

A STUDY ON EMPLOYEE SATISFACTION AT VARIOUS STAGES OF EMPLOYEE LIFECYCLE AT SRI GANGA MOTORS PASUVANTHANAI.

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ABSTRACT

Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. Basically, employee satisfaction is a measure of how happy workers are with their job and working environment. In this paper various variables responsible for employee satisfaction has been discussed such as Organization development factors, Job security factors, Work task factors, Policies of compensation and benefit factor and opportunities which give satisfaction to employees such as promotion and career development also has been described. This project also deals the various ways by which one can improve employee.

Employee's satisfaction is considered to have a lot of importance. It benefits the company and increases its productivity. For a company to be successful, employee's satisfaction towards different phases of an employee life-cycle is a key aspect. Employee's satisfaction is considered to have a lot of importance. It benefits the company and increases its productivity. For a company to be successful, employee's satisfaction towards different phases of an employee life-cycle is a key aspect. The satisfaction among employees depicts whether they are happy with the current policies followed by the company. The success of any company will be based on the workers as employees are considered to be an asset to the organization. Any slight damage caused to the employee within the premises will lead to major effects. This topic was chosen because the company is involved with all major aspects of Human Resources functions. Such as from Recruitment, on-boarding, Development, Retaining, till off- boarding. And to learn company's policy and procedures which are followed currently.

INTRODUCTION

Employee satisfaction at different stages of the employee lifecycle is crucial for understanding and improving the overall employee experience objectives within an organization. The employee lifecycle encompasses various stages, including recruitment, onboarding, development, retention,

and departure. Each stage presents unique opportunities and challenges that can significantly impact an employee's satisfaction, engagement, and long-term commitment to the organization. By implementing a systematic approach to measure satisfaction at each stage, organizations can identify areas for improvement, address potential pain points, and enhance the overall employee journey. Through the use of well-crafted surveys, questionnaires, and feedback mechanisms tailored to each stage, employers can gain valuable insights into employees' experiences, perceptions, and needs throughout their employment lifecycle. Effective measurement and analysis of employee satisfaction at various stages can lead to targeted interventions, such as refining recruitment processes, optimizing onboarding experiences, facilitating professional development, creating supportive retention strategies, and conducting meaningful exit interviews. Ultimately, this can contribute to higher employee morale, increased productivity, better retention rates, and a more positive organizational culture. Understanding employee satisfaction across the different stages of the employee lifecycle is instrumental in fostering a workplace environment that values and prioritizes the well-being and satisfaction of its employees. This, in turn, can lead to a more engaged, motivated, and loyal workforce.

Employee satisfaction is a comprehensive term that comprises job Satisfaction of employees and their satisfaction overall with company's policies, company environment. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to Produce more, take fewer days off and stay loyal to the company. Therefore, the Organization should try to supply the employee expectations in order to approach the employee satisfaction. In addition, emotional state of the employees may also affect their satisfaction. This forces the managers to create and sustain the desired working environment in the organizations. Employee satisfaction is one of the bases of organizational citizenship behaviour that is, the well-satisfied employees will work more willingly and this contributes to the effectiveness of the organizations.

There are various factors that contribute to employee satisfaction, it includes treating employees with respect, time to time performance appraisals, providing Regular employee recognition, empowering employees, relationship with immediate Supervisor, providing employee perks, company activities, positive management. Within a success framework of goals, feeling safe in the work environment, Opportunities to use skills and abilities, compensation and benefit,

promotions, Training, work tasks factors, relationship with co-workers, relationship with Supervisors. Some more factors include as follows: interesting work, appreciation of Work, job security, job-specific training, good wages, promotion/growth, good Working conditions, personal loyalty, tactful discipline, sympathetic help with Problems, preferred incentives, flexi-timing, telecommuting, company paid Vacations, accident and health insurance benefits, retired benefits, asset building Loans, company transport and many more. Having good relationships with the colleagues, high salary, good working conditions, training and education opportunities, career development or any other benefits may be related with the increasing of employee satisfaction.

