collected. I inquired from them about their marketing advertising and sales strategies.

Data Analysis

After getting the questionnaire filled from the selected respondents, the data was presented in form of pie-charts. To analyze the data in a useful and meaningful manner, simple statistical tools like percentages were used.

Questionnaire Development and Pretesting

It is the procedure of selecting units in the sample. There are two basic methods of sampling.

1. **Probability Sampling:** in this method of sampling each unit of the population has a definite chance of being include in the sample.

2. Non – probability sampling: here to particular method for selecting the units of the sample is adopted. The basis of selecting can be simply opportunity convenience and purpose.

Sampling plan: - The plan calls for two decisions.

(a) Sampling Unit: - who is to be surveyed?

Universe or target population for the present study consists of people in Delhi/ NCR.

(b) Sampling Size: - How many people should be surveyed?

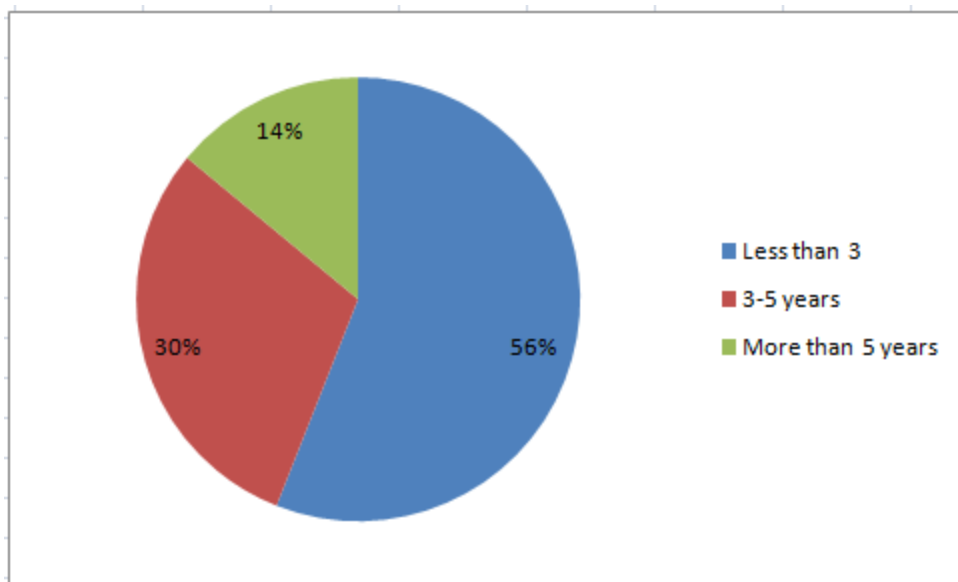
CHAPTER - 4

DATA ANALYSIS

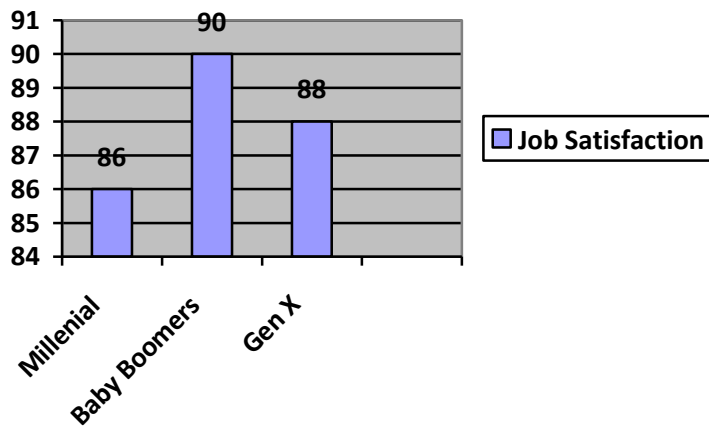
The data after collection is to be processed and analyzed in accordance with the outline and down for the purpose at the time of developing research plan.

Technically speaking, processing implies editing, coding, classification and tabulation of collected data so that they are amenable to analysis. The term analysis refers to the computation of certain measures along with searching for pattern groups. Thus, in the process of analysis, relationship or difference should be subjected to statistical tests of significance to determine with what validity data can be said to indicate any conclusions.

The analysis of data in a general way involves a few closely related operations, which are performed with the purpose of summarizing the collected data and organizing them in such a manner that they answer the research questions. In this study the researcher followed above process carefully and it is presented in this chapter.



In the above figure shows that most of the employee approx 56% of employee working less than 3 years in the **Saint-Gobain S.A.**



The results shows baby boomers are most satisfied with their job.

