Employee Satisfaction And Work Motivation In Super Market At Chidambaram

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Abstract

Now a day Human Resource Management is getting more important for the business, because people and their knowledge are the most important aspects affecting the productivity of the company. Human Resource Management is the one of the main aspects to measure of employee satisfaction. The study of this article is to analyze the level of employee satisfaction and work motivation in Supermarket vellicham in chidambaram. It also deals with the produce the culture has on employee satisfaction. The theoretical framework of this articles is includes such concepts as Motivation, Rewards, leadership, job satisfaction, and cultural differences. The empirical part of the articles and the questionnaire were created according to the mentioned concepts. One of the prime strength of the organization is the relationship and communication between the employees and the managers. The main improvement is needed in the field of the economic rewards, because most of the employees are not showing high satisfaction with it. The conclusions made regarding the research are only valid for Vellicham in chidambaram and cannot be generalized for other organizations.

Key Words
Human Resource Management, Employee Satisfaction, Motivation, Leadership, Culture

Introduction

The importance of employee satisfaction and work motivation is growing all the time in the companies. Many researchers have been made to find out the effect the job satisfaction and motivation have in the productivity of the company. This article is about the employee satisfaction in a supermarket in chidambaram. The authors of this article are very interested in this subject and wanted to find out in practice what the level of employee satisfaction in a company is. After the intention of organization had been found, the study question was self-possessed: what is the level of employee satisfaction in Supermarket vellicham in chidambaram. The most important subjects will be leadership and motivation, moreover affect they have on

employee satisfaction. To find out the results for the research, questionnaires were delivered to the employees in the supermarket. The purpose of this kind of research is to find out which factors could be improved in the target company and how to make employees enjoy their work every day.

Human Resource And Leadership

Human Resources mean the people that work in a company and the involvement they build with their skills, information and competence. (Dransfield 2000, 3) Managing people at work is concerned with making plans and deciding on approaches which to use to make people perform the way to help the company to achieve their goals. Today effective Human Resource Management (HRM) is more important than ever because people and their intelligence are the most important factors of knowledge based economy in which intelligent organizations are the key aspects of economic growth in the global economy. Human Resources are also important because people tend to change their working places often. People changing their working places to gain more respect and to feel more valued in their jobs. Also management teams have a much better understanding in HR policies and practices than before. HRM typically includes planning and implementing Human Resources policies, recruiting and selecting occupation force, training and development, labor force planning, ensuring fair action of employees and formation of worker contracts. It can comprise also ensuring equal opportunities, assessing the routine of employees, supervision employee welfare, providing a counseling service for employees, running the payment and rewards systems, supervising health and safety procedures, disciplining individuals, dealing with grievances, dismissal, redundancy, negotiation, ensuring the legality of organizations employees policies and encouraging employee involvement.

Job Satisfaction

Over years, employee satisfaction has been a key area of research among industrial and organizational psychologists. There are significant reasons why companies should be anxious with employee job satisfaction, which can be confidential according to the focus on the employee or the organization. First, the civilized perspective is that people be worthy of to be treated literally and with respect. Job satisfaction is the indication of a good treatment. It also can be measured as a pointer of emotional well-being or psychological health. Second, the utilitarian perception is that job satisfaction can lead to behavior by an employee that affects organizational functioning. Furthermore, job satisfaction can be a mirror image of organizational performance. Differences along with organizational units in job satisfaction can be investigative of potential trouble spots. Each cause is sufficient to justify concern with job satisfaction. Collective they explain and give reason for the attention that is paid to this important variable. Managers in lots of organizations share the concerns of researches for the job satisfaction of employees. The evaluation of job satisfaction is a common movement in many organizations where management feels that employee well-being is important. (Spector 1997, 2).

(Kaplan 1996, 130) Job satisfaction is the most studied field of organizational behavior. It is important to distinguish the level of satisfaction at work for many reasons and the results of the job satisfaction studies have an effect on both the workers and the organization. In the workers' position of view it is apparent that people like to be treated reasonably. If employees feel respected and satisfied at work it could be a reflection of a good treatment. In the organization's point of view good job satisfaction can guide to better performance of the workers which affects the result of the isolation. Employee satisfaction is generally well thought-out as the driver of the employee retention and employee productivity. Satisfied employees are a prerequisite for increasing output, awareness, quality, and customer service.

