

# A Study on Employee's Satisfaction And Its Effects on The Work Performance of Croma In Coimbatore

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**Abstract-** *This study explores the relationship between employee satisfaction and work performance at Croma, a leading retail brand, in Coimbatore. The research aims to understand how various factors of employee satisfaction, such as job security, work-life balance, leadership, compensation, and recognition, influence the productivity, motivation, and overall performance of employees within the organization. The study employs a mixed-methods approach, combining quantitative surveys with qualitative interviews to gather insights from employees at different levels within the company. Data collected from employees will be analyzed to identify key determinants of job satisfaction and their impact on work efficiency, engagement, and commitment. The findings of the study are expected to provide valuable insights into how employee satisfaction can be enhanced and how improving satisfaction levels can directly influence work performance, productivity, and organizational success*

**Keywords-** Employee satisfaction, flexible work schedules, job satisfaction, employee motivation and employee well-being.

## I. INTRODUCTION

Employee satisfaction gauges how content individuals are in their roles, influenced by factors such as compensation, career growth, job security, and future prospects. A high employee satisfaction rate indicates a well-managed hiring process and positive work environment where employees feel valued and supported. Conversely, low satisfaction often leads to disengagement, reduced productivity, higher turnover rates, and a negative impact on the overall performance of the organization. Employers who prioritize employee well-being and foster an environment of trust, recognition, and growth tend to experience better outcomes in terms of both morale and performance. Similarly, satisfaction with electronic products reflects a complex interplay of various factors, including the quality of customer support and the reliability of after-sales services. Employees who interact with such products often rely on their efficiency and dependability to perform their roles effectively.

## NEED FOR THE STUDY

Employee satisfaction has become a critical factor in determining the success and growth of organizations in today's competitive business environment. For retail companies like Croma, where customer satisfaction directly depends on the performance and engagement of employees, understanding the connection between employee satisfaction and work performance is essential.

## STATEMENT OF THE PROBLEM

Employee satisfaction is a key factor that significantly impacts productivity, motivation, and overall organizational performance. In the retail sector, particularly at Croma in Coimbatore, understanding the factors influencing employee satisfaction is essential for ensuring a committed and high-performing workforce. Dissatisfaction among employees can lead to reduced motivation, lower productivity, and higher turnover, which ultimately affect the company's efficiency and customer experience. While satisfied employees are likely to perform better and remain engaged, the specific relationship between job satisfaction and work performance at Croma has not been thoroughly explored. Moreover, employees may face various work-related challenges, such as lack of recognition, insufficient training, or limited career development opportunities, which can hinder their satisfaction and performance.

## OBJECTIVES

- To find out the factors influencing employee's satisfaction of CROMA in Coimbatore.
- To examine the effect of employee's satisfaction on work performance in CROMA.
- To assess the effectiveness of training programs and career growth opportunities.
- To evaluate the adequacy of workplace facilities and tools for employment productivity.

## SCOPE OF THE STUDY

The scope of this study on employee satisfaction and its effects on work performance at Croma in Coimbatore is

centered around understanding how various dimensions of employee satisfaction influence overall job performance in the retail sector. It will be geographically limited to Croma's outlets in Coimbatore, Tamil Nadu, and will focus specifically on the employees working within this region.

## RESEARCH METHODOLOGY

This study adopts a descriptive research design to analyze employee satisfaction and its impact on work performance at Croma in Coimbatore. Primary data is collected through structured questionnaires distributed to employees, while secondary data is gathered from company records and relevant literature. The responses are analyzed using statistical tools to identify key factors influencing satisfaction and performance. The study uses both qualitative and quantitative approaches for comprehensive insights.

## SOURCE OF DATA

The study utilizes both **primary and secondary data**. Primary data is collected directly from employees at Croma in Coimbatore through structured questionnaires. Secondary data is gathered from company records, official reports, research articles, and relevant literature on employee satisfaction and performance. The combination of these sources ensures comprehensive and reliable insights.

## PRIMARY DATA

Primary data is collected directly from employees at Croma in Coimbatore using structured questionnaires. The questionnaire includes multiple-choice, ranking, and open-ended questions to gather employees' opinions on satisfaction, workplace facilities, career growth opportunities, and work performance. This data provides firsthand insights into the factors influencing employee satisfaction. It ensures that the findings are relevant and specific to the organization.

## SECONDARY DATA

Secondary data is collected from existing sources such as company records, annual reports, research papers, journals, and online publications related to employee satisfaction and productivity. It helps in understanding previous studies and industry trends. This data supports the analysis by providing a broader context for interpreting the primary data. Co

## SAMPLE SIZE

S.no	Branches	Targeted respondents	Total valid respondents
1	Prozone Mall	33	33
2	Lakshmi Mills	33	30
3	RS Puram	33	31
4	Singanallur	33	33
<b>Total</b>		<b>132</b>	<b>127</b>

## TOOLS FOR ANALYSIS

- simple percentage method
- chi- square test

## II. REVIEW OF LITERATURE

**Sheeba and Manimegalai (2016)<sup>1</sup>** the researcher develops the theory “A study on job satisfaction among IT employees in Coimbatore delves into the critical factors that influence employee satisfaction within the IT sector”. It highlights that beyond financial rewards, aspects such as the work environment, management practices, and overall employee well-being play crucial roles in determining job satisfaction.

