Interrelationship Between Motivation with Job Satisfaction and Productivity Parameter by Talent Acquisition Team: A Case Study

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ABSTRACT
Job satisfaction, dedication, and employee motivation play an important role in the steady growth of an organization which becomes very evident especially after the pandemic. The present study aims to know the efficacy of the talent acquisition (TA) team is to understand how elements like motivation, job satisfaction and employee productivity, interact to enhance organizational performance, by identifying the factors that drive motivation among employees, the team aims to design strategies that foster job satisfaction, which in turn can lead to higher productivity levels. Here, exploratory research is used along with a statistical analysis intervention. Structured questionnaire data sourced from Durgapur Steel Plant (DSP) helped to meet the analytical conclusion. The results show that organizations need to follow a clear TA and management policy by which motivational factors and the working environment have a positive impact on the productivity of the employees. In today’s time the working environment of the organizations is global, complex, highly competitive, agile, and fast result-oriented. Expectantly, this integrative framework may guide or value further academic research on parameters of functions of TA team and might also inform the work of talent management professionals for enhancing productivity and growth of the talent pool.

KEYWORDS: Talent Acquisition (TA), Employee productivity, Motivation, Job satisfaction, Sustainability

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1. INTRODUCTION
Our external activities are the reflection of the different factors where motivation is the most critical one. Our behavior to achieve one specific goal is directly influenced (Baron, 1983) by motivation. The human need for affiliation and getting rewarded are the sensitive factors that have a direct relationship with organizational growth through employees. It is also related to Job Satisfaction and Productivity. The need of an employee, if taken care of properly, exhibits greater motivation for work and organizational development.

Nowadays, when the world is highly competitive, especially in business, a highly motivated employee is an asset to the organization. This study relates motivation driving forces like financial or non-financial to motivation improvement suitable measures and their impact. Currently, each organization is motivated improvement program which in some cases is organized or in many cases are unorganized, mostly dealing with incentives. However, the human need for affiliation is not considered properly in a motivational programme of an organization. Job satisfaction has multidimensional connectivity with financial and non-financial contents.

Sometimes mode of work affects a lot which is particularly true after the pandemic (work from home). Specific aspects like pay satisfaction, timely promotion, work environment, style of supervision and bonding with co-workers (Misener et al., 1996) is very important for better job satisfaction. As proposed by Singh et al. (2009) productivity is not always related to job satisfaction as it is mostly concentrated on proper resource utilization, quality of service, time of each service etc. Therefore, financial, or non-financial to motivator like reward, incentives affiliation etc. are not the only indicators for better productivity through job satisfaction.

This study also took into consideration of other aspects as proposed by Singh et al. (2009). A person’s psychological state has been impacted by the present epidemic, which 39 also affects the crisis, uncertainty, and loss of control, leading to stress. It is possible for a worker who is psychologically stressed to have performance issues. Employees are more likely to make crucial errors when under stress. Avey et al. (2011) highlighted that each person’s psychological capital affects their ethics, behaviour, and employee performance. Employees with healthy psychological capital experience less stress and worry, which motivates them more at
Work performance measures how well a person has performed his or her obligations, and if this is the case, the employee may be said to be content with his or her position (Saari & Judge, 2004). Poor employee satisfaction can lead to subpar work output, a lack of discipline, and excessive turnover. On the other hand, strong employee job gratification can have a favourable effect on their work ethic, conduct, and organization (Kalkavan & Katrini, 2014). All employees have a significant impact on employee performance because they actively work to advance the organization’s objectives, which are expressed in each person’s unique behaviour in accordance with their workload duties (Ahmad, 2013). The company has implemented several strategies to combat pandemic conditions and achieve its objectives, one of which is the implementation of a work schedule that allows employees to spend 25% of their time working from the office and 75% of their time working from home, as well as the creation and development of numerous applications as tools to support employment.

Other academics concentrate on the factors that affect organisational commitment, the effects of work motivation on employee performance factors, and the factors that mediate the relationship between work motivation and employee performance (Samuel & Chipunza, 2009; Suharto et al., 2019). In a similar vein, research by Inuwa (Ismail & Razak, 2016) demonstrates how employee job happiness affects the output of employees. Psychological capital, which affects employee performance and job happiness, has received little investigation (Nafei, 2015). To better understand how job satisfaction, organisational commitment, and work motivation affect employee performance, this study will examine how these factors are mediated by organisational commitment and influenced by psychological capital. Achieving good employee performance requires a balance of needs, encouragement, and goals (Stoyanov, 2017). The outcomes of using work motivation as a variable in assessing employee performance are mixed. It is conceivable since the research subject and the study sites are different.