(Armstrong 2006, 264) The level of job satisfaction is exaggerated by intrinsic and extrinsic motivating factors, the quality of direction, social relationships with the work group and the degree to which persons succeed or unsuccessful in their work. It is assumed that the behavior that helps the firm to be flourishing is most likely to happen when the employees are well motivated and feel faithful to the organization, and when the job gives them a high level of satisfaction. The study showed that the key factors affecting the job satisfaction are career opportunities, job influence, job challenge and team work.

(Kaplan 1996, 130) Companies normally measure employee satisfaction with an annual survey, or a rolling survey in which an individual percentage of randomly chosen employees is surveyed each month. Interviews would offer wider and better answers but they are time and wealth consuming, and questionnaires are easier to arrange, deliver and analyze. Elements in an employee satisfaction survey could include participation with decision making, recognition for doing a good job, admittance to sufficient information to do the job well, active back-up to be creative and use initiative, support level from staff functions and overall satisfaction with company.

Job Design

One of the core reasons organizations should give attention to the concept of job design is that it helps to function and produce better (Rush 1971, 255). The main principle of job design is to increase both employee enthusiasm and efficiency. Increased productivity can be seen in different forms. For example, the focus can be that of improving quality and quantity of goods and services, decrease operational costs, or decrease turnover and training costs. On the other hand, rising employees' motivation can be achieved through increased job satisfaction.

Work simplification is the analysis of a job's most basic components to streamline or resign them to make the job more resourceful. Additional aspects to consider when analyzing and designing a job are the policies, incentives, and criticism that certainly affect the efficiency and motivation of the employee responsible to the job. (Daft 2007, 274). Job design serves to

improve performance and enthusiasm. Job design investigation starts by looking at a job with a broad perspective and swiftly moves toward identifying the specific activities required to do the job. This is done for the intention of identifying and correcting any deficiencies that affect performance and motivation.

Work Environment

It makes wisdom that people are comfortable within their working environment will work far more successfully and will enjoy the working process more than those who are uncomfortable. Therefore you should think about certain aspects of your employees 'workspace moderately carefully. There are several issues that affect the ease of the working atmosphere. The initial issue is noise. If it appears that there might be a problem with the amount of noise within the workplace then special actions should be implemented, such as the measurement of noise levels by a knowledgeable person. Noise can be the basis of irreversible hearing damage and also lead to amplified levels of stress. It is usually caused by noisy machines and it is necessary to check the noise emission levels when business any new plant or equipment. The remedies are typically quite simple, for case in point providing the employees with hearing protection, revolving staff who works close to loud machinery to decrease their exposure times, and clearly marking any 'elevated noise' areas to inform people of the hazard. (Hughes 2009, 336-337)

(Hughes 2009, 335-338) Ventilation is the one of the issue to consider in the work environment. Fresh air is one of the most important elements of the comfortable workspace for several reasons: respiration, the removal of excess heat and the dilution of various in the air impurities such as dust, tobacco smoke or body odor. Sufficient ventilation can be provided by just allowing windows to be opened. Air conditioning systems are not be counted as fresh air systems as the air is re-circulated and consequently not as effective, principally as it can still carry germs and other impurities. The third issue, Temperature should also be taken in manage at the workplace. The minimum temperature for sitting work is 18 degrees Celsius and for work involving physical effort the minimum should be 15 degrees Celsius. Thermometers are wanted to be installed to allow monitoring of these levels. Where great temperatures apply, for example work connecting furnaces of freezing compartment, employees should be provided with the correct clothing and extra work pauses to allow recovery.

(Hughes 2009, 339) It is becoming a more and more important issue in the world of work; it can be caused by many factors, for instance the nature of work, the place of working, payment systems, repetition and monotony, shift work, the behavior of other employees and so on. Although various employees will react differently to the diverse situations so it is difficult to prevent stress occurring, it is wise to bear in mind that stress does exist and may at some time become an issue. Making sure that all of the aspects of safe and comfortable work environment are in control and operating in a normal way will keep employees self-esteem, motivation and productivity at the high level.

Motivation of employee

Increasing motivation, commitment and engagement levels are key organizational aspects nowadays. The progress of compensation policies has an important role in motivating workforce to distribute high levels of performance, flexible effort and contribution. The procedure of motivation usually starts with someone recognizing an unfulfilled need. Then a purpose is established to be reached and that way to satisfy the need. Rewards and incentives can be established for people to better accomplish the given goal. The social context will also affect the motivation level. This context consists of organizational values and culture but it also includes leaderships and management as well as the influence of the group or team in which a person works.