STAGES OF EMPLOYEE LIFECYCLE

The seven stages of the employee life cycle typically include:

1.Recruitment:

This stage involves attracting and hiring suitable candidates for job openings within the organization. It includes activities such as posting job advertisements, conducting interviews, and making job offers.

2. Onboarding:

Once a candidate is hired, the onboarding stage begins. This phase involves introducing new employees to the company culture, policies, procedures, and their roles and responsibilities. It aims to help new hires feel welcomed and prepared for their positions.

3.Development:

During this stage, employees undergo training and development to enhance their skills, knowledge, and abilities. This may include formal training programs, workshops, mentoring, or on-the-job learning opportunities.

4.Performance Management:

Performance management involves setting clear performance expectations, providing feedback, evaluating employee performance, and addressing any performance issues. It is an ongoing process aimed at helping employees succeed in their roles.

5.Career Progression:

Career progression involves providing opportunities for employees to advance in their careers within the organization. This may include promotions, lateral moves, or opportunities for additional responsibilities and challenges.

6.Compensation and Benefits:

This stage focuses on rewarding employees for their contributions through competitive compensation and benefits packages. It includes salary adjustments, bonuses, incentives, and benefits such as healthcare, retirement plans, and other perks.

7.Offboarding:

The offboarding stage occurs when an employee leaves the organization, either voluntarily or involuntarily. It involves conducting exit interviews, completing necessary paperwork, and transitioning responsibilities to other team members. Off boarding aims to ensure a smooth transition for both the departing employee and the organization.

These stages collectively form the employee life cycle, and effectively managing each stage is crucial for attracting, retaining, and developing talent within an organization.

STATEMENT OF THE PROBLEM

- Maintaining high levels of satisfaction during the ongoing employment period requires continuous efforts in providing career growth opportunities, fair compensation, a supportive work environment, and avenues for skill development.
- Challenges arise in providing clear pathways for career progression, offering promotions based on merit, and ensuring that employees feel valued and recognized for their contributions.

- Managing employee exits gracefully and maintaining positive relationships during offboarding processes is crucial for both departing employees and the organization's reputation.
- Organizations may struggle with creating a culture that promotes continuous feedback, open communication, and employee involvement in decision-making processes.
- Failure to prioritize employee well-being, recognition, and work-life balance can lead to diminished satisfaction levels and low morale.
- The challenges related to employee satisfaction at various stages of the employee lifecycle is essential for organizations striving to create a positive work environment and proactively managing these issues can lead to improved employee satisfaction, increased productivity, and long-term success for both employees and the organization.

OBJECTIVES OF THE STUDY

- To measure the satisfaction level of the employees.
- To study the employee's perception towards organization.
- To study the attitude of the employees towards their work.
- To identify the factors that motivates the employees.
- To study best practices and methods to enhance commitment and employee retention.
- To analyse satisfaction levels at different stages, organizations can pinpoint areas where employees might be experiencing dissatisfaction or challenges.

SCOPE OF THE STUDY

- The scope includes the development of surveys, feedback mechanisms, and performance indicators tailored to each stage of the employee life cycle to gather actionable insights.
- It further involves the analysis of data to identify trends, patterns, and areas for improvement.
- Moreover, the scope encompasses the implementation of targeted interventions based on the findings to enhance the employee experience, increase engagement, and improve overall satisfaction throughout the employee life cycle.
- Additionally, the scope involves establishing benchmarks and key performance indicators to monitor changes and improvements in employee satisfaction over time.

- By examining all these aspects, organizations can gain a comprehensive understanding of employee satisfaction and make informed decisions to create a more positive and fulfilling work environment across the various stages of the employee life cycle.

REVIEW OF THE LITERATURE

According to **Nancy C. Morse (1997)** "Satisfaction refers to the level of fulfilment of one's needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets." Employee satisfaction is a measure of how happy workers are with their job and working environment. it is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organizations should have a culture that encourages the employee satisfaction, Bhatti & Qureshi, (2007).

