



International Journal of Advanced Research in Education and TechnologY (IJARETY)

Volume 12, Issue 3, May-June 2025

Impact Factor: 8.152



A Study on Employee Job Satisfaction at Tube Products of India Ltd

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ABSTRACT: This study investigates employee job satisfaction at Tube Products of India Ltd., focusing on the key factors influencing morale, motivation, and performance. A structured questionnaire was used to gather data from 120 employees, and statistical tools such as percentage analysis, correlation, and chi-square tests were employed. The results highlight communication, safety, supervisor support, and learning opportunities as core drivers of satisfaction. The study offers recommendations for improving job satisfaction through better training, recognition, and employee engagement.

KEYWORDS: Job satisfaction, employee morale, Tube Products, supervisor support, communication, retention

I. INTRODUCTION

Job satisfaction is vital for employee performance and organizational success. It encompasses employees' emotional responses to job roles, work environments, and organizational practices. High job satisfaction correlates with enhanced productivity, innovation, and reduced turnover. In industrial settings like Tube Products of India Ltd., where physical labor and precision are essential, ensuring employee satisfaction becomes crucial. Satisfied employees are more committed, engaged, and resilient in challenging work conditions, making them key contributors to achieving operational excellence. Conversely, dissatisfaction can lead to absenteeism, low morale, and attrition, affecting the company's efficiency and reputation. This study explores the satisfaction levels among employees at Tube Products of India Ltd. and evaluates the organizational factors influencing their job experiences.

In today's competitive manufacturing environment, employee satisfaction directly impacts organizational resilience and long-term sustainability. A content and engaged workforce leads to lower turnover costs, fewer workplace conflicts, and higher-quality output. Furthermore, companies that prioritize employee satisfaction often experience stronger employer branding, making them more attractive to future talent. As such, understanding what drives satisfaction—and what inhibits it—is a strategic priority for modern HR management.

II. REVIEW OF LITERATURE

More recent studies explore satisfaction in industrial settings. According to Weiss (2002), emotional responses and cognitive assessments both shape how employees perceive their jobs. Studies also emphasize the role of employee engagement and perceived fairness in promotions, rewards, and leadership practices. Moreover, research by Spector (1997) shows that job satisfaction significantly influences turnover intentions and psychological well-being. Collectively, these findings underscore the need for integrative satisfaction frameworks tailored to organizational contexts.

Greenberg (1990) introduced the concept of organizational justice, which comprises distributive, procedural, and interactional justice. His work highlighted that perceptions of fairness in performance evaluation, conflict resolution, and decision-making processes can greatly affect employee satisfaction and trust in management.

Hackman and Oldham's Job Characteristics Model (1976) proposes that five core job dimensions—skill variety, task identity, task significance, autonomy, and feedback—are essential for fostering job satisfaction and motivation. Applied to manufacturing settings, jobs that offer autonomy and provide feedback on performance tend to yield higher satisfaction levels.

Judge et al. (2001) examined the role of personality traits, especially core self-evaluations, in shaping job satisfaction. Their research confirmed that employees with positive self-perceptions regarding their competence and worth are more likely to be satisfied with their jobs, regardless of external conditions. This suggests that employee development efforts should also focus on building individual resilience and confidence.

In the Indian context, studies by Mishra and Bhagat (2010) emphasized the influence of cultural values and familial expectations on job satisfaction, especially in traditional manufacturing sectors. They noted that social support, job security, and employer reputation are crucial for building trust and loyalty among Indian employees.

Kovach (1995) found that employee priorities shift over time. While new employees may be more motivated by salary and promotions, experienced workers tend to value respect, job security, and meaningful work. This highlights the importance of customizing motivational strategies based on career stage and demographic profiles.

Agarwal and Singh (2012) explored the impact of HR practices like training, mentoring, and career planning on satisfaction in Indian SMEs. Their study reported a strong correlation between structured HR development programs and improved employee morale, engagement, and retention.

Taken together, this comprehensive literature indicates that employee satisfaction is influenced by a confluence of factors—ranging from leadership style, work design, and recognition to fairness, personal values, and career growth. Understanding these dimensions is vital for developing effective HR strategies tailored to the workforce at Tube Products of India Ltd.

III. STATEMENT OF THE PROBLEM

Despite commendable efforts by Tube Products of India Ltd., issues such as employee disengagement, dissatisfaction with rewards, and occasional absenteeism persist. These challenges point toward potential gaps in HR policies and employee support systems. This study aims to identify such gaps by analyzing employee perceptions and experiences.

IV. OBJECTIVES OF THE STUDY

- To analyze employee attitudes towards job roles and the workplace.
- To assess employer-employee relationships.
- To evaluate factors influencing job satisfaction.
- To understand how organizational policies impact morale.
- To provide actionable suggestions for HR improvements.