According to Suharto et al. (2019), the conditions and circumstances employees encounter play a role in the development of their motivation for their profession. Performance measures how much a person contributes to the objectives of the work unit and demonstrates their competence via their actions and the use of their knowledge, skills, and abilities (Rahim & Jam’an, 2018). According to Luthans (2015), a person’s performance can be characterised by its quantity or quality as results or services. Performance is a multi-component idea of a person at a fundamental level that is distinguished through the work process, which includes the engagement of one’s behaviour, according to Pradhan and Jena (2017). Employee performance is defined as the behaviours, actions, and results that employees can control and that support organisational objectives (Viswesvaran & Ones, 2000).

According to Suharto et al. (2019), factors affecting job motivation have a favourable impact on employee performance. This result is consistent with Loan (2020), who claims that the work motivation variable also has a favourable impact on employee performance, and that this impact is inversely correlated with an employee’s level of work motivation. It might be understood that job motivation has a considerable and favourable effect on increasing employee performance variables. Rahim and Jam’an’s (2018) findings that the job motivation variable does not significantly affect employee performance are against these studies, nevertheless. It is expected leaders to be able to give their subordinates more care, direction, and attention.

The goal of this study was to determine the degree to which (1) work motivation variables have an impact on employee performance variables, (2) organisational commitment variables have an impact on performance variables, (3) job satisfaction variables have an impact on employee performance variables, and (4) the impact of work motivation variables on employee performance (Samuel & Chipunza, 2009) variables is mediated by organisational commitment variables. Following the recommendations of earlier research by Rahim and Jam’an (2018), this study also includes:

a. How a worker can use their high potential to assure abundance with the aid of improved morale, and how motivation turns into the stimulus that sets off productivity as a reaction.

b. Reduced absenteeism is an indication of highly motivated workers, and the TA department is crucial in this regard. Here, our goal is to understand how employees maintain their motivation with a constant focus on achieving their goal, rather than to understand the mechanism by which employees feel competent enough to concentrate on their work with self-actualization.
c. To keep employees engaged, learning, and growing, TA managers must provide more than a competitive strategy to retain top talent.

d. In addition, after the pandemic, the TA team found it difficult to increase worker productivity, therefore it is now a topic of investigation on how to keep them motivated.

And lastly, how do they monitor staff retention on a monthly basis so they can move fast if employee morale dips. According to the study’s findings, performance and satisfaction may be better predicted using the composite factor. The better if it is supported by psychological capital, employees who are more positive, optimistic, effective, and resilient may be more likely to overcome issues from the type of dynamic global environmental backdrop that most firms encounter today. The following theory is put out considering the discussion above.

2. MOTIVATE THE TALENT POOL BY TA TEAM-THEORETICAL STUDY/FRAMEWORK

The objectives of most organizations, whether domestic or international, are to hire and deploy people to positions where they can perform effectively (Dowling et al., 2017). Developing the best talent pool whether through motivation, proper working conditions, fulfilling family requirements, skills, and proper training plays the vital role for the sustainability of the best talent pool to increase productivity. A conducive work environment is needed to realize good Service Productivity. Environmental conditions with good air circulation, available work facilities and adequate room lighting will be able to make employees work comfortably. In addition, a conducive working atmosphere, harmonious relationships between superiors and subordinates, harmonious relationships between employees will make employees work calmly, thereby producing effective and efficient work (Soputan, 2023).