According to **Hunter & Titmen, (1997)** Employees are more loyal and productive when they are satisfied and these satisfied employees affect the customer satisfaction and organizational productivity, Potter field, (1999). There is no limit for the employees to reach the full satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviours in order to execute their duties more effectively to gain greater job satisfaction, Miller, (2006). Having good relationships with the colleagues, high salary, good working conditions, training and education opportunities, career developments or any other benefits may be related with the increasing of employee satisfaction.

Cranny, Smith & stone (1992)

Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place.

RESEARCH DESIGN AND METHODOLOGY

Introduction:

Research methodology is the systematic way to solve the research problem. It given an idea about various steps in systematic manner. The research method of the study explains the

systematic way to finding to the predetermining objective. This provides the clear path to accomplish and achieve clear solution problem for the stated.

Research design:

A research design is considered as the frame work or plan for a study the guides as well as helps the data collection and analysis of data. The research design in this project is discipline in nature.

Sample design:

By adopting random sampling method, a sample of 50 respondents was selected from Sri Ganga Motors TVS company. And the questionnaire was distributed to get the primary data from them.

Construction tools:**Population:**

There are totally 50 employees working in the organization.

Sampling size:

Out of the total population for the study sample size of 50 respondents were selected.

Sample area:

The research was conducted at Sri Ganga Motors, Pasuvanthanai.

Sampling procedure:

The research was made by the survey in accordance to the convenience of the employees. The sampling technique used was convenience sampling.

Data collection:

To accomplish the objective of the study both primary data and secondary data were utilized.

➤ **Primary data:**

Primary data refers to the collection of first-hand data. The information was collected from the respondent.

- A structured questionnaire
- Observation
- Interview and direct conversation with the management

➤ **Secondary data:**

A part from primary data collected the data was collected through

- Text books
- Records of industry
- Journals from library
- Academic report
- Webster

DATA ANALYSIS AND INTERPRETATION

Data Interpretation:

Analysis of data means, studying the tabulated material in order to inherent facts or learnings. Larger divisions of material should be broken down into smaller units and rearranged new combinations to discover new facts, interrelation and cause effects relationship.

Analysis of data is the most skilled task of all stages of research, calling for the researcher's own judgement and skill. It throws light on the various problem areas, enabling the earth it identifies ways and means of arriving at a solution. A researcher besides the collection analysis of data has to draw inference and explain their significance. The task of drawing conclusion and inference from a careful analysis of data is known as interpretation.

TABLE 1.1

TABLE SHOWING THE CURRENT SALARY STRUCTURE OF THE RESPONDENTS		
Response Rate	Frequency	Percent
Satisfied	16	32.0
Dissatisfied	6	12.0
Neutral	15	30.0
Very satisfied	9	18.0
Very dissatisfied	4	8.0
Total	50	100.0

Source: Primary Data

HYPOTHEZIZED ASSOCIATION BETWEEN THE GENDER AND SALARY STRUCTURE USING THE CHI -SQUARE TEST

H0: There is no significant association between Age and Salary structure.

H1: There is significant association between Age and Salary structure.

Crosstab								
			TABLE SHOWING THE CURRENT SALARY STRUCTURE OF THE RESPONDENTS					Total
			Satisfied	Dissatisfied	Neutral	Very satisfied	Very dissatisfied	
TABLE SHOWING THE AGE CLASSIFICATION OF THE RESPONDENTS	20-30	Count	10	0	14	8	3	35
		Expected Count	11.2	4.2	10.5	6.3	2.8	35.0
		TABLE SHOWING THE AGE CLASSIFICATION OF THE RESPONDENTS	28.6%	0.0%	40.0%	22.9%	8.6%	100.0%
		TABLE SHOWING THE CURRENT SALARY STRUCTURE OF THE RESPONDENTS	62.5%	0.0%	93.3%	88.9%	75.0%	70.0%
		% Of Total	20.0%	0.0%	28.0%	16.0%	6.0%	70.0%