Variables	Mean
Conditions for Enagement	3.869565217
Relationship with co-workers	3.619565217
Opportunities to use skills/abilities	4.119565217
Meaningfulness of the job	4.086956522
The work itself	4.054347826
Relationship with immediate supervisor	4.032608696
Organization's financial stability	4.065217391
Contribution of work to organization's business goals	3.989130435
Autonomy and independence	4
Variety of work	3.956521739
Overall corporate culture	3.880434783
Communication between employees and senior management	3.826086957

Organization's commitment to corporate social responsibility	3.652173913
Management's recognition of employee job performance	3.782608696
Job-specific training	3.673913043
Organization's commitment to professional development	3.706521739
Networking opportunities	3.684782609
Career development opportunities	3.652173913
Career advancement opportunities within the organization	
Engagement Opinion	3.968379447
am confident I can meet my work goals	4.413043478
am determined to accomplish my work goals	4.054347826
I have a clear understanding of my organization's vision/ mission.	4.032608696
I am highly motivated by my work goals.	4.065217391
While at work, I'm almost always completely focused on my work projects.	3.989130435
I am provided with the resources to do my job well.	4
I frequently feel that I'm putting all my effort into my work.	3.956521739
I have passion and excitement about my work.	3.880434783
I am often so wrapped up in my work that hours go by like minutes.	3.826086957
I enjoy volunteering for activities beyond my job requirements.	3.652173913
I feel completely plugged in at work, like I'm always on full power	3.782608696

Engagement Behaviour	3.645380435
In my organization, employees are encouraged to take action when they see a problem or opportunity	3.836956522
My colleagues quickly adapt to challenging or crisis situations.	3.75
My work group never gives up despite difficulties.	3.793478261
Employees in my organization deal very well with unpredictable or changing work situations.	3.717391304
In my work group, we are constantly looking out to see what challenge is coming next	3.619565217
The people in my work group are always flexible in expanding the scope of their work	3.576086957
Others in my organization view unexpected responsibilities as an opportunity to succeed at something new.	3.47826087
Other people in my organization often volunteer for new projects	3.391304348

1. Engagement Behaviors – Employee Behavior focuses on group and look of the employee engagement. The analysis shows employee agrees that the workforce is open to volunteer towards new projects and that the organization is encouraging towards giving autonomy to solve problems. This leadership quality is also seen within the employees. The employee not welcoming new responsibilities as an advantage or progression.
2. Conditions for Engagement – The conditions for engagement within a workforce allows the employees to focus on their work and give their 100% . The data suggests the employees are neutral towards the conditions for engagement. The employee are satisfied with most of the conditions but believes that the organization should focus more on the development of employee career path.

3. Engagement Opinions- The results shows that the employees are satisfied with the engagement opinions but just want to focus on their work related job duties.

CHAPTER - 5

CONCLUSION AND SUGGESTION

5.1 CONCLUSION

It is concluded that near about all the employees are neutral with implementation of rules and responsibilities. And only some of them are not seems to be satisfied with the implementing rules and responsibilities. Therefore, it shows that implementation of rule and responsibility is done fairly.

From the study the higher percentage of employees are happy with the freedom at work given by management but only some of them are not feeling satisfied with the freedom given at workplace.

According to analysis and interpretation, most of the employees are satisfied with the team spirit built in organization and only few are not happy with team spirit in the organization. From this it seems that the team spirit in the organization is strong.

This study shows that only few employees strongly feel that the working hours decided by organization are most convenient for them. Other is not in favor with these working hours. So, the management kept the main consideration about working conditions and the hours, which satisfies the employees.

The study shows that very small numbers of employees are satisfied with the job security. And remaining most of the employees are not satisfied with the job security provided by the organization. Hence from this analysis it is cleared that there is feeling of fear of job loss in the employees of **Saint-Gobain S.A.**

An analysis shows that employees are strongly in favor that the targets given are achievable and only are not feels that the targets given are achievable. Hence the targets set by management are achievable.

From the analysis it is concluded that very small number of employees are satisfied with the payment as per their roles and responsibility and remaining all are not satisfied with the payment according to their roles and responsibilities. Hence from this analysis it can be cleared that payment according to roles and responsibilities are not much satisfied.

Only little number of the employees is satisfied with the opportunities of promotions given by organization. It shows that the employees do not have any growth of opportunities. Analysis shows that the payment of salary is made always on time.

From the analysis and interpretation, it is clear that very large number of the respondents are satisfied with the quality of training and induction program and in-house training held by the management. And few are not satisfied with the quality of in-house training. But the period of training is not satisfactory to the employees.

From the analysis HR division is most satisfactory to all employees only few are not satisfied with the HR division in the company.

In case of performance appraisal system and the office events and parties organized by the organization near about all the employees are satisfied. The birthdays of all the employees are remembered and celebrated in the organization.

It is concluded that the employees are not much satisfied with the forum for face-to-face communication. From the analysis half of the employees are satisfied, and other half are not satisfied with the encouragement given to the suggestions of the employees. But only few thinks that there is positive acceptance of the suggestions given by the employees. From the analysis management keeps all the promises.