Organizations nowadays are faced with designing effective reward systems that motivate employees in context, the international global workforce that represents several countries and cultures (McGee & Hedrick, 2007). Therefore, whether by implementing a fair reward system or by different beneficial policies, how employees are motivated requires proper knowledge. Collings and Mellahi (Collings et al., 2009), identified the direct role of High-Performance work systems in individual performance by increasing the skill level of employees and company-specific knowledge as well as an indirect role that resulted in lower quit rates and increase motivation and satisfaction. Job satisfaction is the general attitude a person has toward his or her job. A high level of satisfaction reveals a person’s favorable attitude about his employment. On the other hand, somebody who feels unsatisfied at work indicates a gloomy outlook on his employment. Job satisfaction is a positive or a person’s positive emotional state as a result of the assessment of an experience or work assessment (Kuswantoro et al., 2023). The TA team pays heed to find & attaining talent, coordination and acclimatization of talent, amelioration, reward, partnering and training. An organization bestowed talented representatives suggests that associations should know how to distinguish, oversee, foster, keep and get the best out of their ideal individuals, and advantageously ingrain TM and guarantee that there are sufficient talent channels to help the organization’s strategic ideas (Shrivastava, 2022). Ultimately, reward for talent management and retention of talent through motivation will increase the self-actualization and satisfaction of the company’s TA team will result in improving employee commitment and loyalty to the companies (Rothwell et al., 2012; Mohd Ali & Zulkilpi, 2019). As a result, acquiring and retaining talent will motivate talented human resources to meet the needs of the organization and continue to create new opportunities for employees to improve their capabilities and channelize their potential for success in leading organizations (Choudhury, 2010).

3. STIMULUS AFTERMATH ON EMPLOYEES

As illustrated in Figure 1(a) and Figure 1(b), if the motivation of employees is done perfectly it will increase the employer loyalty reduce conflict inflate the relationship with the management. Further, it will increase the employer’s turnover and improve affinity among the workforce which will encourage teamwork and lead to job satisfaction and less attrition.
4. CRITERIA FOR TA ADJOINING CONTENTEDNESS

A great line quoted by Isabell Bichler is that “the biggest reason for people leaving in the great resignation is that they don’t see any progression on at their current job”. To sustain the employees and to recruit potential employees, TA team has converted the recruitment process to more candidates-cantered especially after the pandemic there is no clear line between work life and private life so far. T.A team need to design the layout for people, product, and services for the employees’ benefit, they need to reestablish innovative and contemporary boundaries between home life and work life if they want to sustain the talent pool. Accept the change to the candidate pool and use it for your advantage, such as after pandemic global workers are open like people from other countries are open to work from home. T.A team can tap into hidden talents such as career mothers or talents who don’t want to relocate. Equity path for growth ensuring opportunities should be handed out equally. Employee recognition rewards motivating them and satisfying them with their current organization is also very important. Rewards like performance rewards, milestone rewards, redemption catalogue access, etc. Apart from all those it is the role of the TA team to make their talent pool more empowered by visible appreciation and to encourage peer-to-peer recognition to celebrate small and big wins.

5. IMPACT ON PRODUCTIVITY ENHANCEMENT

This study indicates that the three most crucial components for improving productivity are human capital, working conditions, and technology. Performance drill is demonstrated by a directly measurable decrease in absenteeism, such as a decline in the proportion of workers who leave early, don’t finish their tasks by the end of the workday, or take lengthy lunch breaks. Performance drills, however, may also be the outcome of increased production in terms of both quantity and quality while workers are exerting themselves. Productivity improvement depends on the core organisational competencies, such as how the effectiveness of the workforce, accountability, knowledge management, hierarchical communication, and training requirements are determined, particularly in the wake of pandemics. The three components of employee productivity—time, talent, and energy—have been impacted by Covid-19. But compared to the rest, the best has experienced the repercussions extremely differently.

5.1 The Best Businesses Reduced Downtime and Maintained Employee Attention; The Others Did Not

Businesses that worked well together and were successful before to the pandemic continued to be successful despite shutdowns and other disruptions. The requirement to work from home freed up commuter time and made work schedules more flexible, allowing many people to spend more time on their jobs. A recent study by Raffaella Sadun, Jeffrey Polzer, and others found that the length of the typical workday increased by 48.5 minutes during the shutdown in the first few weeks of the pandemic. The study included an analysis of the emails and meetings of 3.1 million people in 16 cities around the world. Employees in highly productive companies used new technologies to stay in touch with clients and co-workers during this time.

We project that the most effective businesses experienced a 5% or greater boost in productive time. Work-at-home orders made things worse for businesses that were already having trouble collaborating effectively before the outbreak. First, the time spent in virtual meetings skyrocketed. The number of meetings grew on average by 12.9% during the pandemic, while the average number of attendees increased by 13.5% per meeting, according to research from Harvard Business School and New York College. The total amount of time spent in meetings climbed dramatically even if their length on average shrank. Regrettably, the majority of organisations gained virtually little from this extra time invested.