Motivation can be intrinsic or extrinsic. Essential motivation can be described as the process of motivation by work itself in so far as it satisfies the personal needs of the employee. Fundamental motivation is self-generated and it is attention that people seek for a job they think will most satisfy their needs. The factors upsetting intrinsic motivation comprise for example responsibility, autonomy to act, daring to use and widen persons own skills, fascinating tasks and opportunities for improvement. Extrinsic enthusiasm is the amount of effort other people give to the person to motivate them. Extrinsic motivation is for example the rewards management provide such as pay rise, praise or promotion. Extrinsic motivators are efficient but the influence doesn't last long.

Intrinsic motivators tend to have a longer effect as they are inherent and not imposed from outside. The effect of wealth as a motivator is discussed presently in this article. (Armstrong 2007,60) As the needs of individuals differ a lot, it is important to concentrate carefully on the attachment of goals and incentives given when goals are consummate. Motivation theories help to identify with different motivators. Impulse theories have been examined for decades. These theories can be implemented to the company's human resource policies to get the finest out of the workforce.

Financial And Non-Financial Rewards

Compensation programs were developed to motivate, attract, reward and retain work force. (Berger 2000, 4) To avoid over expensive compensation programs, management must think carefully how to compensate their employees and still keep them motivated. It is imperative to make work force feel that they are important and that management cares for their well being. Compensation programs historically sought to maximize internal equity in payroll systems. There is no one-way-fits-all approach in compensating work force as the economy and business situations of a company change rapidly all the time. That is why it is significant for all the companies to pay extra awareness to their compensation policy. Compensating programs

necessity within equitable, externally aggressive and personally motivating. Compensation has three main aspects that must be thought; compensation must be equitable to the work force a person has given, spirited in proportion towards the market prices in the industry field, and amount has to motivate the employee to perform as well as possible. Unfortunately the first two often overlap as some employees are paid unequally compared either to each other or the labor market rate. Individual compensation is highly admired but it is easier said than done. People tend to have different views of their individual compensation compared to the view of the management of the company. Recompense programs include the whole thing in a relation to the amount of the reward employees get. Recompense can be financial or non-financial. One universal example of compensation packages is a Cafeteria plan. The Cafeteria plan is kind of cafeteria menu where employees can choose the best benefits to themselves.

Concept Of Culture

In the twentieth century, "culture" emerged as a idea vital to anthropology, on all sides of all human phenomena that are not purely results of human genetics Culture, as defined by Merriam-Webster dictionary is the integrated pattern of human knowledge, belief, and behavior that depend upon capacity for learning and transmitting information to next generations, also the expected beliefs, material character of a cultural, religious, collective forms or social groups. The world is full of confrontations among people, groups, and nations who accept as true, feel and act in your own way. Nowadays, as globalization intensifies, limits of countries are disappearing, the Increasing access to the Internet enables people from different geo-graphical locations to correspond by means of one another, share in order, and build commercial or interest-based relationships. When going in a foreign country, you will face a culture that is special than yours, and it is important to study how people from various cultures behave in life and at work place and how they work together and manage themselves. This can lead to a better under-standing of how cultural multiplicity is spread in the world, and help an outsider approach other people from dissimilar cultures in ways that are appropriate to their cultural backgrounds. (Hall 1990, 3) Cultural diversity, or multiculturalism, is based on the thought that cultural identities should not be surplus or ignored, but somewhat maintained and esteemed. In the twenty-first century, the globalization, privileged in business, government and the professions cross boundaries more often and they have to exchange a few words with people from other cultures either in person or electronically. In organize to be victorious in communication and thus in doing business, it is highly important to understand and respect counterparts and to develop the skills required to work effectively in today's complex world at the multicultural level.

Objectives

The main aim of the article is to analyze the level of customer satisfaction in vellichem supermarket located in chidambaram. The human resource management department's task is to optimize the working environment and the satisfaction and motivation of employees. However,

in different cultures same strategies of appraisal and motivation cannot be implemented due to differences in mentality.

Research Methods

The questionnaire was delivered to vellechem employees at the beginning of January 2014. There are approximately 100 employees in vellechem Supermarket and when the research had been completed 60 of the questionnaires were returned. The questionnaire was available for filling in for two weeks.

Firstly the results were entered into the SPSS programme after which they were examined. The first things to be analyzed were the background information of the respondents such as gender, age, full-time/part-time, work experience and position. The analysis went on examining the tendencies arising from the data and interpreting it correctly in order to build them into charts.

