

# A Study on The Dimensions of Employee Satisfaction With Reference To Brakes India Private Limited

R.Hariprasaath<sup>1</sup>, Dr.S.Sara<sup>2</sup>

<sup>1</sup>Dept of MBA

<sup>2</sup>Associate Professor & Head, Dept of MBA

<sup>1, 2</sup> Prince Shri Venkateshwara Padmavathy Engineering College (Autonomous), Chennai-600127

**Abstract-** The purpose of this study is to analyse the different dimensions of employee satisfaction with reference to Brakes India Private Limited. The current study evaluates the level of satisfaction of employees in Brakes India Pvt. Ltd. Primary data is collected through structured questionnaire. Secondary data is collected from articles, books, research papers, online forum, etc. The study is based on descriptive research. Statistical tools such as percentage analysis, ANOVA, Regression, Chi-Square, and Correlation are used in this study. Findings and suggestions are made with the help of the responses of the employees for the questions. The findings of the study states that there is a positive level of satisfaction among the employees. It is also found that the employees are satisfied with the organisation in various aspects. It is suggested to consider the work life balance of employees through appropriate measures to improve employee satisfaction.

**Keywords-** Employee Satisfaction, Dimensions of Employee Satisfaction, Work Life Balance

## I. INTRODUCTION

Employee satisfaction is a measure of workers' contentment with their job, whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Job satisfaction can be measured in cognitive, affective, and behavioral components. Employee satisfaction refers to how happy and fulfilled employees are with their jobs, encompassing their overall experience and contentment with their roles and the organization. The satisfaction level of employees is a concept reflecting the degree to which the individual's needs and desires are met and the extent to which this is perceived by the other employees. Dimensions of employee satisfaction would include management satisfaction, colleague satisfaction, other work group/groups satisfaction, job satisfaction, physical environment satisfaction and salary and other material benefits satisfaction.

### NEED OF THE STUDY:

There are several factors that affect and influence job satisfaction. Employee satisfaction is an important for the productivity and performance of an organisation. Satisfied employees play a major role in the success and performance of an organisation. Unsatisfied employees or lower employee satisfaction would lead to increased employee turnover and decreased productivity & performance. Therefore, the need of the study has become important for studying the level of employee satisfaction and factors influencing employee job satisfaction.

### OBJECTIVES OF THE STUDY:

- To study the different dimensions (Factors) influencing employee satisfaction.
- To analyze the employee perception towards the dimensions influencing job satisfaction.
- To examine the satisfaction level of employees.
- To offer valuable suggestions to improve the satisfaction level of employees of the organisation.

### LIMITATIONS OF THE STUDY:

- Restrictions for entry in certain areas of the plant affected to some extent.
- Time duration is also a factor which limits the scope of the study.

## II. LITERATURE REVIEW

David Ackah et al (2025) stated in their study that motivation, compensation and job satisfaction were found to have a negative relationship with organizational turnovers or performance. Intrinsic and extrinsic satisfaction moderated this relationship, such that participants who were low in their satisfaction had a greater tendency to exit the organisation even at high levels of motivation, compensation, and job satisfaction on turnover can be enhanced in two ways: when employees find congruence between their job and their self-identity and when they are involved in such jobs, which enhances their overall job satisfaction. Consequently, human

resource managers will be challenged to prioritize job design and develop policies that help employees balance their work and non-work involvements to enhance their overall motivation, compensation and job satisfaction.

Misna Ariani et al (2024) in their study stated that training and rewards have direct implications for employee job satisfaction and productivity. At the same time job satisfaction does not have direct implications for employee productivity. Unfortunately, job satisfaction is unable to mediate the relationship between training and rewards on employee productivity. In essence, although training and rewards function in stimulating job satisfaction and employee productivity, they have not been proven optimal in encouraging employee productivity which is mediated by job satisfaction. Therefore, companies need to prioritize job satisfaction with more comprehensive proportions.

**RESEARCH METHODOLOGY:**

The research method used in this study is descriptive research. Descriptive research includes surveys and fact – finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present.

**DATA COLLECTION:**

Data collection is the process of collecting the relevant data from the various sources. The primary data is collected through structured questionnaire. The secondary data is gathered from different sources such as research papers, books, etc.

**SAMPLING:**

Sampling is the selection of a subset of the population of interest in a research study. The method of sampling adopted in the study is simple random sampling. It is a type of probability sampling. Simple random sampling from a finite population refers to that method of sample selection which gives each possible sample combination an equal probability of being picked up.

**SAMPLE SIZE:**

The sample size of this study is 200.

