

A STUDY ON JOB SATISFACTION AMONG SUGUNA PUMPS AND MOTORS COIMBATORE

C.Tamil Mani¹, M.Chitra², Dr.B.Velmurugan³

*¹II Year MBA, NPR College of Engineering & Technology, Natham, Dindigul.
Email ID: tamillmanic2003@gmail.com*

²Assistant Professor, Department of Management Studies, NPR College of Engineering and Technology, Natham, Dindigul. Email ID: chitradevimba94@gmail.com

³Professor & Head, Department of Management Studies, NPR College of Engineering and Technology, Natham, Dindigul. Email ID: velubvm@gmail.com

Abstract—*This study examines the relationship between management and employees at Suguna Pumps and Motors and its influence on organizational effectiveness, productivity, and employee satisfaction. In today's competitive business environment, the success of an organization depends not only on technology and resources but also on the quality of interaction between management and employees. A positive management–employee relationship creates mutual trust, cooperation, open communication, and a supportive work environment, while poor relations may lead to conflict, dissatisfaction, and reduced performance. The study focuses on how management practices such as leadership, communication, employee participation, grievance handling, and fair treatment influence the attitudes and performance of employees. In manufacturing organizations, where coordination among departments such as production, quality control, human resources, and administration is essential, healthy industrial relations play a vital role in maintaining efficiency, discipline, and timely completion of work. Employees contribute their skills, knowledge, and commitment, while management provides direction, policies, and motivation. The balance between these roles determines the organizational climate and overall effectiveness. The research highlights that a cooperative relationship between management and employees contributes to higher job satisfaction, improved morale, better teamwork, reduced conflicts, and increased productivity. It also supports employee retention and organizational stability. The study further emphasizes that modern organizations are increasingly adopting a participative and collaborative approach rather than a traditional authoritative style of management. Overall, this study concludes that management–employee relationship is a significant factor in achieving long-term organizational growth and sustainability. Strengthening communication, mutual respect, and employee involvement can help organizations build a harmonious workplace that benefits both management and employees.*

Keywords: *Employee Satisfaction, Organizational Effectiveness, Productivity, Communication.*

INTRODUCTION

The relationship between management and employees plays a role in determining the overall effectiveness, productivity, and sustainability of any organization. In the manufacturing and apparel industry, where coordination, teamwork, skill-based operations, and timely production are critical, a healthy relationship between management and employees becomes even more important. Suguna pumps and motors, a growing organization in the apparel manufacturing sector, recognizes that its employees are the backbone of its success. The organization's ability to meet market demands, maintain quality standards, and achieve long-term growth largely depends on the mutual understanding, cooperation, and trust between management and its workforce. Suguna pumps and motors operates in a competitive business environment where efficiency, discipline, innovation, and employee commitment are essential. In such an environment, the relationship between management and employees is not merely a formal or contractual association but a dynamic partnership aimed at achieving common organizational goals. Management provides leadership, direction, policies, and resources, while employees contribute their skills, effort, experience, and dedication. When this relationship is positive and supportive, it leads to higher job satisfaction, reduced conflicts, improved productivity, and a harmonious work culture.

The introduction of effective management–employee relations at Suguna pumps and motors reflects the organization’s commitment to creating a stable and motivating work environment. By fostering open communication, fair treatment, employee participation, and mutual respect, Suguna pumps and motors aims to build strong industrial relations that benefit both the organization and its employees. The industry is labor-intensive and requires close coordination between various departments such as production, quality control, human resources, merchandising, and logistics. Employees at different levels from machine operators and supervisors to managers and administrative staff must work together efficiently to meet production schedules and quality expectations.

STATEMENT OF THE PROBLEM

- In any organization, a healthy relationship between management and employees plays a vital role in achieving organizational goals and maintaining a positive work environment.
- In the apparel industry, employees often face challenges such as work pressure, production targets, long working hours, and limited interaction with management.
- Suguna pumps and motors, like any growing organization, needs to maintain strong management–employee relationships to ensure smooth operations and employee commitment.
- Therefore, the present study aims to analyze the existing relationship between management and employees at Suguna pumps and motors, to identify the problems affecting this relationship.
- Level of employees and ultimately performance.

OBJECTIVES OF THE STUDY

- To analyze the level of employee job satisfaction in the organization.
- To know the factors affecting job satisfaction of the Employees in the Organisation.
- To identify the efforts made by the organization to improve the job satisfaction of the Employees.
- To understand the relationship between job satisfaction and overall performance of the Employees.

NEED OF THE STUDY

- To understand the level of employee satisfaction and their attitude towards the organization.
- To identify the factors that influence employees’ performance, motivation, and productivity.
- To examine the working conditions, welfare measures, and management support provided by the company.
- To provide useful suggestions for improving employee satisfaction and organizational effectiveness.