Data Analysis And Findings

There are 100 employees in vellechem super market. In total 60 employees answered to the employee satisfaction survey. The background information is introduced in terms of gender, age, the form of employment, work experience and position. However, since the number of respondents was quite low, the answers have not been analyzed by background information, but they are introduced by frequencies in each question.

1. *Gender*

33 of the respondents are female and 20 are male. In seven questionnaires the respondents didn't answer the question.

2. *Age*

The respondents can choose from different age groups to which they belong. 22 of the respondents are 20-29 years old, which are 33 respondents, 30-39 years old. 3 of the respondents are 40-49 years old, one 50-59 years old and one older than 60.

3. *Full-time/Part-time*

32 respondents have been working full-time and 20 part-time. There are 8 answers missing

4. *Work Experience*

22 of the respondents have been working more than 10 years 30 of the respondents have been working from five to ten years. Five respondents have been working two to five years and three less than two years.

5. *Position*

53 of the respondents work as a salesperson, one as a head of department and one as a consulting person. Five of the questionnaires didn't have an answer to this question.

Leadership

1. When asked about the relationship, the employees have with their direct manager, the majority of the employees, 68.33 %, think that their relationship with the direct manager is good or very good. 12 respondents find the relationship fairly good and only 7 thinks that the relationship is not good.

2. For the question about the amount of attention the direct manager pays to their employees, 65 % of the respondents find that the attention from the direct manager is very good or good. 15 respondents find the attention from direct manager fairly good, and six finds it not good.

3. 73.33% answered to the question about the easiness of communication with the direct manager that it is very easy or easy to communicate. Ten respondents find it fairly easy, and sex not easy.

4. 74 % of the respondents are very satisfied or satisfied with the interest the direct manager shows, and think that the manager values the ideas and thoughts the respondent has. 13 respondents think that the direct manager values their thoughts fairly well and three thinks the manager doesn't value the ideas.

5. 59.26 % of the respondents think that the amount of information about the job from the direct manager is good. 11.11 % find it very good. 20 respondents answered that the amount of information is fairly good, and five respondents find it not good.

6. Almost 76 % of the respondents think that the amount of information about the situation of the company is fairly good or good. Ten persons think that the amount is very good and four respondents find the amount not good.

7. The majority of the respondents think that the amount of constructive feedback from the direct manager is good or very good. Approximately 12 find the amount fairly good and around 9 think that the amount is not good.

8. Concerning the question about the amount of appreciation the boss shows towards the job the respondent do, the majority of 44 think that they are satisfied or well satisfied with it. Eight respondents are fairly satisfied, five are not well satisfied, and three is not satisfied.

9. 42 respondents think that the boss is well aware of the abilities of the employees. Five think that the boss is very aware. Eight respondents answered that the boss is fairly well aware and four think the boss is not aware of the abilities. There was one answer missing.

10. More than 50 % of the respondents think that the style how they get directed by boss is very good or good. 44.4 % think the style is fairly good and 3.7 %, one respondent, thinks that the style is not good.

11. More than 80 % of the respondents find the support from the manager good or fairly good. 11 % think the support is very good and 7.4 % think it's not good.

12. 42 respondents are fairly well satisfied with the management style of the direct manager. 13 respondents are well satisfied and five very well satisfied.

13. The majority of 44 are well or very well satisfied with the amount of time the direct manager spends listening to their employees. Ten respondents are fairly satisfied, and six is not satisfied

14. The questions about the satisfaction concerning the assistance with training and planning divided the answers quite much. Nine respondents think that the assistance is very good, 22

answered good, and 12 think it's fairly good. Ten persons find the assistance fairly good, and seven thinks it's not good.

15. Seven respondents answered "very good" to the question about the knowledge the supervisor has regarding to all the job aspects. 27 answered "good" and 15 fairly good. Ten respondents selected the alternative "not good" and one thinks it's not good.

Motivation

1. The majority of the respondents think that they feel good or very good about working every day and performing at their best. Ten respondents think that they feel fairly good about it and Five not good.

2. 19 respondents feel good or very good about coming to work every day. 30 respondents feel fairly good and only 11 not good. They also say it is usually good to come to work every day.

3. 19.23 % of the respondents do not feel so good about the future success in the company. 30.77 % feels fairly good, 34.62 % feels good and 15.38 % very good.

4. 22 respondents answered that the work fulfills their basic needs fairly well. 15 think that their basic needs are fulfilled well by work and 15 very well. Only 8 respondents think that their basic needs are not fulfilled.

