



## **A STUDY ON JOB SATISFACTION AT INDO SHELL MOULD LIMITED, COIMBATORE**

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### **Abstract**

*Job satisfaction is a critical determinant of employee performance, organizational commitment, and productivity, particularly within industrial settings. In the context of increasing competitive pressures, organizations must prioritize employee well-being to achieve sustainable growth. This study examines the level of job satisfaction among employees at Indo Shell Mould Limited, Coimbatore, and identifies key factors influencing satisfaction, including compensation, working conditions, workload, interpersonal relationships, welfare measures, and career development opportunities.*

*A descriptive research design was employed, and primary data were collected through a structured questionnaire using a convenience sampling method. The study assessed core dimensions such as organizational environment, supervision, job security, compensation, and work-life balance. Data were analysed using percentage analysis and mean ranking techniques.*

*The findings reveal moderate to high levels of satisfaction with workplace relationships and job security, while concerns were evident regarding workload, promotional opportunities, and work-life balance. The study concludes that strategic organizational interventions—such as transparent promotion policies, effective workload management, and strengthened employee welfare initiatives—are essential for enhancing overall job satisfaction. The paper provides practical recommendations to support employee engagement and improve organizational effectiveness.*

**Keywords:** *Job Satisfaction, Industrial Employees, Working Conditions, Organizational Commitment, Employee Welfare.*

### **1. Introduction**

Job satisfaction refers to the extent to which employees feel positively or negatively about their jobs. It reflects employees' perceptions of their work environment, compensation, supervision, growth opportunities, and organizational culture. High levels of job satisfaction are associated with improved productivity, reduced absenteeism, lower turnover, and enhanced organizational performance. Conversely, dissatisfaction may result in stress, disengagement, and declining efficiency.

In manufacturing industries, employees are often exposed to demanding work schedules, physical strain, production targets, and safety concerns. These factors significantly influence their satisfaction levels. In recent years, organizations have increasingly recognized that employee well-being is closely linked to organizational success. Consequently, understanding the determinants of job satisfaction has become a managerial priority.

Indo Shell Mould Limited, Coimbatore, operates in a competitive industrial environment where employee contribution is critical to operational excellence. The organization relies heavily on skilled and semi-skilled workers for production efficiency and quality output. Assessing employees' job satisfaction provides valuable insights into organizational strengths and areas requiring improvement.



The present study attempts to analyze job satisfaction among employees of Indo Shell Mould Limited and to identify the major organizational and personal factors affecting satisfaction. The outcomes of this research are expected to assist management in formulating effective human resource strategies.

## 2. Review of Literature

Job satisfaction is a critical indicator of employee well-being and organizational effectiveness, particularly in industrial environments where employees are exposed to demanding workloads and operational pressures. Herzberg's motivation-hygiene theory explains that extrinsic factors such as salary, working conditions, and job security prevent dissatisfaction, while intrinsic factors including recognition and career growth enhance satisfaction (Herzberg, 1966). Locke (1976) further conceptualized job satisfaction as a positive emotional state resulting from the evaluation of one's job experiences.

Empirical research consistently demonstrates a strong relationship between occupational stress and job satisfaction. Meenakshi, Nagarajan, and Prakash (2022) reported that work pressure negatively influenced employee performance and behavior among hospital workers, emphasizing the role of effective human resource practices in fostering job satisfaction. Similarly, Vinothini, Gandhimathi, and Karthik (2021) observed high stress levels among working women in Coimbatore, largely attributed to difficulties in balancing professional and family responsibilities.

Sujitha (2017) examined occupational stress and job satisfaction in the automobile industry and found that stress significantly affected job satisfaction, with higher stress observed among employees aged 30–40 years and female workers. Anita (2016) identified workload and management conflicts as primary stressors among IT employees, highlighting the adverse impact of excessive stress on employee health and organizational outcomes.