**STATISTICAL TOOLS USED FOR DATA ANALYSIS:**

- One – way anova
- Regression

- Chi – square
- Correlation

**III. DATA ANALYSIS AND INTERPRETATION**

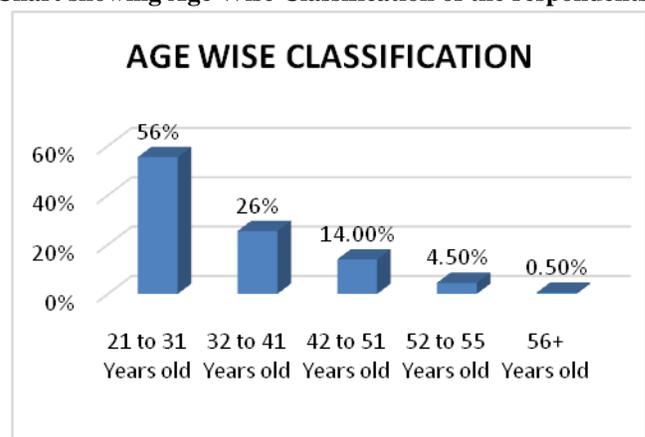
**1. Table showing Age Wise Classification of the respondents**

Age wise classification	No. of respondents	Percentage
21 to 31 years old	111	55.5%
32 to 41 years old	51	25.5%
42 to 51 years old	28	14%
52 to 55 years old	9	4.5%
56 + years old	1	0.5%
Total	200	100%

**Interpretation:**

It is interpreted from the table that 55.5% of the respondents belong to the age category of 21 to 31, 25.5% of the respondents belong to the age category of 32 to 41, 14% of the respondents belongs to the age category of 42 to 51, 4.5% of the respondents belong to the age category of 52 to 55 and 0.5% of the respondents belong to the age category of 56 and above.

**Chart showing Age Wise Classification of the respondents**



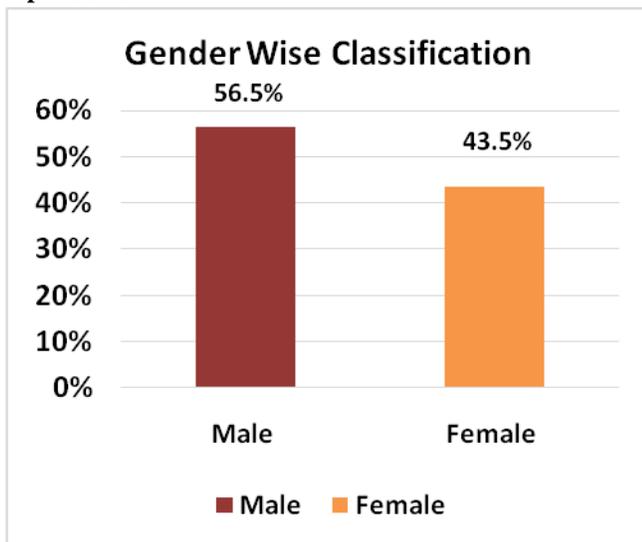
**2. Tableshowing Gender Wise Classification of the respondents**

Gender wise classification	No. of respondents	Percentage
Male	113	56.5%
Female	87	43.5%
Total	200	100%

**Interpretation:**

56.5% of the respondents are male whereas 43.5% of the respondents are female.

**Chartshowing Gender Wise Classification of the respondents**



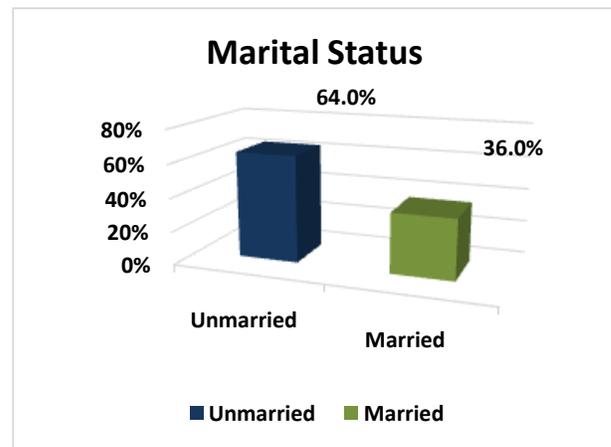
**3. Tableshowing Marital Status of the respondents**

Marital Status	No. of respondents	Percentage
Unmarried	128	64%
Married	72	36%
Total	200	100%

**Interpretation:**

From the above table it is interpreted that 64% of the respondents are unmarried and 36% of the respondents are married.

**Chartshowing Marital status of the respondents**



**STATISTICAL TOOLS:**

**Chi square association between educational qualification and opportunities for growth and development in the organisation**

**Null hypothesis (h0):**

There is no significant association between educational qualification and opportunities for growth and development in the organisation.

**Alternative hypothesis (h1):**

There is significant association between educational qualification and opportunities for growth and development in the organisation

**STATISTICAL TEST:**

Chi-square was used for the above hypothesis.