5. 60 % of the respondents think that they are well appreciated at work. 22 % think they are very well appreciated. 18 % answered that they are fairly well or not appreciated at their working place

6. 66.6 % of the respondents answered that the work gives them the feeling of self fulfillment well or fairly well, and 22 % very well. 11 %, three respondents, think that the work does not give them the feeling of self-fulfillment

7. 16 respondents think they know and understand the aim and goals of the company very well, 34 think they know them well, and ten think they know the directions fairly well.

8. From the group of the respondents 36 are very well satisfied with the changes the company leadership has made. 12 are well satisfied and nine fairly well satisfied. Two respondents are not well satisfied and one is not satisfied at all.

9. To the question about money affecting work motivation, one respondent answered not at all satisfied. 30 are not well satisfied, 18 are fairly well satisfied, 11 well satisfied, and only one very well satisfied.

Benefits

1. Majority of the respondents are very well or well satisfied when asked about the benefits affecting the work motivation. 11 % are fairly well satisfied and around 7 % at well satisfied.

Compensation

1. 55.55 % of the respondents are very well or well satisfied with the compensation and its affect on work motivation. 25.93 % are fairly well satisfied and 18.52 % are not well satisfied.

Communication

1. Five people from all the participants think that the communication at the work place is very good. The majority of the respondents, which is 34 people, state that the communication is good. 15 respondents say it to be fairly good, along with the rest six persons who believe it is not so good.

Job security

1. More than 29 of the employees stated that the job security at the company is very good, along with 20 persons who find it good. 11 persons find the job security fairly good or not so good.

Recognition

1. 22 persons from the group find their satisfaction concerning recognition at the work place fairly good. Another 22 respondents believe it to be either good or very good. Remaining 16 persons state their satisfaction with recognition is not so good.
2. The majority of the participants show at least some satisfaction concerning administrative practices. Around 85 % of the group finds it good or very good. 15% thinks it is not so good.

Responsibility / initiative

1. Approximately 74 % of the respondents are either very satisfied or satisfied with the responsibilities and initiatives at work. 26% stated it to be not so good.

Work itself

1. Only six respondents are not so well satisfied with the work itself. On the contrary, 32 persons find it good, together with 10 who believe it is very good. The other 12 persons think that the work itself is fairly good.

Promotion

1. Quite a big number of the participants find the possibility of promotion not so good. Also 12 of the respondents think the possibility of promotion is fairly good. Only four persons state it to be very good and six that it is good.

Interesting tasks

1. The majority of the respondents are very well or well satisfied about the interesting tasks at work. Seven persons find it not so satisfying and another nine think it is fairly satisfying.

Rewards

Wages

1. Five person states that his or her salary is very good. The majority of the respondents think that their satisfaction with salary is either fairly good or not so good. Eight persons even find their salary not satisfying at all.
2. Only three persons out of 60 are very well satisfied with the fairness of the wages system compared to the tasks that the employee do. On the other hand 13 respondents find the

system not so satisfying. Another 30 participants think that it is fairly satisfying. The other 24 persons state it to be good.

Your co-workers' wages

1. The majority of the group finds the wages system compared to coworkers wages either fairly good or good. Ten respondents think that it is not so good and five on the other hand state it to be very good.

Other people working in the same field

1. 37 % of the respondents believe that the fairness of the wages system compared to other people working in the same field is fairly good. Nearly 18 % find it not so good. Only 11 % of the participants find the fairness very good. The rest 33 % consider it good.

Benefits

1. Almost all of the respondents find the health benefits "good" and "very good". Only five person states them to be fairly good and another five believes that benefits are not so good.
2. 21 of the participants said that the types of benefits of the company are "good" and "very good". 35 persons consider it fairly good and four says it is not good.
3. Most of the respondents stated that they understand company benefit options either very well or well. Only Eight persons find understanding of the benefit options fairly well.
4. The majority of the respondents, which is 85 %, believe that the company's benefits are favorable compared to other companies. Only 10% persons state that it is fairly favorable and 5% not so favorable.

Gym, swimming, movies, theater, opera

1. A great number of participants stated that the benefits like gym, swimming, movies, theater and opera are either good or very good. Only Seven persons find these benefits not good.

Flexible working hours, long lunch hour, extra vacation days, time off

1. 60 % of respondents replied either "good" or "very good" to the question concerning the benefits like flexible working hours and long lunch hour. Only 25 % believe that these benefits are not good. Another 15 % find it fairly good.

Interesting projects, support, appreciation

1. Most of the respondents find benefits like interesting tasks, support and appreciation either fairly good or good. Only 5% person find it very good, and 3%, on the contrary not good at all. Other 23 % of participants say it to be not so good.