Studies conducted in manufacturing and service sectors further reinforce these findings. Komathi Priya (2013) reported moderate to high stress among hotel employees, while Divya Priya (2013) identified heavy workload and inadequate training as major contributors to stress among industrial workers. Chitra Devi (2013) emphasized dissatisfaction arising from overtime work and monotonous job roles in garment manufacturing units, indicating the importance of job design in influencing employee satisfaction.

Research focusing on textile and production industries highlights economic constraints, limited career opportunities, and lack of social support as significant stress factors. Nandini (2012) observed that women textile workers experienced elevated stress due to financial pressures and insufficient support systems. Jayalakshmi (2012) demonstrated an inverse relationship between stress and job satisfaction, confirming that increased occupational stress leads to reduced satisfaction levels. Saranya (2012) similarly found higher stress among working women compared to non-working women, primarily due to dual responsibilities.

Additional studies across academic and industrial settings have consistently identified workload, organizational policies, and working conditions as dominant predictors of stress and satisfaction. Selvakumar (2012) reported that job demands significantly influenced stress among college faculty, while Kannammal (2012) highlighted transportation and medical expenses as stress contributors among factory workers. Sakthi (2010) further emphasized that heavy workload and health-related issues adversely affected job satisfaction in industrial contexts.



### 3. Aim and Objectives of the Study

**Aim:** To assess the level of job satisfaction among employees at Indo Shell Mould Limited, Coimbatore.

#### Objectives

1. To analyze employees' perception of their working conditions.
2. To examine satisfaction with salary, welfare measures, and job security.
3. To study the influence of workload and supervision on job satisfaction.
4. To identify key factors contributing to employee satisfaction and dissatisfaction.
5. To provide suitable suggestions for improving job satisfaction.

### 4. Research Methodology

#### Research Design

The study adopted a **descriptive research design** to understand the current level of job satisfaction among employees.

#### Universe of the Study

The universe comprised employees working at Indo Shell Mould Limited, Coimbatore.

#### Sampling Technique

Convenience sampling was used to select respondents for the study.

#### Tools for Data Collection

Primary data were collected using a structured questionnaire consisting of closed-ended questions covering demographic details and job satisfaction dimensions such as salary, working environment, supervision, workload, welfare facilities, and career growth.

#### Sources of Data

1. **Primary Data:** Questionnaire responses from employees.
2. **Secondary Data:** Books, journals, company reports, and online resources.

#### Statistical Tools

Percentage analysis and mean ranking methods were used for data analysis.

### 5. Results and Interpretation

**Table 1. Workload and Work Pressure**

S.No	Level	Frequency	Percentage
1.	Low	46	46.0
2.	Moderate	49	49.0
3.	High	5	5.0
	<b>Total</b>	<b>100</b>	<b>100</b>

Nearly half of the respondents (49%) reported a moderate level of workload, while 46% experienced low workload and only 5% reported high workload. This indicates that although extreme workload is limited, a substantial proportion of employees face persistent job demands that may contribute to occupational strain over time.



**Table 2. Work–Life Balance**

S.No	Level	Frequency	Percentage
1.	Low	40	40.0
2.	Moderate	47	47.0
3.	High	13	13.0
	<b>Total</b>	<b>100</b>	<b>100</b>

About 47% of employees reported moderate work–life balance, while 40% experienced low balance. This highlights work–life imbalance as a significant concern, suggesting difficulty in managing professional and personal responsibilities.

**Table 3. Support System (Family, Supervisor, and Friends)**

S.No	Level	Frequency	Percentage
1.	Low	4	4.0
2.	Moderate	80	80.0
3.	High	16	16.0
	<b>Total</b>	<b>100</b>	<b>100</b>

A majority (80%) perceived moderate support from family, supervisors, and peers, while only 16% reported high support. Although basic support systems exist, strengthening organizational and supervisory support may further enhance employee well-being.