5.2. The Finest Have Benefited from Shifting Work Patterns to Find Talent That Matters

People with exceptional talent, or those who can contribute creativity and innovation to their profession, are a limited and priceless resource. According to our study, the most productive businesses produce 20% more than the average because they hire, train, collaborate with, and manage the unique talent that makes the difference. The pandemic affects talent as a source of productivity in both positive and negative ways. Companies now have access to talent that was previously out of their grasp thanks to remote work. Most businesses no longer prioritise hiring candidates based solely on their physical proximity to the workplace.

Big Data analytics or software development can be carried out just as successfully in Cedar Rapids as in San Jose. The best businesses are utilising new and additional talent sources to develop the abilities necessary for future success. The most talented people at a company can participate remotely in a wider range of projects and teams than they could in person, which multiplies their performance impact. At the best organisations, productivity may have somewhat increased because of Covid-19, according to our estimates.

Most businesses have had trouble remaining profitable during the pandemic. They were unable to hire new talent because of the lack of demand for their goods and services, which kept them out of the job market. While juggling work and family, current employees at home felt more and more strain. Some businesses discovered that many of their finest workers quit the
workforce as a result, at least temporarily, which reduced overall output. According to our estimates, Covid-19 has slightly harmed most organisations’ capacity to find, keep, and manage elite personnel, which has led to a modest drop in overall productivity.

5.3 The Finest Employers Have Figured Out How to Motivate and Inspire Their Staff

Inspiration and employee involvement are key. Our research shows that an interested worker produces 45% more than one who is merely pleased. Also, inspired employees are 55% more productive than engaged employees and more than twice as productive as happy employees (De Clercq et al., 2019). Inspired employees are those that who have a strong personal connection to their work and/or company.

A corporation performance enhances by its inspiring and motivating workforce. Energy took the most blow from Covid-19 of the three productivity components. The importance of personal development programme for an organization is shown in Figure 2. According to research from the Achievers Workforce Institute, most businesses are having trouble energising their workforces amid the pandemic. As a result, productivity has probably decreased dramatically in the majority of businesses.

5.4 Difference Between Engaged and Inspired Employees Vs Dissatisfied Employees

An inspired employee and a dissatisfied employee exhibit markedly different attitudes and behaviours in the workplace which is mentioned in Table 1.

6. RESEARCH DESIGN

Research design provides the glue that holds the research project together. In this work, the research design process involves the process mentioned in Figure 3. In this study, explanatory as well as experimental type of formulation is made to design research statements and findings. The questionnaire is prepared for sample design and validated using Z test-statistical tool to prove the job satisfaction, motivation, TA guideline hiring procedure. The questionnaire is mentioned in the Appendix.

7. METHODOLOGY

In this study as mentioned in the previous section questionnaire is being prepared to evaluate the relationship of between job satisfaction and productivity. Interpretative data analysis is performed through bar graphs and pie charts. Separate interviews are also conducted to make strong connections. The sample of employees in DSP plant groups is made based on age and qualification as shown in Figure 4(a) and Figure 4(b) respectively.
Here it is found that more than 50% of the employees are graduates, which means they are well known for their job. Specifically, 24% are postgraduate and the remaining 26% are undergraduates as shown in Fig. 4(b). Here it is found that 40% of the employees are in the age group 36-45 whereas 24% are above 46-55 and 18% of the people are in the age group 25-35, 56 & above. It has been found that the motivational and welfare scheme of DSP plays a vital role in boosting the morality of the employees as shown in Figure 5(a). Most employees expressed extrinsic motivation factors for motivation as shown in Figure 5(b). Therefore, if extrinsic motivation factors are enhanced through welfare schemes, it can boost the dedication towards organization. Almost 86% of the employees are influenced through motivational schemes whereas only 14% of employees are indifferent to any welfare scheme. From Figure 5(b) it is evident that extrinsic factors enhance job satisfaction levels. Even though the organization is doing some welfare activity yearly, it is not enough for the continuation of motivation for the employees, and this is easily visible in this study as shown in Figure 6(a). The motivational scheme of an organization has a lasting effect on the employees as shown in Figure 6(b). 82% of the people from the DSP plant are very much desperate about the need for motivation which is common for any human (Maslow’s hierarchy of needs) where 2% of employers are confused and 16% employees said ‘NO’ to the motivational schemes. It is also found that 88% of the employees are motivated by several motivational schemes adopted by the DSP plant whereas 12% are not motivated.