Insurance, health care, child care

1. The majority of the respondents state that the benefits like insurance, healthcare, childcare and so on are fairly good. Four persons find them not so good. The other 13 persons find these benefits either good or very good.

Expectations

1. Approximately 80 % of respondents state that their work place is secured, by selecting answer "well" and "very well". Only 15 % believe it is fairly good and 5% not good.

2. Seven of the participants state that they are not satisfied with the job and they are going to change it within one year. On the contrary, 10 persons exclude the possibility of job change at all, and eight believe that there is a very small chance of job change

3. More than 80 % of the participants are satisfied with the feeling of success and security brought by job. However 20 % of respondents find the satisfaction not good or not good at all.

4. Most of the respondents think that the possibility to take initiative at work is good, together with other seven who find it very good. Only Six participant state that the possibility is not good

5. Only three respondents think that there is a possibility to be promoted. Six persons, on the other hand, believe that the possibility is not good. The majority – 40 persons – of the respondents say that it is good and 11 fairly good.

6. The majority of the respondents believe that the amount of the appropriate appreciation for an employee's contribution is fairly good. There are also 10 persons who find it good. Only two think that the appreciation is very good, and three participants find it not good.

7. Over 46 % of the respondents find that the amount of compensation compared to employee's work responsibility is fairly good. 27 % of participants believe that it is either not good or not good at all. The other 27 % think it is good and very good.

Job organization

1. The most popular answer among the respondents concerning the company as a place to work is that it is good. 32 persons state so, along with 18 persons who find the company very good. Only Seven persons think that the place is fairly good, and three persons believe it is not good.

2. Most of the employees think that the length of the shift is good or very good. 20 of the respondents find it fairly good, along with nine persons, who think it is not good at all.

3. The respondents show high satisfaction in the flexibility of working hours. Approximately 70 % of participants find it good and very good. The rest 30 % of employees find it fairly good.

4. The majority of the participants, which is 24 persons, think that the organization structure of the company is either good or very good. 31 respondents find it fairly good, and five respondents is not satisfied with it.

5. Over 69 % of the respondents think positively about the communication channels used at workplace. However 8 % imply that it is not very good. 23 % of the participants find the channels fairly good.

6. On the topic of reasonableness of expected amount of work, 15 respondents show satisfaction, answering either "good" or "very good". 35 persons think that the amount of work is fairly good, and ten persons believe that is it not good.

Work environment

1. The majority of respondents, which is 54 %, believe that the safety of the work place is good. 30 % of the people find it very good. 16 % find it fairly good, and one person of all the respondents finds it not good.
2. When asking about the supporting equipment at the workplace two of the respondents think that it is not good. 10 believe that it is fairly good. However the majority of the people suggest that equipment is good, together with the three persons, who find it very good.
3. Most of the respondents, which are 40 persons, find the lightning and cleanliness of working place good or very good. 20 think that it is fairly good.
4. The majority of the respondents think that occupational health care at the working place is good. Also 12 persons find it very good and fairly good. There is only one respondent who finds it not satisfying at all.
5. When talking about training and re-training at the working place it appears that 15 % of the respondents think that this issue is not functioning very well. 35 % find it fairly good. On the other hand the majority of 42 % suggests that training at the working place is good, along with 8 % who think it is very good
6. The majority of the employees, which is 46 %, think that discussions held on the ways to improve the workplace environment are well/good. 19 % of the respondents imply that discussions are very good. Nevertheless 8 % think that these discussions are not good at all, 27 % think that they are fairly good.

Discussion And Conclusion

To summarize the findings of the questionnaire, the employees in vellichem are very satisfied with the leadership at the workplace. They also show high work motivation. The workers of the company are not satisfied with the current salary and the fairness of the wages system compared to the tasks they do. Other aspects of the wages system at the company are fairly satisfying to the employees. The company's benefit design is done very well, since the employees show quite high satisfaction with it. Also the jobs that vellichem supermarket offers to its employees quite satisfy their expectations except for the possibility to be promoted. At last, the work environment in vellichem Supermarket is satisfactory and the employees are quite satisfied with the working conditions. Although the employees are satisfied with the different aspects of work.

Suggestions For Further Studies

This study includes only a small part of selected theories of HRM and cultural differences, and it is possible to deepen the research to get more detailed framework and discover more aspects of human behavior and satisfaction. Because the research theme of the study is limited, the authors decided to concentrate on the selected theories which are the most outstanding among the unlimited list of theories available.

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