

PROJECT REPORT (17MBAPR407)
ON
“A STUDY ON EMPLOYEE JOB SATISFACTION AT METRO CASH AND CARRY”
BY
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1IA17MBA58
Submitted to

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI



In partial fulfillment of the requirements for the award of the degree of
MASTER OF BUSINESS ADMINISTRATION
Under the guidance of

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March 2019

METRO Cash & Carry India Pvt. Ltd.

Survey No. 26/3, 'A' Block, Ward No. 9,
Industrial Suburbs, Subramanyanagar,
Bangalore - 560 055, INDIA

CIN U51909KA2001PTC028483

Date: 16.02.2019

TO WHOMSOEVER IT MAY CONCERN

Dear Sir/Madam,

This is to certify that **Ms. Swarnapriya.S** (USN:1IA17MBA58), 3rd Semester Student of **Masters of Business Administration (MBA)**, Archarya Institution of Technology, Bangalore, has successfully undergone the Internship Project entitled "**Job Satisfaction**" under the valuable guidance of **Mr. Dinesh Kumar. V**, Assistant Manager- Human Resources -DC10, Metro Cash and Carry, Yeshwanthpura, Bangalore for a period of 06 weeks from 03rd January, 2019 to 16th February, 2019. During her Internship-Project stay in the organisation, her character was found good.

We wish **Ms. Swarnapriya.S** All the best for her future Endeavour.

For METRO Cash & Carry India Pvt. Ltd.

Dinesh Kumar.V
Human Resources Department -DC10

METRO

Cash & Carry India

YOUR SUCCESS IS OUR BUSINESS



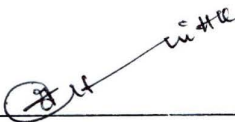
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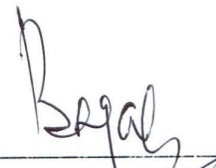
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CERTIFICATE

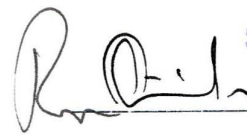
This is to certify that **Ms. Swarna Priya S** bearing USN **11A17MBA58** is a bonafide student of Master of Business Administration course of the Institute 2017-19 batch, affiliated to Visvesvaraya Technological University, Belagavi. Project report on “**A Study on Employee Job Satisfaction at Metro Cash and Carry, Bengaluru**” is prepared by her under the guidance of **Prof. Keerthi H K**, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, Visvesvaraya Technological University, Belagavi, Karnataka.



Signature of Internal Guide



Signature of HOD
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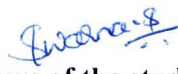
Signature of Principal/Dean Academics

Dr. Devarajaiah R.M.
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DECLARATION

I, **SWARNA PRIYA. S**, hereby declare that the Project report entitled “**Employee Job Satisfaction at Metro cash and carry**” yeshwanthpur, **Bangalore**, prepared by me under the guidance of **Assistant professor Keerthi H K**, faculty of M.B.A Department, and external assistance by **Dinesh, HR manager at Metro cash and carry** also declare that this Project work is towards the partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Visveshvaraya Technological University, Belagavi. I have undergone a summer project for a period of Twelve weeks. I further declare that this Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University /Institution.

Place: Bengaluru
Date: 08/04/2019


Signature of the student

ACKNOWLEDGEMENT

I wish to express my sincere thanks to our respected Principal, **Dr. Prakash M R**, beloved Dean-Academics, **Dr. Devarajaiah R M**, and deep sense of gratitude to **Dr. M M Bagali**, HOD, Acharya Institute of Technology, Bengaluru for their kind support and encouragement in completion of the Internship Report.

I would like to thank my internal Guide **Keerthi H K**, Asst. Professor, Department of MBA, Acharya Institute of Technology, Bengaluru and external Guide **Mr. Dinesh HR manager**, at Metro cash and carry, yeshwanthpur, Bangalore. Who gave me Golden opportunity to do this wonderful Project in the esteemed organization, which helped me to learn various concepts.