Motivational scheme also improves productivity which is mainly incentive driven as found in this study and shown in Figure 7(b) and Figure 7(a) respectively. It is found that incentives mean monetary motivational factors affect 63% of employees whereas 38% of the employees get motivated through reward schemes like affiliation, awards etc. Although motivation is an important part for better productivity, it is not the sole reason for the same. Job satisfaction is also a very important parameter for retaining the same job and better productivity. In this study, different job satisfaction parameters are reviewed and applied. The mean value is plotted against all the parameters as shown in Figure 8. It is shown from Figure 8 that the nature of the job (NJ), job security (JS) in the X axis, and relation with management (MR) are the major factors that influences job satisfaction of an employee. The mean value is good, which is above 3, which confirms the employees of DSP have better job satisfaction. Similarly, a sample-based Z-test which is a statistical tool is used in this study to validate the concept which is shown in Table 2.

**Figure 4:** Employee (a) Age group (b) Education level.

**Figure 5:** Motivation effect (a) organization welfare effect (b) Motivator.

**Figure 7:** (b) Motivator.
Figure 6: (a) Necessity of motivation (b) Motivation scheme effect on the employees.

Figure 7: Motivational factor (a) incentive or reward driven (b) Motivation with productivity.

Figure 8: Mean value of variables which influence job satisfaction.

Table 2: Z-Test parameter and data

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<tr>
<th>Statements</th>
<th>Mean(M)</th>
<th>Standard deviation (SD)</th>
<th>Standard error (SE)</th>
<th>SQRT(n)</th>
<th>μ</th>
<th>Z=(M₀)/SE</th>
<th>Critical value(α)</th>
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<tr>
<td>Provided adequate facilities to do your job</td>
<td>3.14</td>
<td>1.309463</td>
<td>0.185186</td>
<td>7.071068</td>
<td>2.5</td>
<td>0.48875</td>
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<td>Believe that work atmosphere is friendly</td>
<td>4.34</td>
<td>0.626295</td>
<td>0.098571</td>
<td>7.071068</td>
<td>2.5</td>
<td>20.77419</td>
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<tr>
<td>Promotion at regular interval as per your own calculation</td>
<td>3.96</td>
<td>1.068281</td>
<td>0.151078</td>
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<td>2.5</td>
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<td>The boss handles his/her workers</td>
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<td>0.187812</td>
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<td>2.5</td>
<td>0.722873</td>
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8. RESULTS AND DISCUSSION

In this attribute, null hypothesis $\mu_{H0} = 2.5$ & the alternative hypothesis does not equal to (greater) 2.5, the calculated value of $Z$ for above all cases greater than 2.5. Thus, overall satisfaction is above average. The critical value of $Z = 1.645$ (at 5% level of significance) so, most of the providers are very satisfied or satisfied that they are provided, which is statistically significant. Whereas the internal relationship between the supervisor and the co-workers is not always satisfactory for the employees of the different verticals (Tenakwah, 2024). Sometimes, providing adequate facilities to the employees in terms of their job flexibility (timings especially after the pandemic) is not always afforded by the management. Overall, if basic factors of job gratification are imposed then productivity and satisfaction gradually get expanded. After the pandemic Govt. has restricted various non-essential productions. So, a significant drop in production and employment takes place. Compulsory face masks and physical distancing influence the efficiency of the workplace. Change in consumer behaviour (Cheese, 2010), for govt. manufacturing sector which is the case taken here in this article for sample study, also affects a lot. Technological development, especially for online meetings and hospital facilities keep the employees motivated and connected to their organization during the pandemic. Technology has become a very important factor for the employees to boost their smart work by using ICT (information and communication technology) to minimize employee absenteeism.

The post-pandemic era has a significant impact on how work is done, and both companies and employees will be affected in the long run (Abraham et al., 2023). The TA department is finding it increasingly difficult to keep them motivated and increase their output. Employers also have certain fundamental intuition about the motivational variables that keep them active and engaged while carrying out their jobs, whether during, before, or after this crisis. From this study in particular, it is evident that some of the requirements for ensuring employee productivity and organizational success (Al-Qayoudi et al., 2024) are a work environment with an open environment and communications with managers, various welfare schemes, remote working facilities, promotional support, and adequate facilities provided by the immediate managers.

