

EMPLOYEE SATISFACTION SURVEY IN A MANUFACTURING SECTOR COMPANY - A CASE STUDY

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Abstract

In Human resource management employee satisfaction or job satisfaction is simply how content or satisfied the employee is with the job. If we try to look for the identification of the different perspectives of employee satisfaction we have performance management system, loyalty, work life balance, empowerment, reward and recognition, roles and responsibilities and communication. This paper focuses on the employee satisfaction survey carried out in a manufacturing sector company to get the ESS Index. The response of the employee is recorded and analyzed with concluding on some action items identified from the analysis. Benchmarking for employee satisfaction index is not done because the company is operational from less than 5 years. . The results obtained are also used for the future plan of the company from employee retention perspective as well.

Keywords: Employee Satisfaction, Manufacturing, ESI Index

INTRODUCTION

It is the demand of the time for all the companies to ensure the retention of the right set of people at right time to get the competitive advantage. The retention of employee demands a very strong human resource management practices. There are different standard practices being followed in organizations to ensure employee satisfaction at higher side. Employee satisfaction index is one such measure. Measurement of employee satisfaction index assists the company for talent retention as well. Analyzing the results obtained and strategy review based on the results obtained certainly helps to design a better human resource management function. It also helps to identify plan of action to improve the employee perception about the company. The benefit with using Employee Satisfaction Index is to get an easy measured view over how satisfied employees are with their situation. Employee satisfaction index measurement process may be same for all sector industries but as far as different sectors are concerned the employee satisfaction measurement will differ in the pattern of questions being asked.

In this case study, the organization selected for employee satisfaction survey has more of a machine operating staff. The operating staff consists of medium education levels and may restrict the response as far as intellectual level is considered. The departments are formed in line with the manufacturing process adopted by the company. So the questions asked for employee satisfaction index measurement are arranged accordingly. The employee designation levels are also captured during the survey to understand the level wise satisfaction levels.

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OBJECTIVES OF THE STUDY

The objectives of this case study are-

- a) To capture feedback of employees as a response to the questionnaire.
- b) To understand the present situation of the employee satisfaction index on different parameters
- c) To analyse and comment on the observations and suggest suitable improvement action plan if needed.

DATA AND METHODOLOGY

The study here is mainly concerned with identification of the existing employee satisfaction index. A set of questionnaire will be circulated to all the employees without asking to disclose their personal credentials. Total 17 questions pertaining to the employee satisfaction parameters are asked. Employees have to respond on a scale of 1 to 5, 1-strongly disagree, 2-disagree, 3-not sure, 4-agree, 5-strongly agree. The designation level of all employees is also captured on the questionnaire. The data for department wise level of all employees was taken from the company officials to map the results as per the different departments and levels. This is used for analysis. The total sample size is 151 employees. The level of employees are tagged and the responses were captured as per levels .table I shows the data for the level wise respondents.

Table I- Level Wise Responses Percentage

Level	Responded to Survey	Target	Percentage of Respondent
1B, 2B1 & 2B2	4	6	66.66%
3A1, 3A2 & 3B	16	19	84.21%
4A1 & 4A2	18	18	100%
4B1 & 4B2	52	57	91.22%
5A	61	65	93.84%

Table II shows the percentage responses received from the employees at different departments. The departments involved composite, metallic manufacturing, support function, PLD plant layout and design, manufacturing engineering and quality assurance.

Table II- Department Wise Response

Name of the Department	Responded to Survey	Target	Percentage of Responded
Composite	32	34	94.10%
Metallic Manufacturing	24	32	75%
Support Function	30	30	100%
PLD	12	14	85.70%
Manufacturing Engineering	15	15	100%
Quality Assurance	23	25	92%

DATA ANALYSIS

The total number of employee size for this survey was 151. The Analysis of the data was carried out in three different ways.

1. Overall average scores for all questions answered by all the employees at all levels across the organization.
2. The average scores obtained for different departments in the organization.
3. The average scores obtained for different level of employees in the organization.