	30-40	Count	6	6	1	1	1	15
		Expected Count	4.8	1.8	4.5	2.7	1.2	15.0
		TABLE SHOWING THE AGE CLASSIFICATION OF THE RESPONDENTS	40.0%	40.0%	6.7%	6.7%	6.7%	100.0%
		TABLE SHOWING THE CURRENT SALARY STRUCTURE OF THE RESPONDENTS	37.5%	100.0%	6.7%	11.1%	25.0%	30.0%
		Total	12.0%	12.0%	2.0%	2.0%	2.0%	30.0%
Total		Count	16	6	15	9	4	50
		Expected Count	16.0	6.0	15.0	9.0	4.0	50.0
		TABLE SHOWING THE AGE CLASSIFICATION OF THE RESPONDENTS	32.0%	12.0%	30.0%	18.0%	8.0%	100.0%
		TABLE SHOWING THE CURRENT SALARY STRUCTURE OF THE RESPONDENTS	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		Total	32.0%	12.0%	30.0%	18.0%	8.0%	100.0%

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	19.894 ^a	4	.001
Likelihood Ratio	21.791	4	.000
Linear-by-Linear Association	4.099	1	.043
N of Valid Cases	50		
a. 7 cells (70.0%) have expected count less than 5. The minimum expected count is 1.20.			

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.631	.001
	Cramer's V	.631	.001
N of Valid Cases		50	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			
c. Based on normal approximation.			

INFERENCE:

The above table shows that significance of the F value is error. The Salary Structure is not accepted with age which is inferential testing and P-value is 0.001 that is rejected value five percent level of significance. Hence the hypothesis is rejected.

INDEPENDENT SAMPLE T TEST:

H0: There is no significant associated between gender employee's satisfaction level

H1: There is significant associated between gender employee's satisfaction level

TABLE 1.2

VARIABLE	GENDER	MEAN	SD	T value	P value
Payroll	Male	1.9091	.92113	0.820	0.416
	Female	2.1071	.78595		

P>0.05 is no significant at the level 0.05 level(2-tailed)

P value 0.05 there is no significant level between gender and payroll of employee satisfaction.

INFERENCE:

There is no significant level of the employees based on the gender provided by the Payroll

TABLE 1.3

VARIABLE	GENDER	MEAN	SD	T value	P value
Compensation benefits	Male	1.9091	.92113	0.065	0.948
	Female	1.8929	.83174		

$P > 0.05$ is no significant at the level 0.05 level(2-tailed)

P value 0.05 there is no significant level between gender and compensation benefits of employee satisfaction.

INFERENCE:

There is no significant level of the employees provided by the compensation benefits based on the gender.

TABLE 1.4

VARIABLE	GENDER	MEAN	SD	T value	P value
Working hours	Male	2.0455	.65300	0.048	0.962
	Female	2.0357	.74447		

$P > 0.05$ is no significant at the level 0.05 level(2-tailed)

P value 0.05 there is no significant level between gender and Working hours of employee satisfaction.

INFERENCE:

There is no significant level of the employees' working hours satisfied based on the gender to its organization.

TABLE 1.5

VARIABLE	GENDER	MEAN	SD	T value	P value
Rewards	Male	1.9091	.97145	0.210	0.834
	Female	1.9643	.88117		

$P > 0.05$ is no significant at the level 0.05 level(2-tailed)

P value 0.05 there is no significant level between gender and rewards of employee satisfaction.

INFERENCE:

There is no significant level of the employee's satisfaction recognition of rewards based on the gender and performance.

TABLE 1.6

VARIABLE	GENDER	MEAN	SD	T value	P value
Health insurance	Male	1.9091	.86790	0.082	0.935
	Female	1.9286	.81325		

$P > 0.05$ is no significant at the level 0.05 level(2-tailed)

P value 0.05 there is no significant level between gender and Health insurance of employee satisfaction.

INFERENCE:

There is no significant level of the employee's satisfaction provided by the health insurance based on the gender.