Finally, I express my sincere thanks to my Parents, Friends and all the Staff of MBA department of AIT for their valuable suggestions in completing this Project Report.

Place: Bengaluru

Date:

Swarna priya. s

USN:1IA17MBA58

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Executive summary

An examination on "work fulfillment of representatives" was done in METRO CASH AND CARRY; the primary target of the exploration was to discover the fulfillment dimension of the representatives in the association.

Worker's activity fulfillment is fundamental to the achievement of any business. The fundamental factors that are to be considered in the activity fulfillment of employees were working conditions, compensation, advancement. The assessment was completed as a piece of engaging examination and comfort testing system for choosing the pattern. The necessary information was gather by utilizing survey. The elective information was gather from the articles, organization report and sites. An prepared survey was given to 40 employees and the information was gather reliant on the correspondent. The information was broke down by utilizing close finished and 5 point scale strategy. Outrageous reflection has taken from the opening of the arrangement of the survey turn over the examination and proposals. The examination lead over to the end that greater part of the employees are satisfied. dissatisfaction with introduction to a segment of the factor was similarly revealed. It was exposed that dissatisfaction among workers will control the work finishing and effectiveness of the organization. Significant findings and suggestions are in addition given to the organization for the improved plan.

Chapter 01- Introduction

1.1 Introduction

The study of employee's job satisfaction in a company for six weeks, which is the project I have worked on. And I got the permission at METRO CASH AND CARRY for the target to know and analyze about the job satisfaction of the employees.

Project is an opportunity to apply my knowledge and my performance level and to learn some organizational activities and the behavior in order to know how to interact with each and every person in the organization, as well as how to response to the top level management and other level management.

Project is the first step of work experience and it tells about our behavior in all the levels of management and to know about the company performance in the market.

1.2 Industry profile company profile

Industry profile

It is a wholesale industry that wholesalers are the middleman where they buy products from the distributors and sell it to the retailers.

The retailers go to the entire dealers to purchase items to recharge their stock, anyway the wholesalers may likewise pitch to the end clients yet such deals are negligible

In Indian FMCG advertise, there are comprehensively two sorts of entire venders:

1. Modern discount stores, for example, Wal-Mart best value, Metro
2. The neighborhood entire venders around the lanes in India

Discount merchants will purchase the merchandise in mass and they do haggling at low costs from the makers, wholesalers thus by items sought after what the retailers request at low costs from discount merchants. Because of this reason the merchants of wholesalers are the mass purchasers it is being seen that discount is more less expensive than the retailers, yet it likewise relies upon what number of agent crosses through every add upon his edge to the deal esteem.

Reasons why retailers purchase from the wholesalers:

- No direct circulation of the brand to their stores
- Direct wholesalers directing terms
- Low edges by wholesalers
- Better bargains at discount
- To know about high selling items and brands

Retailers additionally face a few drawbacks in purchasing from the wholesalers:

- Buying merchandise on quick money
- Transportation cost of the merchandise
- Wholesalers may not reclaim the unsold stock/stock.

Company profile:

Type	Private
Industry	wholesale
Founded	1964
Headquarters	Dusseldorf, Germany
Products	Fast-moving consumer goods
Revenue	€31.6
Number of employees	100,000 in 2012
Website	www.metro-cc.com

METRO is one of the overall self-administration wholesalers. It moving parts crosswise more than Europe & in couple of nations like northern Africa & Asia. And also it is one of the major deals divisions in the German trade & wholesale goliath metro

Metro is exclusive in relative to B2C retailers, for example, Wal-bazaar, Carrefour and Tesco in this the industry plan is listening carefully towards the professional patrons instead of to the finish clients. The metro funds & convey plan depends on oneself management & crowd purchase.

It is one of the main overall organizations in self-administration wholesales and works in excess of 6,00 outlet in 29 nation. It is the 3rd leading trader on the planet, 2nd prevalent in Europe & 4th Largest in germany with a revenue of €59.9 billion. It is functioning in the region of 2,378 area, by the legislative body numbering approximately 2,63,000.