SCOPE OF THE STUDY

The scope of the study is limited to analyzing the relationship between management and employees at Suguna pumps and motors. The study focuses on understanding how management practices influence employee behavior, satisfaction, and performance within the organization. It covers only internal organizational factors related to employee relations. This study includes employees working in different departments such as production, quality control, administration, and supporting units. By covering various functional areas, the study aims to obtain a comprehensive understanding of management–employee relationships across different levels of the organization, including workers, supervisors, and managerial staff.

HYPOTHESIS OF THE STUDY

- H0: There is no significant relationship and employee satisfaction at Suguna pumps and motors
- H1: There is a significant relationship between management practices and employee satisfaction at Suguna pumps and motors

RESEARCH DESIGN

The research design adopted for the present study is descriptive research design. Descriptive research is used to describe the existing relationship between management and employees at Suguna pumps and motors. The purpose of this design is to analyze employee opinions regarding management practices, communication, leadership style, grievance handling,

and job satisfactions This research design helps in collecting factual information and understanding employee perceptions without manipulating any variables. It provides a systematic description of the relationship between management and employees and helps in identifying areas for improvement within the organization.

RESEARCH METHODOLOGY

Sampling Method

The simple random sampling technique was used for selecting respondents. This method provides equal opportunity for every employee to be selected and helps in avoiding bias.

Sample Size

A sample size of 109 employees was selected for the study, representing employees from different departments and job levels.

Research tool

- Chi_square
- Percentage
- Correlation
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Primary Data:

Primary data was collected from employees through a structured questionnaire. The questionnaire was designed to obtain information related to management practices, communication, employee satisfaction, and workplace relationships.

METHODS OF DATA COLLECTION

1. Primary Data Collection

Primary data refers to the original data collected directly from employees for the purpose of the study.

a. Questionnaire Method

The questionnaire included questions related to salary, working conditions, promotion, supervision, welfare facilities, and overall job satisfaction.

b. Personal Interview

Interviews helped in understanding employee opinions, feelings, and satisfaction levels in detail.

2. Secondary Data Collection

Secondary data refers to information collected from already available sources.

- Sources of Secondary Data
- Company records and reports
- Company website and official documents
- Books, journals, and magazines related to job satisfaction
- Previous research studies and articles
- Internet sources and HR reports

PERCENTAGE ANALYSIS

The percentage method is a specific form of ratio that is commonly used in statistical analysis and data comparison. It expresses a relationship between two values as a fraction of 100, which makes interpretation and comparison easier. This method is especially useful when comparing two or more sets of data, as it standardizes the values and allows for meaningful matching or analysis, regardless of the original units of measurement. Percentages help in illustrating how

one value relates to another in relative terms, making it easier to observe patterns, trends, or disparities between different data series.

CHI-SQUARE TEST

A chi-square test is a statistical method used to assess whether there is a significant difference between the expected outcomes and the actual observed results in a given dataset. simply due to random chance or if they suggest the presence of a meaningful relationship between the variables being analyzed. In other words, the chi-square test evaluates whether the distribution of categorical variables differs from what would be expected under a specific hypothesis, helping researchers make informed conclusions about the associations or independence between variables.

CORRELATION

Correlation is a statistical concept used to measure the strength and direction of the relationship between two or more variables. When there is a positive correlation, it means that as one variable increases, the other variable also tends to increase, and similarly, as one decreases. On the other hand, a negative correlation means that as one variable increases, the other tends to decrease, and vice versa showing they move in opposite directions. Correlation helps researchers and analysts understand how variables are connected and whether changes in one are associated with changes in another.

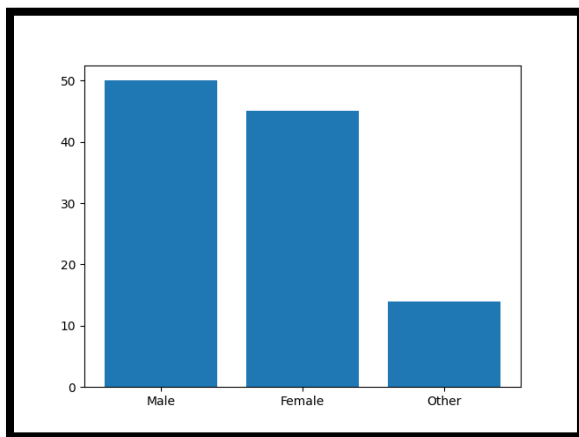
AREA OF THE STUDY

The area of the study is confined to Suguna pumps and motors, focusing on the relationship between management and employees. The study covers employees working in various departments such as production, quality control, administration, and supporting functions. It mainly examines management practices, communication methods, grievance handling, employee participation, and overall employee satisfaction within the organization. The study is limited to the internal working environment of Suguna pumps and motors and does not include external industry factors.