**Sulochana, S., et al. (2024)<sup>2</sup>** conducted “A study on The Impact of Job Satisfaction in Attaining Work-Life Balance among Women Sanitation Workers in Coimbatore”, explores the significant relationship between job satisfaction and the ability to maintain a healthy work-life balance, specifically focusing on women sanitation workers in Coimbatore.

**Ikechukwu Emmanuel IRABOR (2019)<sup>3</sup>**: the author explores “A study on the critical factors that influence job satisfaction and how this satisfaction directly impacts employee retention, which is key to an organization's long-term success”. While the study acknowledges that job satisfaction is a complex and somewhat intangible concept that cannot be precisely measured, it identifies various factors that significantly contribute to it, both directly and indirectly. These factors include the work environment, compensation, opportunities for growth, job security, and recognition, among others.

**David Ackah (2025)<sup>4</sup>**: the author conducted “A study on Analyzing the Connection Between Motivation, Compensation, and Employee Job Satisfaction”. This study examines the relationship between motivation, compensation, and job satisfaction among employees in the banking sector, focusing on the Hatso Branch of Ghana Commercial Bank.

Using a sample of 60 employees selected through simple random sampling, both quantitative and qualitative analyses were conducted.

### ABOUT CROMA INDUSTRIES

Croma is India's first and trusted large format specialist retail store. Founded in 2006, we cater to everyone's multi-brand digital gadgets and home electronic needs. Croma offers a world-class ambiance and a seamless omnichannel experience to shop in-store, online at [www.croma.com](http://www.croma.com), and through the Tata Neu App. With 20,000+ products across 500+ brands and 540 Croma Stores, 16 TRIBE Stores across 200+ major cities of India, Croma is a brand of Infiniti Retail Ltd., part of the Tata Group. Croma promises a wide range of assortment, the right advice from their trusted electronics experts & lifetime assurance on electronics purchased from us. In 2008, with an intent to delight customers further, Croma launched its own-label products.

### OVERVIEW OF EMPLOYEE SATISFACTION

Employee satisfaction refers to the level of contentment and fulfilment employees feel towards their job, work environment, and organizational culture. It plays a crucial role in employee motivation, productivity, and overall performance. Factors such as salary, work-life balance, job security, and workplace relationships significantly impact satisfaction levels. High employee satisfaction leads to increased retention, reduced turnover, and improved organizational success. On the other hand, dissatisfaction can result in decreased performance and higher absenteeism. Organizations that prioritize employee satisfaction create a positive and engaging work culture, fostering long-term growth and success.

### OVERVIEW OF LEADERSHIP AND MANAGEMENT ON EMPLOYEE SATISFACTION

Effective leadership and management play a crucial role in shaping employee satisfaction. Below are key points highlighting their impact. Leadership and management are crucial in shaping employee satisfaction, as they directly influence key aspects of the workplace environment. Clear communication is one of the most important factors; when communication is open, transparent, and effective, employees feel valued, engaged, and motivated, which enhances overall satisfaction and productivity. On the other hand, poor communication can create misunderstandings, frustration, and a lack of trust, which negatively impacts job satisfaction and reduces work efficiency. In addition to communication, strong leadership provides the necessary support and guidance to

employees, ensuring they have the resources and mentorship needed to perform their roles effectively.

### SIMPLE PERCENTAGE METHOD

INTEROGATIONS	RESPONSE	NO OF RESPONDENTS	PERCENTAGE
AGE	18–25	35	27.6
	26–35	37	29.1
	36–45	31	24.4
	46 and above	24	18.9
	<b>Total</b>	<b>127</b>	<b>100.0</b>
GENDER	Male	65	51.2
	Female	62	48.8
	<b>Total</b>	<b>127</b>	<b>100.0</b>
EDUCATIONAL QUALIFICATION	High School	19	15.0
	Diploma	29	22.8
	Bachelor's Degree	37	29.1
	Master's Degree	25	19.7
	Other	17	13.4
	<b>Total</b>	<b>127</b>	<b>100.0</b>
WORK EXPERIENCE	Less than 1 year	27	21.3
	1–3 years	39	30.7
	3–5 years	33	26.0
	More than 5 years	28	22.0
	<b>Total</b>	<b>127</b>	<b>100.0</b>
EMPLOYMENT TYPE	Full-Time	73	57.5
	Part-Time	25	19.7
	Contractual	19	15.0
	Intern	10	7.9
	<b>Total</b>	<b>127</b>	<b>100.0</b>