METRO offers an objective region as a more prominent effectiveness when contrast with multi-layered store network, it encourages them to get better with their business, by giving exact answer to the buys and causes them to pick up the grouping by giving astounding items at sensible rate and straightforward costs and additionally by offering them at a predictable supply source.

The imperative clients of metro money and convey India includes retailers, eateries, kirana stores, all kind of workplaces, organizations and establishments, and furthermore independently employed experts. Just the business clients are permitted to buy in METRO.

1.3 Promoters:

- Arvind Mediratta
- Raviganesh Venkataraman
- Suniana Calapa
- Manish Sabnis
- Udaiy Khann

1.4 Vision, mission and quality policy

Vision

Metro lead the wholesale division worldwide during its special production method, it enhances the competitive of its consumers nationwide.

Mission

- Metro is a huge market for professionals and business.
- It provide worth commodities and production solution on the lowest possible price.

Quality policy

- ❖ Rate for charge rewarded: consumers who buy product in metro feel with the aim of they indict the correct quantity for commodities which they regularly acquire.
- ❖ Sustain forces: it provides guarantee depend on the kind of manufactured goods purchase. It give assurance taking place with its electronics.
- ❖ psychosomatic: metro has as first-class atmosphere workers is a pleasant and receptive.

1.5 Products / Services profile areas of operation

Products / services:

- Grocery
- Fruits and vegetables
- Fish and sea food
- Fresh meat and poultry
- Imported products and Gourmet
- Healthcare and wellness
- Footwear and Apparel
- Office and housekeeping
- Electronic and appliances

Areas of operations:

METRO enters to the Indian market in 2003. Now the company functions in 24 wholesale distribution areas involving 6 in Bangalore, 2 in Mumbai, 4 in Hyderabad, 2 in Delhi, & 1 in Kolkata, Jaipur, Amritsar, Vijayawada, Zirakpur, Ahmadabad, Jalandhar, Indore, Surat & Lucknow.

1.6 Infrastructure facilities:

- Medical facility
- Canteen facility
- Awareness program
- Creation of 24*7 municipal water supply systems

1.7 Competitors:

- Wal-mart (US based)and Bharti enterprises: The Walmart in India owns and operates wholesale stores that offers grocery and other related products.
- Carrefour (French retail giant): This company operates a network of hypermarkets and discount stores that engages in selling food and non- food products.
- Tesco (UK based): this organization is a world's no.3 retailer who intends to set up shop in India with a discount money and convey business.
- Reliance retail: The dependence retail will before long dispatch money and conveys group stores for the discount business.

1.8 SWOT Analysis:

Strength:

1. Largest entire vender stage
2. They sell not many items with their image name
3. They don't spend a lot of cash on promoting through E-media
4. Metro qualities its workers and clients

Weakness:

1. Not giving products using a loan bases
2. The goal is very far
3. Only arrangements in wholesales
4. High priced imported item

Opportunities:

1. Changing pattern of shopping, individuals may go to where they can discover most extreme assortment below individual stain
2. Metro is thinking to release fresh focuses in various areas
3. Itself an open door that organization name as metro itself a prevalent given name & they may extend selling among every organization they similar to
4. Public be upcoming further on the way to clean nourishment.

Threats:

1. Launching Walmart within Pakistan
2. Price increases of the nation
3. Government insecurity
4. Terrorism

1.9 Future growth and prospects:

Metro Cash & Carry is expecting its hotels, restaurants and caterers horeca segment to have a faster growth post GST.

Besides, Metro is also helping its customers in Kirana and traders segment to digitize their business.

"Post GST, horeca segment has started growing much faster and on the basis of that we are going on horeca in a big way," The CEO & MD Arvind Mediratta of Metro Cash & Carry India told PTI.

It is presently 15 to 16 per cent of our total sales and we believe that this is a segment in the years ahead, he said further.