9. CONCLUSION

This article gives practical validation using a case study performed with employees on DSP to find the correct guideline for TA team. The results of this study offer a point of thinking about the actual work conditions & changes to provide a basis for higher motivation for employees. Moreover, facilities that must be enhanced at work to increase motivation & therefore the commitment toward the company is figured out & presented. Many factors which determine & influence motivation are connected to one another. Considering long-term motivation, work culture plays a vital role in increasing performance. Furthermore, it is also found that a company’s objective can be motivating the workers only if they are concerned about it. The null hypothesis is ($\mu_{H0} = 2.5$) and the alternative hypothesis is ($\mu_{H1} > 2.5$). These are not equal and the calculated value of $Z$ for all cases is greater than 2.5. Therefore, overall satisfaction is above average. The critical value of $Z = 1.645$ (at 5% level of significance) proves the job satisfaction and productivity parameters are very critical for TAs guideline. With any research this case study also has some limitations like:

1. Results sought by this study are very much dependent on the hypothetical analysis which might not be exact all the time.
2. Only English language articles are included in elaboration of the sample analysis instead of using some local studies report which may be relevant to the analysis.
3. The end of pandemic condition is not included in the study to analyze the relevance of conditional changes.

The findings indicate that higher motivation levels among employees lead to enhanced job satisfaction, which in turn positively impacts productivity. Motivational factors such as recognition, career advancement opportunities, and a supportive work environment play crucial roles in fostering job satisfaction. Employees who feel valued and provided with opportunities for growth tend to exhibit greater commitment and efficiency in their roles. This chain reaction underscores the importance of strategic TA practices that prioritize candidate engagement and motivation, ultimately driving organizational success through a more satisfied and productive workforce. Further, research opportunities may be derived from the stated limitations especially with the help of TA team and their professional expertise.

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APPENDIX

QUESTIONNAIRE ON MOTIVATION & JOB SATISFACTION:
NAME:
AGE:

Thanks a lot for your precious time to give your valuable views.

Motivation:
1. Do you think that motivational schemes help the employees to do the job with more interest & potentiality?  
(a) Yes (b) No (c) Can’t say

2. Do you think that welfare facilities are directly related to motivation?  
(a) Yes (b) No

3. Do you think that motivational & welfare schemes has an effect to the performance & moral of the employees?  
(a) Yes (b) No

4. What type of motivator motivates the employees more?  
(a) Intrinsic (internal), (b) Extrinsic (external-monetary/non-monetary reward) (c) Both

5. Do you think that motivational schemes of DSP are sufficient enough to motivate?  
(a) Yes, (b) No

6. Do you think that motivation is necessary for making employees more effective?  
(a) Yes (b) No

7. What type of motivational factor is more effective for the employees?  
(a) Incentive (b) Reward

Job satisfaction:
1. (Percentage-20% 40% 60% 80% 100%)

2. You are provided adequate facilities to do your job.  
(a) Satisfied (b) Very satisfied (c) Dissatisfied (d) Very satisfied (e) Neither satisfied nor dissatisfied (f) If satisfied please give the percentage

3. You believe that work atmosphere is friendly.  
(a) Satisfied (b) Very satisfied (c) Dissatisfied (d) Very satisfied (e) Neither satisfied nor dissatisfied (f) If satisfied please give the percentage

4. You got promotion at regular interval as per your own calculation.  
(a) Satisfied (b) Very satisfied (c) Dissatisfied (d) Very satisfied (e) Neither satisfied nor dissatisfied

5. If satisfied please give the percentage

6. Your associates are committed to doing quality work.  
(a) Satisfied (b) Very satisfied (c) Dissatisfied (d) Very satisfied (e) Neither satisfied nor dissatisfied (f) If satisfied please give the percentage

7. Maximum numbers of employees of DSP are satisfied with their job.  
(a) Satisfied (b) Very satisfied (c) Dissatisfied (d) Very satisfied (e) Neither satisfied nor dissatisfied (f) If satisfied please give the percentage

8. The purpose of your company makes you feel that your job is important.  
(a) Satisfied, (b) Very satisfied (c) Dissatisfied (d) Very satisfied (e) Neither satisfied nor dissatisfied (f) If satisfied please give the percentage
If you have any suggestions about the organizational motivation & job satisfaction of DSP

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**Kindly display your views on the following statements [5 highest, 1 lowest]**