The scores for individual question are captured in excel sheet and the mapping of the questions with the corresponding perspective of employee satisfaction was done. The total scores were also captured and summed up to get the overall average score of the satisfaction index. The average score of all the responses was recorded as 3.4 on a scale of 1 to 5. The average value of 3.4 is the overall average satisfaction index of all employees at all levels in the organization. The overall response received by 151 employees resulted into the ESS index of 3.4 on a scale of 1 to 5 . The high score of 3.9 obtained for role clarity. Second highest score of 3.8 was obtained for society recognition and also for clarity in communication .The lowest score of 3.0 was obtained for the regular feedback from supervisors pertaining to the employee growth and also for the PMS system transparency. Most of the employees reported that they are not finding their performance management system fair and transparent. Though the overall satisfaction index score is more than the 50% score on a scale of 1 to 5 where 1 being the lowest and 5 being the highest, major area of concern was identified for the employee perception

towards performance management system. The department wise ESS Index obtained as shown in the table III.

The composite manufacturing department recorded the lowest score of 2.8 for the career growth opportunities in the organization whereas they have opted for the highest level of the recognition in the society for working with this organization. The metallic manufacturing department implied concern area for the feedback form supervisors on regular basis. The major bad scores were given to the performance management systems by this department. The support function department registered low scores for the reward and recognition practices but this function has overall satisfaction at higher side than other departments. The manufacturing engineering department has reported dissatisfaction on the performance management system and also for the reward and recognition practices by the company. The PLD –plan layout and design department has registered the major low score for the duration of work hours they spent in the company. For other aspects they seem to more satisfied. The Quality Assurance department employee registered their concern for the feedback mechanism and also for the performance management system. The lowest score given by this department is for the career growth feedback from the supervisors. They seem to be dissatisfied for the reward and recognition as well.

The level wise ESS Index score are also calculated .Table IV shows the values of ESS index calculated for different levels in the company.

Table III- Department Wise ESS Index

Department	ESS Index
Composite	3.5
Metallic manufacturing	3.5
Support Function	3.4
Manufacturing Engineering	3.3
PLD	3.2
Quality Assurance	3.4
Overall	3.4

Table IV- Level Wise ESS Index

Level	ESS Index
	3.5
4B1,4B2	3.3
4A1,4A2	3.5
3A1,3A2,3B	3.4
1B,2B1,2B2	4.2
Overall	3.4

The 5A level employees reported low scores on the regular feedback mechanism from supervisors. The levels 4B1 and 4B2 reported the low scores for the reward recognition. The level 3A1, 3A2 and 3B reported bad scores for working hours.

Table V- Overall Highest Score Questions

Questions	Overall Rating
Highest Scoring Questions	
I am clear about what is expected from me at work.	3.9
My Boss communicates with me regularly.	3.8
My KRA are linked with my roles and responsibilities.	3.8
I feel appreciated in society due to my work.	3.8
I feel my boss is there to take of my mistakes	3.7

Table V gives the overall highest scores responses given by the employees and this implies that the employees are clear about the roles and responsibilities and the clarity of communication. The employee also feels proud in working with the group.

Table VI- Overall Lowest Score questions

Lowest Scoring Questions	
My job requires long working hours.	3
I am getting regular feedback from my superior for career growth.	3
Our PMS system is transparent and fair.	3
I get sufficient time to spend with my family after work.	3.2
There are career growth opportunities for employees at TAL	3.2

The low scores clearly indicate that there is a need to action about the performance management system awareness among the employees.

CONCLUSION

As the company has started manufacturing business from less than 5 years the employee satisfaction scores are not compared with any industry standards. From the overall response of the employees for 17 questions the lowest and the highest scores are obtained. The overall satisfaction index score of 3.4 on a scale of 1 to 5 implies that the employee is not completely dissatisfied. Some of the concern area are identified from the low scores and these scores suggest the human resource management team to initiate the performance management system awareness program among the employees. The HR team needs to initiate the mechanism of regular interaction of employee with their supervisors to clarify the confusion among the employee. As far as reward and recognition is concerned it is imperative that the employees must be aware about the performance linked rewards. It is strongly recommended that there is a need to conduct training sessions for the employees to understand the HR practices and the role of all activities in development of the employees and the organizational growth. The HR team has agreed for the awareness training program and also agreed to review the performance management system to improve on the overall perception of the employees thereby improving the satisfaction index score in future.

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