TABLE 1.7

VARIABLE	GENDER	MEAN	SD	T value	P value
Work life balance	Male	2.0909	.92113	0.820	0.416
	Female	1.8929	.78595		

$P > 0.05$ is no significant at the level 0.05 level(2-tailed)

P value 0.05 there is no significant level between gender and work life balance of employee satisfaction.

INFERENCE:

There is no significant level of the employee's satisfaction to work life balance for based on the gender.

FINDINGS

- The table of showing the employee current salary structure 32% of the respondents satisfied and 30% of the respondents neutral of employees.
- Employee satisfaction level of the payroll 54% of the respondents satisfied and satisfied 26% of the respondents highly satisfied.

- Employee satisfaction level of the compensation benefits 44% of the respondents satisfied and 36% of the respondents highly satisfied based on the gender
- Employee working hours gender analysis 20% of the employees satisfied and 26% of the employees dissatisfied, to be work related stress.
- Health insurance satisfied of the employees provided by based on the gender.
- Employee's satisfaction of Health insurance 30% of the respondents satisfied and 32% of the respondents highly satisfied.
- Employees work life balance between the male and female working conditions different ways
- When the 54% of the respondents highly satisfied and 28% of the respondents highly satisfied to his Work life balance.

SUGGESTION:

- Ensure transparent communication about job expectations, company culture, and growth opportunities during the recruitment process.
- Provide a structured and engaging onboarding program to help new employees feel welcomed and prepared for their roles.
- Offer continuous learning and development opportunities to support career growth and skill enhancement.
- Recognize and reward employee achievements to show appreciation and encourage motivation.
- Foster a positive work environment by promoting work-life balance, open communication, and a culture of collaboration.
- Provide clear pathways for career advancement and opportunities for promotion based on merit.
- Conduct regular performance evaluations and feedback sessions to help employees understand their progress and areas for improvement.

- Provide support during the transition period for departing employees, including assistance with job searches or career guidance.
- Encourage a culture of appreciation and recognition within the organization.
- Communicate openly with employees and involve them in decision-making processes when possible.
- By implementing these suggestions throughout the employee lifecycle, organizations can create a positive work environment that values its employees, fosters their growth and development, and ultimately leads to higher levels of employee satisfaction, engagement, and retention.
- Clearly communicate job expectations, provide a positive candidate experience, and ensure a fair and unbiased selection process
- Offer opportunities for skill development, training, and career growth. Provide regular feedback and encourage employees to set goals and pursue professional development.
- Establish clear performance expectations, provide regular feedback and recognition, offer opportunities for employees to contribute their ideas and suggestions.
- Promote work-life balance by offering flexible work arrangements, promoting wellness initiatives, and encouraging employees to take breaks and vacations.

CONCLUSION:

Employee satisfaction plays a crucial role at various stages of the employee life cycle. Starting from recruitment, a positive experience during the recruitment process can enhance the satisfaction of new employees and foster a sense of belonging from the beginning. Onboarding is another critical phase where ensuring that employees have the necessary tools, resources, and support can significantly impact their satisfaction levels.

During the ongoing employment period, factors such as training opportunities, career development, recognition, work-life balance, and the work environment all contribute to employee satisfaction. When these aspects are managed effectively, employees are more likely to feel engaged, motivated, and satisfied in their roles.

As employees progress through their careers within the organization, performance evaluations, promotions, compensation, and benefits also play a significant role in determining their satisfaction levels. Providing opportunities for growth, recognizing achievements, and addressing concerns can help maintain high levels of satisfaction and retention.

At the end of the employee life cycle, offboarding or exit processes are also crucial. Ensuring that employees leave on a positive note, whether through retirement, resignation, or termination, can impact their overall perception of the organization. Conducting exit interviews, providing feedback mechanisms, and maintaining good relationships even post-employment can influence not only the departing employee's satisfaction but also their potential advocacy or criticism of the organization.

In conclusion, managing employee satisfaction at various stages of the employee life cycle is essential for creating a positive work environment, fostering employee engagement, and ultimately supporting the organization's overall success. By addressing satisfaction factors proactively and continuously, employment journey.