JOB ROLE	Sales	41	32.3
	Administration	29	22.8
	Management	35	27.6
	Other	22	17.3
	<b>Total</b>	<b>127</b>	<b>100.0</b>
JOB SATISFACTION	Very Satisfied	25	19.7
	Satisfied	43	33.9
	Neutral	31	24.4
	Dissatisfied	21	16.5
	Very Dissatisfied	7	5.5
	<b>Total</b>	<b>127</b>	<b>100.0</b>
CAREER GROWTH AND DEVELOPMENT	Excellent	23	18.1
	Good	37	29.1
	Average	35	27.6
	Poor	32	25.2
	<b>Total</b>	<b>127</b>	<b>100.0</b>
EFFECTIVENESS OF TRAINING PROGRAMS	Strongly Agree	31	24.4
	Agree	41	32.3
	Neutral	27	21.3
	Disagree	19	15.0
	Strongly Disagree	9	7.1
	<b>Total</b>	<b>127</b>	<b>100.0</b>
CAREER GROWTH OPPORTUNITIES	Very Satisfied	21	16.5
	Satisfied	39	30.7
	Neutral	33	26.0
	Dissatisfied	25	19.7
	Very Dissatisfied	9	7.1
	<b>Total</b>	<b>127</b>	<b>100.0</b>

## CHI – SQUARE ANALYSIS

### Relationship between age and overall satisfaction

Crosstab							
Count							
		Overall Satisfaction with Working at Cromia					Total
		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	
Age Group	18–25	6	19	2	6	2	35
	26–35	14	11	5	6	1	37
	36–45	4	8	14	3	2	31
	46 and above	5	5	4	6	4	24
	Total	29	43	25	21	9	127

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	32.493 <sup>a</sup>	12	.001
Likelihood Ratio	29.926	12	.003
Linear-by-Linear Association	4.581	1	.032
N of Valid Cases	127		

a. 6 cells (30.0%) have expected count less than 5. The minimum expected count is 1.70.

## HYPOTHESIS

**Null Hypothesis (H<sub>0</sub>):** There is no significant relationship between gender and satisfaction with flexible work policies at Cromia

**Alternative Hypothesis (H<sub>1</sub>):** There is a significant relationship between gender and satisfaction with flexible work policies at Cromia

## Interpretation

From the above table, it is inferred that 6 cells (30.0%) have expected count less than 5. The minimum expected count is 1.70.

**Result:** Hence, we accept it has null hypothesis

### III. FINDINGS OF THE STUDY

#### SIMPLE PERCENTAGE ANALYSIS

- Most (29.1%) of the respondents belong to the 26–35 age group.
- Majority (51.2%) of the respondents are male.
- Most (29.1%) of the respondents have a Bachelor's Degree.
- Most (30.7%) of the respondents have 1–3 years of work experience at Croma.
- Majority (57.5%) of the respondents are full-time employees.
- Most (32.3%) of the respondents work in sales at Croma.
- Most (33.9%) of the respondents are satisfied with their job role at Croma.
- Most (29.1%) of the respondents consider career growth and development opportunities at Croma to be good.
- Most (32.3%) of the respondents agree that training programs enhance job skills at Croma.
- Most (30.7%) of the respondents are satisfied with career growth opportunities at Croma.

#### CHI-SQUARE ANALYSIS

There is no significant relationship between age and overall satisfaction with working in croma

### IV. SUGGESTIONS

1. Improve salary and benefits packages to enhance overall job satisfaction.
2. Strengthen career growth and development opportunities through structured promotions and training.
3. Enhance training programs to continuously improve job-related skills.
4. Upgrade workplace tools and technology to improve efficiency and employee experience.
5. Ensure better access to necessary resources and tools for work objectives.
6. Expand flexible working options to further enhance work-life balance.
7. Develop stronger communication strategies to improve coordination in flexible work arrangements.
8. Improve IT support systems to minimize technical disruptions and enhance productivity.
9. Create mentorship programs to support career development and knowledge sharing.

10. Strengthen workplace recognition programs to improve employee motivation.

### V. CONCLUSION

The study on employee satisfaction and its effects on working performance at Croma in Coimbatore provides valuable insights into workplace dynamics, employee expectations, and areas for improvement. The findings indicate that a majority of employees are satisfied with their job roles, career growth opportunities, and the availability of flexible work policies. Employees also acknowledge the positive impact of flexible working on work-life balance and productivity, which highlights the need for organizations to maintain and enhance such policies.

One of the key findings of the study emphasizes that salary and benefits remain the most significant factor influencing job satisfaction, followed by the work environment, recognition, career development opportunities, and work-life balance. This suggests that while financial compensation plays a major role, employees also value non-monetary benefits such as career progression and workplace appreciation

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