

A Study on Employee Job Satisfaction At Kovai Maruthi Papers And Boards Pvt. Ltd., Namakkal

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Abstract- This study explores employee job satisfaction at Kovai Maruthi Papers and Boards Private Limited, Namakkal, examining how it affects employee performance, productivity, motivation, and overall organizational growth. The research aims to evaluate employees' satisfaction levels concerning salary, working environment, workload, working hours, job security, supervisor support, promotion opportunities, and training programs. Primary data were gathered from a sample size of 100 employees using structured questionnaires via a simple random sampling technique. Secondary data were sourced from academic books, journals, corporate records, and websites. Statistical tools, including Percentage Analysis, Chi-Square Analysis, and Correlation Analysis, were executed for data interpretation and hypothesis testing.

Keywords: Employee Job Satisfaction, Employee Performance, Organizational Productivity, Employee Welfare, Human Resource Management.

I. INTRODUCTION

Employee job satisfaction stands as a cornerstone concept within Human Resource Management, representing the fulfillment and positive emotional state individuals experience regarding their work environment, compensation, promotional pathways, and managerial support. Satisfied workforces contribute substantially to corporate efficiency, output quality, and long-term retention. In today's highly competitive commercial landscapes, modern enterprises prioritize employee welfare since human capital performance directly governs institutional triumphs. Workers content with their professional roles demonstrate heightened commitment, lower absenteeism, and robust dedication. Conversely, widespread employee dissatisfaction triggers operational friction, workplace stress, and decreased performance standards. Kovai Maruthi Papers and Boards (P) Ltd., situated in Namakkal, serves as a prominent manufacturing hub offering extensive local employment. Conducting a comprehensive job satisfaction evaluation within this organization provides management with essential insights into workforce expectations, workplace dynamics, and systemic operational health. This inquiry centers on gauging workforce

viewpoints regarding compensation schedules, shift workloads, safety standards, supervisor communication, and skill-building initiatives, while evaluating how closely satisfaction indexes correspond to daily performance outcomes.

STATEMENT OF THE PROBLEM

Managing workforce morale has emerged as a major operational concern for corporate administrations because latent workplace dissatisfaction directly damages industrial output, process efficiency, and organizational growth parameters. Employees frequently encounter diverse professional hurdles, ranging from suboptimal compensation balances and heavy workloads to exhausting schedules, lack of career recognition, and stagnant promotional structures. Left unaddressed, these issues diminish team spirit and cause high turnover rates. Therefore, industrial firms must systematically evaluate workforce feedback and operational satisfaction thresholds to properly uplift employee morale and secure sustainable performance frameworks.

OBJECTIVES OF THE STUDY

- To analyze the comprehensive level of employee job satisfaction within the organization.
- To identify the key organizational factors that significantly influence worker satisfaction metrics.
- To investigate the statistical relationship between employee job satisfaction indexes and daily performance outcomes.
- To provide practical recommendations aimed at enhancing overall employee satisfaction and operational welfare.

NEED FOR THE STUDY

- To measure current workforce satisfaction levels to discover baseline morale parameters.
- To discern specific operational variables affecting employee motivation, daily focus, and target completion.

- To strengthen internal employee welfare practices, thereby boosting long-term corporate output.
- To identify worker expectations regarding base salaries, safety incentives, and structural working environments.

SCOPE OF THE STUDY

This research is confined to active employees at Kovai Maruthi Papers and Boards (P) Ltd., Namakkal. The investigative boundary focuses heavily on essential human resource elements, namely salary equilibrium, workload distributions, job stability, supervisor-subordinate communication channels, and physical safety setups. The resulting conclusions furnish executive management with a clear diagnostic view to update internal corporate policies effectively.

LIMITATIONS OF THE STUDY

- The analytical conclusions are exclusively confined to the case environment of Kovai Maruthi Papers and Boards (P) Ltd., Namakkal, and cannot be broadly generalized across the entire industry.
- The data collection depends heavily on individual subjective feedback provided via questionnaires, which introduces potential response bias.
- Severe time restrictions limited the depth of tracking longitudinal shifts in employee behavior and external economic variables.