People are now preferring more to dine outside as disposable income is on rise here,

"Our estimate is that there are around 1.3 crore of horeca businesses in the country, which is more than the number of kirana shops in the country, which is around 1.2 crore,

The company is projecting itself as one stop destination as horeca segment's assortment needs,

Metro plans to help its b2b customers with horeca digital under, which it has set up websites for small restaurants and also help in developing their menu and improving their quality at free of cost.

"We can help them with their food cost by modernizing their supply chain. Right now they follow basic practices," he said, adding that it would also share the practices followed by big global firms in supply chain.

Over the menu development, he said:" All dhabas sell basic Indian food but it is not very difficult to make burgers like McDonald's. We can sell those burgers, frozen patties, mayonnaise. We can help them to have pasta on their menu".

Besides, the company is now focusing on smaller kirana.

"This is the segment which has not been touched by the distributors of FMCG companies and there is a big distribution opportunity and many big companies want Metro to be preferred route to the market," he said.

In this segment, Metro is helping them by providing them hardware and software to track their daily sales and profitability.

1.10 Financial statement:

METRO GROUP Annual Report 2015

Balance sheet as on 30th September 2015: Assets

Assets	30/9/2014 (€ million)	30/9/ 2015 (€ million)
Non- current assets	15, 572	13, 207
Goodwill	3, 671	3, 301
Intangible assets	380	464
land, plant & tools	10,025	7,955
savings property	223	170
monetary reserves	71	117
reserves accounted for using the equity	95	184
Other financial and non- financial assets	272	292
Deferred tax assets	835	724
Current assets	12584	14,449
stock	5946	5,439
Trade receivables	560	702
Financial assets	1	6
Financial and non- financial assets	2981	3,435
Entitlements to IT refund	223	202
Cash and cash equivalent	2406	4,415
Assets held for sale	467	250
Total	28,156	27,656

METRO GROUP Annual Report 2015

Balance sheet as on 30th September 2015: Equity and Liabilities

Liabilities	30/9/2014 (€ million)	30/9/2015 (€ million)
Equity	4,999	5,172
Share capital(SC)	835	835
Capital reserve(CR)	2,551	2,551
Reserves retained from earnings	1,602	1,793
Non- controlling interests(NCI)	11	-7
Non- current liabilities(NCL)	6,921	6,841
Provisions for pensions and similar obligations	1,684	1,270
Other provisions	478	492
Borrowings	4,453	4,731
Other financial and non- financial liabilities	176	206
Deferred tax liabilities	130	142
Current liabilities(CL)	16,236	15,643
Trade liabilities	10,075	9,550
Provisions	615	628
Borrowings	2,615	2,635
Other financial and non- financial liabilities	2,528	2,488
Income tax liabilities	198	148
Liabilities related to assets held for sale	205	194
Total	28,156	27,656

METRO GROUP Annual Report 2016

Balance sheet as on 30th September 2016: Assets

Assets	30/9/2015 (€ million)	30/9/2016 (€ million)
Non- current assets	13,207	13,369
Goodwill	3,301	3,361
Intangible assets	464	497
Property, plant and equipment	7,955	8,141
Investment properties	170	126
Financial assets	117	104
Investments accounted for using the equity method	184	188
Other financial and non- financial assets	292	289
Deferred tax assets	724	663
Current assets	14,449	11,583
Inventories	5,439	5,456
Trade receivables	702	808
Financial assets	6	1
Other financial and non- financial assets	3,435	2,734
Entitlements to income tax refunds	202	216
Cash and cash equivalents	4,415	2,368
Assets held for sale	250	0
Total	27,656	24,952

METRO GROUP Annual Report 2016

Balance sheet as on 30th September 2016: Equity and Liabilities

Liabilities	30/9/2015 (€ million)	30/9/2016 (€ million)
Equity	5,172	5,332
Share capital	835	835
Capital reserve	2,551	2,551
Reserves retained from earnings	1,793	1,934
Non- controlling interests	-7	12
Non- current liabilities	6,841	5,950
Provisions for post- employment benefits plans and similar obligations	1,270	1,414
Other provisions	492	383
Financial liabilities	4,731	3,812
Other financial and non- financial liabilities	206	191
Deferred tax liabilities	142	150
Current liabilities	15,643	13,670
Trade liabilities	9,550	9,383
Provisions	628	705
Financial liabilities	2,635	947
Other financial and non- financial liabilities	2,488	2,465
Income tax liabilities	148	170
Liabilities related to assets held for sale	194	0
Total	27,656	24,952

Financial ratio analysis

a) Current ratio

It is a financial ratio that shows the percentage of a company's current asset to its current liabilities.