DATA ANALYSIS AND INTERPRETATION

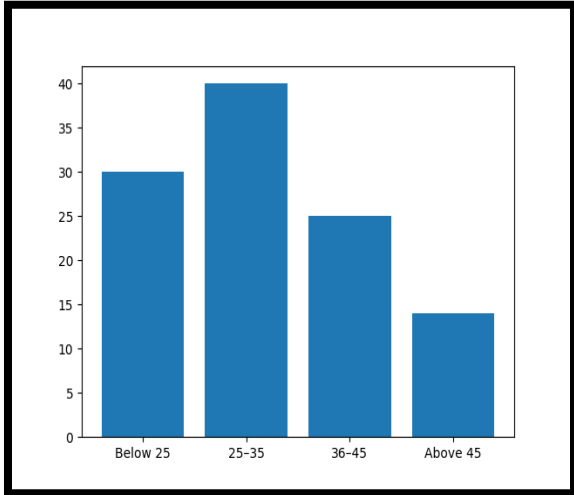
Data Analysis and Interpretation is the process of systematically examining, organizing, and evaluating collected data to extract meaningful insights and support decision making. In this study on job satisfaction among employees of Suguna Industry, Coimbatore, data analysis involves applying statistical tools and techniques to the collected questionnaire responses to identify patterns, trends, and relationships. Interpretation follows this step, where the analysed data is translated into understandable findings that align with the research objectives and hypotheses. This stage is essential for converting raw data into meaningful information and drawing valid conclusions regarding employee job satisfaction.

GENDER OF THE RESPONDENTS

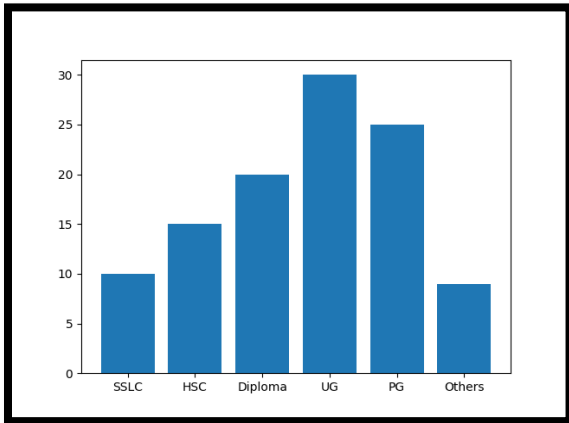


AGE OF THE RESPONDENTS

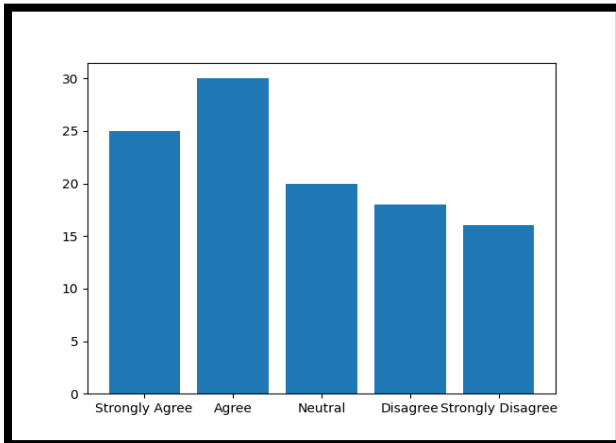
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EDUCATIONAL QUALIFICATION



PHYSICAL WORKING CONDITIONS



SUGGESTIONS

The organization can strengthen incentive and reward systems to improve employee motivation and satisfaction. More structured training and development programmes may be introduced to enhance employee skills and career growth. Performance appraisal methods can be made more transparent and fair to increase employee confidence. Management may continue maintaining healthy working conditions and a positive work atmosphere. Regular employee feedback surveys can help identify issues at an early stage. Greater attention may be given to employees who expressed neutral or dissatisfied opinions regarding work-life balance. Communication between management and employees can be further improved through regular meetings and feedback sessions. Career advancement opportunities and recognition programmes may improve long-term employee commitment. Special focus can be given to employees from different age groups and educational backgrounds, since these factors influence satisfaction levels.

CONCLUSION

The study concludes that employees of Suguna Pumps & Motors are generally satisfied with their jobs. The analysis shows positive responses in important areas such as working conditions, work atmosphere, workload, communication, interpersonal relationships, and job security. At the same time, certain areas such as incentives, training programmes, and performance appraisal require further improvement. The Chi-square analysis also confirms that demographic factors such as age and educational qualification have a significant influence on employee job satisfaction. Overall, improving these areas can enhance employee morale, productivity, and organizational effectiveness.

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