From the above study on “Job Satisfaction of employees” at **Saint-Gobain S.A.**, the following conclusions have been drawn out:

1. In most of the cases, the organizational factors have had little impact on the overall job satisfaction.

2. Job satisfaction of respondents is high in terms of pay, incentives and bonus, coordination among other departments and the like.
3. Employees think that the improvement is not very much effective in assessing their performance.
4. Job satisfaction is also high as far as the interpersonal relationships in the organization are concerned.
5. Some of the respondents are not agreed that there superior appreciate frank discussion with them.
6. Some of the respondents consider that there is a chance of biasness in the existing job satisfaction system.
7. The company need to incorporate and implement certain important probabilities in the areas of feedback, establishing sound human resource policies etc.

5.2 SUGGESTION

The suggestions are drawn from the analysis and observations. Few suggestions are given as under:

- The management should focus on the career development of the employees and focus on engaging cross functional teams so that they are not receptive towards new job duties.
- The criteria for Job security are not much satisfactory so management have concentrated on job security of employees so that they can work without fear of job loss in the organization. Opportunities of growth of employees are very less so that there can be employee turnover hence management has to give emphasis on increasing the promotion opportunities for according to the performance of employees.

- From analysis we concluded that the period of in-house training is very short that is of only 3 days, which is not enough to get complete knowledge about the work. Hence the training period should extend up to 5 days.
- As there is an active participation of employees in decision making but rarely the suggestions given by them are drawn in action.
- Hence the confidence of employees gets demotivated. So, to motivate the employee's management can take into consideration some proper suggestions given by the employees. It will help to increase the motivation and ultimately the Job satisfaction.

In general, level of employee satisfaction in the company is quite high. However as far as satisfaction goes, sky is the limit and there is no end to expectations. Following suggestions are made with the intention of further improvement: -

- (a) System of reward and recognition may be improved. Though there is no bias in rewards, employees have a feeling that their good work is not given credit in time.
- (b) Remuneration to employees may be improved, if feasible.
- (c) Communication (free and frank exchange between employees and employers) may be given more attention.
- (d) Opportunities for personal learning, growth and personal development of the employees deserves due attention. Investment in employees is indirectly investment in the company.
- (e) Job assignment needs to be reviewed periodically in order to avoid monotony and boredom.

LIMITATIONS OF THE STUDY

As said a basic research was conducted at the company to enable the company to assess how far the customers are satisfied with product and services of Saint-Gobain S.A. During the study the following limitations were observed:

- The method will be unsuitable if the number of persons to be surveyed is very less as it will be difficult to draw logical conclusions regarding the satisfaction level of customers.
- Interpretation of data may vary from individual depending on the individual understanding the product features and services of the company.
- The method lacks flexibility. In case of inadequate or incomplete information the result may deviate.
- It is very difficult to check the accuracy of the information provided.
- Since all the products and services are not widely used by all the customers it is difficult to draw realistic conclusions based on the survey.
- The survey is subjected to the bias and prejudices of the respondents. Hence 100% accuracy can't be assured.
- The researcher was carried out in a short span of time, where in the researcher could not widen the study.
- The study could not be generalized since researcher adapted personal interview method.

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QUESTIONNAIRE

NAME:

AGE:

CONTACT NO.

SPECIALIZATION:

How long you have been working in the Saint-Gobain S.A.?

a) less than 3

b) 3-5 years

c) more than 5 years

Sno	Questions	Very Dissatis fied	Dissatisf ied	Neutral	Satisfie d	Very Satisfied
	Conditions for Enagement					
1	Relationship with co-workers					
2	Opportunities to use skills/abilities					
3	Meaningfulness of the job					
4	The work itself					

5	Relationship with immediate supervisor					
6	Organization's financial stability					
7	Contribution of work to organization's business goals					
8	Autonomy and independence					
9	Variety of work					
10	Overall corporate culture					
11	Communication between employees and senior management					
12	Organization's commitment to corporate social responsibility					
13	Management's recognition of employee job performance					
14	Job-specific training					
15	Organization's commitment to professional development					
16	Networking					

	opportunities					
17	Career development opportunities					
18	Career advancement opportunities within the organization					
	Engagement Opinion					
19	am confident I can meet my work goals					
20	am determined to accomplish my work goals					
21	I have a clear understanding of my organization's vision/mission.					
22	I am highly motivated by my work goals.					
23	While at work, I'm almost always completely focused on my work projects.					
24	I am provided with the resources to do my job well.					
25	I frequently feel that I'm putting all my effort into my work.					
26	I have passion and excitement about my work.					

27	I am often so wrapped up in my work that hours go by like minutes.					
28	I enjoy volunteering for activities beyond my job requirements.					
29	I feel completely plugged in at work, like I'm always on full power					
	Engagement Behaviour					
30	In my organization, employees are encouraged to take action when they see a problem or opportunity					
31	My colleagues quickly adapt to challenging or crisis situations.					
32	My work group never gives up despite difficulties.					
33	Employees in my organization deal very well with unpredictable or changing work situations.					
34	In my work group, we are constantly looking out to see what					

	challenge is coming next					
35	The people in my work group are always flexible in expanding the scope of their work					
36	Others in my organization view unexpected responsibilities as an opportunity to succeed at something new.					
37	Other people in my organization often volunteer for new projects					

Rupali Nirmal

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