Current assets / current liabilities

Table 1.1
Table showing Current Ratio

Years	Current assets (€ million)	Current liabilities (€ million)	Current ratio
2016	23166	27340	0.84
2015	28898	31286	0.92
2014	25168	32472	0.77

INFERENCE:

The current high rate is the announcement that the company will receive sufficient funds to pay current liabilities and other obligations. In 2014, the current ratio was 0.77, lower than in 2015 and 2016, which is 0.92 and 0.84

b) Net profit ratio

This is the ratio of interest after valuation to net transactions, a known productivity ratio that shows the relationship between net interest after fees and net transactions.

$$= \text{Net profit} / \text{Net sales} * 100$$

Table 1.2

Table showing the Net Profit Ratio

Years	Net profit (€ million)	Net sales (€ million)	Net profit ratio
2016	649	67264	0.96
2015	657	58417	1.12
2014	714	59219	1.20

INFERENCE

The net profit ratio depicts that the company had good profits in the year 2014 which was 1.20, but reduced to 0.96 in the year 2016.

c) Fixed turnover ratio

It is the proportion of offers on the benefit or misfortune record to the estimation of fixed resources on the asset report.

Fixed turnover ratio = Net sales / Fixed assets

Table 1.3
Table showing Fixed Turnover Ratio

Years	Net sales (€ million)	Fixed assets (€ million)	Fixed turnover ratio
2016	67264	13369	5.03
2015	58417	13207	4.42
2014	59219	15572	3.80

INFERENCE:

Higher the proportion is more than the productivity of usage of fixed resource lower proportion shows under use of fixed resources. In the year 2014 the company fixed assets turnover ratio is 3.80 which is less than the previous year 2015 and 2016 that is 4.42 and 5.03.

d) Debt equity ratio

Is a money-related ratio that shows the overall extent of the investor's value and commitment to fund the benefits of the institution.

Debt equity ratio = Total Liability / Share holder's equity

Table 1.4
Table showing Debt Equity Ratio

Years	Total liability	Share holder's equity	Debt equity ratio
2016	19620	5332	3.67
2015	22484	5172	4.34
2014	23157	4999	4.63

INFERENCE:

The huge figure in the ratio shows that the organization is unlikely to be able to produce enough money to meet its obligations in any case. However, the low value of the commitment may similarly demonstrate that the Organization is not taking advantage of the increased benefit that monetary influence may have. In 2014, the company's equity ratio was 4.63, higher than the previous year 2015 and 2016, which is 4.34 and 3.67.

Chapter 2 - Conceptual background and literature review

2.1 Theoretical background of the study

Employee job satisfaction

It is a standout amongst the most research factors in work environment region of brain research and it has been related with the different mental issues beginning from employment structure to initiative, henceforth this article plots the key meanings of job satisfaction, the fundamental speculations are related with clarifying employee satisfaction and furthermore the sorts and issues encompassing in the estimation of employment fulfillment.

Meaning of job satisfactiion

The difficulty of achieving employment in reliable brain science and words, and the different experts and specialists have given their own sense of fulfillment of the job, where the two most common definitions of clarity work is completed as "the next beautiful emotional state of assessment of the person." Activity also encourages or achieves individual activity and "how much people love or deny their careers.

History

The assessment of occupation fulfillment all through representative unidentified overviews wound up normal spot in 1930. Albeit prior to that time there was the start of enthusiasm for worker demeanors, there were just a bunch of concentrates distributed. Budworth and Latham brief that Uhrbrock in 1934 was the primary analysts to utilize recently created frame of mind measurement strategies to evaluate assembly line laborer disposition. They likewise note down that in 1935 Hoppock direct an examination that concentrated obviously on employment fulfillment that is overstated by both the idea of the activity and associations with collaborators and administrators.