**Table showing chi square association between educational qualification and opportunities for growth and development in the organisation**

CHI SQUARE			
	Observed N	Expected N	Residual
Diploma	34	40.0	-6.0
HSC	14	40.0	-26.0
PG	73	40.0	33.0
SSLC	5	40.0	-35.0
UG	74	40.0	34.0
Total	200		

Satisfied with opportunities for growth and development			
	Observed N	Expected N	Residual
Dissatisfied	17	40.0	-23.0
Highly dissatisfied	6	40.0	-34.0
Highly satisfied	47	40.0	7.0
Neutral	46	40.0	6.0
Satisfied	84	40.0	44.0
Total	200		

Test Statistics		
	CHI SQUARE	Satisfied with opportunities for growth and development
Chi-Square	104.550 <sup>a</sup>	92.650 <sup>a</sup>
df	4	4
Asymp. Sig.	.000	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 40.0.		

**INTERPRETATION:**

Here the significant value is 0.000, Hence we accept alternative hypothesis. Therefore, there is a significant association between educational qualification and opportunities for growth and development in the organisation.

**RESULT:**

There is a significant association between educational qualification and opportunities for growth and development in the organisation.

**Correlation inter-relationship between the compensation and benefits and overall satisfaction with the company**

**NULL HYPOTHESIS (H0):**

There is no significant inter-relationship between the compensation and benefits and the overall satisfaction with the company

**ALTERNATIVE HYPOTHESIS (H1):**

There is a significant inter-relationship between the compensation and benefits and the overall satisfaction with the company

**STATISTICAL TEST:**

Correlation was used for the above hypothesis

**Table showing correlation inter-relationship between the compensation and benefits and overall satisfaction with the company**

Correlations			
		Compensation and benefits	Overall satisfaction with the company
Compensation and benefits	Pearson Correlation	1	.053
	Sig. (2-tailed)		.457
	N	200	200
Overall satisfaction with the company	Pearson Correlation	.053	1
	Sig. (2-tailed)	.457	
	N	200	200

**INTERPRETATION:**

The p-value is 0.457, which is greater than 0.05. So, we accept the null hypothesis and conclude that there is no significant inter-relationship between compensation and benefits and the overall satisfaction with the company

**RESULT:**

There is no significant inter-relationship between the compensation and benefits and the overall satisfaction with the company.

**IV. FINDINGS**

- It is found that 55.5% of the respondents belong to the age category of 21 to 31.
- It is found that 56.5% of the respondents are male.
- It is found that 64% of the respondents are unmarried.
- In the chi square analysis, the significant value is 0.000, and the alternative hypothesis is accepted. Therefore, it is concluded that there is a significant association between educational qualification and opportunities for growth and development in the organisation.

- In the correlation analysis the p-value is 0.457, which is greater than 0.05. So, the null hypothesis is accepted and concluded that there is no significant relationship between compensation and benefits and the overall satisfaction with the company.
- In the One Way ANOVA the p-value is 0.007, which is lesser than 0.05. So, the alternate hypothesis is accepted and concluded that there is a significant variance between the age group of respondents and satisfaction of respondents with job security.
- In the regression analysis the p-value is 0.000 which is less than 0.05, thus we accept alternative hypothesis and concluded that there will be an effect of work shift allotments on work life balance.

Training and Rewards on Employee Productivity. Economics. 12. 293–320. 10.2478/eoik-2024-0035.

## V. SUGGESTIONS

- The organisation can help their employees in maintaining a proper work life balance with the help of various measures such as standard working hours, etc.
- The organisation can also concentrate on improving their grievance handling mechanism which has a fair and unbiased system.
- Also, they should consider proper maintenance and regular inspection of machineries in the work place in order to ensure a proper and safe work place.

## VI. CONCLUSION

This study brings out an overview of dimensions of employee satisfaction with reference to Brakes India Pvt. Ltd. It has covered all the basic aspects of the organisation and employee perception towards the dimensions of satisfaction. This provides the organisation with an idea regarding the aspects to be improved better further. This study stays as an opportunity for the organisation to understand their employees more better. Brakes India has its strong base of satisfied employees through their conventional benefits and necessary facilities. Also the study helps the organisation in knowing the prFurther this study facilitates the organisation to know even small remarks to be rectified or improved better.

## REFERENCES

- [1] Ackah, David & Addo, Suzzy&Yornu, Isaac. (2025). Analysing the Connection Between Motivation, Compensation, and Employee Job Satisfaction. Dama Academic Scholarly Journal of Researchers. 10. 01-31. 10.4314/dasjr.v10i1.1.
- [2] Ariani,Misna& Tamara, Dwind& Malik, Adera &Caisar Darma, Dio. (2024). With Job Satisfaction or Not? The Role of Job Satisfaction in the Relationship Between