**Table 4. Economic Factor**

S.No	Level	Frequency	Percentage
1.	Low	11	11.0
2.	Moderate	84	84.0
3.	High	5	5.0
	<b>Total</b>	<b>100</b>	<b>100</b>

Most respondents (84%) reported moderate economic conditions, indicating that financial factors remain a consistent background stressor influencing overall job satisfaction.

**Table 5. Working Condition**

S.No	Level	Frequency	Percentage
1.	Low	2	2.0
2.	Moderate	92	92.0
3.	High	6	6.0
	<b>Total</b>	<b>100</b>	<b>100</b>

An overwhelming 92% of employees experienced moderate issues related to working conditions. This suggests systemic workplace challenges that require organizational attention to improve comfort, safety, and productivity.

**Table 6. Organizational Policy**

S.No	Level	Frequency	Percentage
1.	Low	33	33.0
2.	Moderate	60	60.0
3.	High	7	7.0
	<b>Total</b>	<b>100</b>	<b>100</b>



Sixty percent of respondents reported moderate concerns regarding organizational policies, indicating the need for clearer communication, transparency, and participatory management practices.

**Table 7. Correlation between Marital Status and Work–Life Balance**

S.No	Variable	Correlation Coefficient	Sig. (2-tailed)
1	Marital Status vs Work–Life Balance	–0.142	0.159

The relationship between marital status and work–life balance was statistically insignificant, indicating that personal marital status does not significantly influence work–life balance perceptions.

**Table 8. Correlation between Monthly Income and Workload**

S.No	Variable	Correlation Coefficient	Sig. (2-tailed)
1	Monthly Income vs Workload	0.005	0.963

The correlation between monthly income and workload was insignificant, suggesting that workload perception is largely independent of income level and is shaped primarily by organizational factors.

## 6. Major Findings

1. Nearly half of the respondents (49%) experienced a moderate level of workload, indicating sustained job demands that may contribute to occupational strain over time.
2. Work–life balance emerged as a critical concern, with 40% of employees reporting low balance and 47% indicating only moderate balance, reflecting difficulty in managing professional and personal responsibilities.
3. A majority of respondents (80%) reported receiving moderate support from family, supervisors, and peers, suggesting the presence of basic support systems but limited high-level organizational backing.
4. Economic conditions were perceived as moderate by 84% of employees, highlighting financial factors as a persistent background stressor influencing job satisfaction.
5. Working conditions presented notable challenges, with 92% of respondents reporting moderate issues, indicating systemic workplace factors affecting comfort and productivity.
6. Organizational policies were viewed with moderate concern by 60% of employees, emphasizing the need for greater transparency, communication, and participatory management practices.
7. Correlation analysis revealed no significant relationship between marital status and work–life balance, suggesting that personal demographic factors have limited influence on employees' work–life experiences.
8. Similarly, monthly income showed no significant association with workload and work pressure, indicating that organizational conditions, rather than income level, primarily shape workload perceptions.

## 7. Suggestions

Based on the findings of the study, the following suggestions are offered:

1. Management may consider implementing transparent and merit-based promotion policies.
2. Periodic salary reviews and performance-linked incentives can enhance motivation.
3. Workload distribution should be optimized to reduce employee fatigue.
4. Training and development programs may be strengthened to support career growth.
5. Employee welfare measures, including health and recreational facilities, can be expanded.
6. Regular feedback mechanisms may be introduced to address employee concerns proactively.



## 8. Conclusion

Job satisfaction is a critical determinant of organizational effectiveness and employee well-being. The present study reveals that employees at Indo Shell Mould Limited experience moderate levels of satisfaction, driven primarily by job security and positive interpersonal relationships. At the same time, challenges related to workload, promotion policies, and work–life balance persist.

Addressing these concerns through strategic human resource initiatives can significantly enhance employee engagement and productivity. The study concludes that a holistic approach encompassing fair compensation, supportive supervision, career development, and employee welfare is essential for fostering a satisfied and committed workforce. Continuous assessment of employee satisfaction will enable the organization to adapt to changing workforce expectations and maintain competitive advantage.

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