II. REVIEW OF LITERATURE

- **Herzberg (1959)** introduced the Motivation-Hygiene theory, demonstrating that distinct workplace elements like salary structures, physical working conditions, corporate policies, and peer recognition directly govern job satisfaction.
- **Maslow (1943)** argued in his hierarchy of needs model that employee engagement thrives when primary survival, safety, and social belongingness needs are met alongside esteem and self-actualization.
- **Spector (1997)** emphasized that functional components such as compensation equity, constructive supervision, fluid communication, and supportive environments shape overall satisfaction levels.
- **Judge et al. (2001)** verified through extensive empirical evaluation that satisfied workers demonstrate significantly higher organizational commitment, professional efficiency, and task execution excellence.

III. RESEARCH METHODOLOGY

Research methodology outlines the structured, scientific approach employed to gather, compile, and evaluate operational data for this research.

Research Design: The investigation utilizes a Descriptive Research Design framework.

Data Collection Sources: Primary data were directly gathered from the workforce using tailored structured questionnaires. Secondary data were meticulously extracted from international journals, academic textbooks, corporate archives, and indexed websites.

Sampling Protocol & Size: A Simple Random Sampling technique was chosen, capturing a definitive sample size of 100 active employees.

Analytical Tools: Data handling was executed utilizing Percentage Analysis, Chi-Square testing, and Pearson Correlation Analysis.

IV. DATA ANALYSIS AND INTERPRETATION

1. Correlation Analysis

Correlation analysis measures the strength, statistical closeness, and mathematical direction linking two independent variables. Here, it establishes how workforce job satisfaction correlates with individual performance levels.

Variables	Job Satisfaction	Employee Performance
Job Satisfaction	1	0.68
Employee Performance	0.68	1
Significance Value (p)	0.001	0.001
Sample Size (N)	100	100

Interpretation: The generated Pearson Correlation coefficient between employee job satisfaction and performance stands at 0.68, demonstrating a strong, positive mathematical correlation ($r = 0.68$). Because the computed asymptotic significance level (0.001) falls safely below the 0.05 threshold, the relationship is highly significant. This statistically

confirms that raising workforce satisfaction directly fosters superior performance levels and factory productivity.

2. Chi-Square Analysis

Chi-Square analysis tests statistical independence and determines if significant associations exist between categorical fields. This test evaluates the relationship between demographic gender distributions and explicit salary satisfaction

scales.

- **Null Hypothesis (H₀):** There is no significant statistical relationship between employee gender and salary satisfaction parameters.

- **Alternative Hypothesis (H₁):** There is a significant statistical relationship between employee gender and salary satisfaction parameters.

Statistical Metric	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.12	1	0.042
Likelihood Ratio	4.003	1	0.038
Linear-by-Linear Association	4.05	1	0.044
Number of Valid Cases	100	-	-

Interpretation: The Chi-Square analysis indicates a calculated p-value of 0.042, which is less than the standard 0.05 critical significance boundary ($p = 0.042 < 0.05$). Consequently, the null hypothesis (H₀) is rejected, and the alternative hypothesis (H₁) is supported. This mathematically proves a significant relationship between employee gender and perceived compensation satisfaction.

V. FINDINGS

- A substantial majority of surveyed employees expressed positive satisfaction with their overall working environment.
- The workforce indicates a high sense of structural stability and job security within the factory setting.
- Compensation metrics, base salary systems, and allied employee benefits heavily dictate daily job satisfaction indicators.

- Healthy, collaborative connections are widely maintained among peers, team leaders, and upper management levels.
- Regular vocational training and development frameworks significantly increase baseline employee motivation.
- Uplifting individual job satisfaction scales directly results in improved manufacturing productivity and work quality.

VI. SUGGESTIONS

- The administration should review incentive programs and optimize salary frameworks to align better with industry standards, thereby increasing retention.
- Structured training cycles and career progression paths should be deployed continuously to polish technical skills and reinforce operational morale.
- Internal transparency should be improved by refining upward communication channels and creating merit-based employee recognition systems to sustain productivity.

VII. CONCLUSION

This academic study concludes that the workforce at Kovai Maruthi Papers and Boards (P) Ltd., Namakkal, experiences a stable, moderate level of job satisfaction. Employees show high satisfaction with core environmental parameters, including job security, supportive management, and interpersonal peer relationships. The empirical analysis demonstrates that employee job satisfaction directly influences daily individual performance and general corporate output. Consequently, the company administration must systematically invest in ongoing employee welfare practices, robust internal communication channels, structured appreciation strategies, and clear professional growth paths to maintain a highly satisfied, motivated, and optimally productive manufacturing workforce.

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