V. SCOPE OF THE STUDY

The study focuses on employees of Tube Products of India Ltd., Avadi. It serves as a feedback mechanism for the management to improve HR practices. Insights may inform future workforce planning, training, and employee welfare strategies.

VI. RESEARCH METHODOLOGY

This study adopts a descriptive research design to assess employee job satisfaction at Tube Products of India Ltd. The aim is to quantitatively measure various satisfaction parameters using a structured data collection process. The research is empirical in nature, relying on measurable data collected from employees working in different operational units of the organization.

- **Type of Research:** Descriptive, quantitative
- **Population:** Employees of Tube Products of India Ltd., Avadi
- **Sample Size:** 120 employees
- **Sampling Technique:** Convenience sampling was chosen due to accessibility and time considerations. Employees across different departments and levels—including administrative, technical, and supervisory roles—were included to ensure representation across the organizational hierarchy.

- **Data Collection Tool:** A structured questionnaire was designed using a five-point Likert scale to capture the degree of satisfaction across multiple factors like working environment, communication, salary, growth opportunities, recognition, work-life balance, and supervisor support. The questionnaire included both closed-ended and a few open-ended questions to enable both quantitative analysis and qualitative feedback.

- **Sources of Data:**

- **Primary Data:** Collected through direct surveys administered to employees during working hours, with prior approval from management. Anonymity was ensured to encourage honest responses.
- **Secondary Data:** Derived from company records, HR manuals, performance reports, academic journals, government labor reports, and prior academic research on employee satisfaction.

- **Period of Study:** February 2025 – May 2025

- **Statistical Tools Used:**

- **Percentage Analysis:** To understand the distribution of responses across demographic categories and satisfaction indicators.
- **Chi-Square Test:** To examine relationships between categorical variables such as gender and perception of safety, department and satisfaction with training, or experience level and perception of growth opportunities.
- **Correlation Analysis:** To identify the strength and direction of relationships between key variables (e.g., supervisor support and job satisfaction, recognition and motivation).

This methodological framework ensures both breadth and depth in understanding employee satisfaction levels. The combination of primary and secondary sources strengthens the validity of the results, while the use of multiple statistical tools allows for a multi-faceted interpretation of the data. The structured approach facilitates clear identification of satisfaction drivers and challenges, offering a solid foundation for data-driven HR interventions and future research on workforce dynamics in industrial settings.

VII. DATA ANALYSIS AND INTERPRETATION DEMOGRAPHICS

The collected data was analyzed using percentage analysis, chi-square tests, and correlation techniques to understand the satisfaction levels among employees of Tube Products of India Ltd. This section presents a one-page summary focusing on key demographic trends and satisfaction indicators.

Demographic Highlights:

- **Gender Distribution:** 83.33% of respondents were male and 16.67% were female, reflecting a predominantly male workforce.
- **Age Group:** Most respondents (around 70%) belonged to the 20–30 age group, indicating a youthful and potentially dynamic labor force.
- **Educational Background:** 60% of the employees were diploma holders, pointing to the technical nature of roles within the organization.
- **Work Experience:** 61.66% had less than 5 years of experience, suggesting a relatively new and growing workforce.

Key Job Satisfaction Indicators:

- **Communication with Management:** 95% of respondents expressed satisfaction, showing strong communication channels.
- **Working Environment:** 52.5% were satisfied, indicating room for improvement in infrastructure and workplace conditions.
- **Contribution to Organizational Goals:** 97.5% believed their work was meaningful, reflecting a strong sense of purpose among employees.
- **Motivation Drivers:** 41.67% identified salary as their primary motivator, underscoring compensation as a critical area.
- **Learning and Development:** 94.17% agreed they regularly learn new things, reflecting positive outcomes in skill enhancement.

Statistical Insight: A chi-square test confirmed a significant relationship between safety measures and supervisor support (value = 22.98 > critical value = 9.49), highlighting leadership's role in perceived workplace safety.

In conclusion, while communication and learning opportunities are rated highly, improvements are needed in the working environment and compensation structures. These findings lay the groundwork for strategic HR interventions aimed at boosting satisfaction and retention.

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VIII. SUGGESTIONS

- Implement anti-discrimination and inclusion training.
- Improve transportation and welfare amenities.
- Revise recognition and rewards systems.
- Strengthen training, leadership, and growth opportunities.
- Introduce employee engagement and wellness programs.

IX. CONCLUSION

The study concludes that employee satisfaction at Tube Products of India Ltd. is generally positive but requires targeted improvements in specific areas. Effective communication, safety, and supervisor interaction are current strengths. However, addressing concerns related to workload, recognition, and welfare will be key to retaining talent and boosting organizational performance.

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International Journal of Advanced Research in Education and Technology

ISSN: 2394-2975

Impact Factor: 8.152