Theories of job satisfaction:

1. Herzberg's Two Factor hypothesis of Job Satisfaction:

A model dependent on two free, totally unrelated arrangements of components that lead to work fulfillment are independent and remarkable from the elements that lead to work disappointment. The activity content factor identified with the basic exercises of the activity, while containing sparks, for example, chance of the representative to encounter the accomplishment, acknowledgment, intriguing work, expanded obligation and development, will result to more noteworthy employment fulfillment.

2. The Five Factor Theory of Job Satisfaction:

Since individual frames of mind, convictions, perceptions, and practices are resolved to some degree, by identity, singular identity will mirror the one of a kind certainties of every people, the characteristics that characterize the person's pith, and will be reflected in the person's musings and activities.

3. Emerging Job Satisfaction Theory:

Mental Capital:

In the light of positive brain science, positive organizational behavior (Y) and positive POS (POS) in the previous decade are presented as new hypotheses. Two speculations are firmly set. However, they are gradually working in a reliable dimension.

2.2 Literature Review:

1. **Addis (2008)** in his examination it is identified with the great administration and supervisory abilities incorporates extraordinary aptitudes in managing, controlling, arranging, sorting out, critical thinking, and apportioning assets. It involves a procedure of affecting by making the inspiration and the desire of the association's individuals to seek after the mission of the association.
2. **Austin (2011) and Engstrom (2010)** in their examination Employees in the working environment need important work. Important work for representatives implies they are engaged with the ID and arrangement of the issues that influence them. Directors ought to endeavor to guarantee significant work for representatives since it is the key towards the activity.
3. **Banerji and Krishnan (2000)** stated that it is fundamental for administrators to create a moral situation that integrates moral decisions. Managers set the tone for the association and influence the ethics of the work environment. It is imperative that pioneers understand the accomplishment, business arrangements and activities of the association, as well as their effects on the association.
4. **Benson-Armer & Stickel (2000)** in their investigation the Negative associations with colleagues and supervision make it confounded to accomplish an agreement inside a group before choices are made. Likewise, issues may happen when a colleague misses a gathering, on the grounds that the colleague may stress over being sold out in light of not being available. At the point when groups are not profitable, it influences the whole association.

5. **Berl, Williamson, and Powell (1984)** explored the typical work needs related to self-completion and limited time opportunities, as well as work needs related to pay, safety, companions, bosses and clients, as part of an investigation that attempted to inspire Maslow's hypothesis from a perspective. The survey focused on the company, as companies are known to use Maslow's hypothesis to inspect the structures of inspiration, needs and reward of the workers.
6. **Bigley & Pierce (1998)** in their examination there is one impact negative connections have in associations is that workers turned out to be less able to take part in helpful exercises as a result of dread of being abused. For the most part, they oppose work change or any work that makes them be progressively reliant on different representatives. This sort of conduct isn't fitting for a group situation or building positive connections.
7. **Beslin & Reddin (2004)** in their investigation A pioneer or chief must be trusted and regarded, in light of the fact that trust assembles larger amounts of employment fulfillment, devotion, better correspondence, and believability.
8. **Caldwell & Nord (2003)** in their examination the Relationships between colleagues are critical for occupation fulfillment and the life of associations. Be that as it may, connections have declined making trouble for associations to confront inner difficulties, focused weights, and undermining economy.
9. **Cook & Wall (1980)** in their review, it is essential that the performance of an activity depends on their confidence in the characteristics, abilities, choices, practices, activities and choices of their colleagues.
10. **Daley & Vasu (1998)** during their review, they identify themselves with Positive Connections and set up a system of execution and efficiency of the tasks, the representatives concentrating their most extreme efforts on the achievement of

hierarchical objectives and individuals and the development of a typical vision as a group within the association.

11. **Dirks & Ferrin (2002)** in their examination the Employees' pledge to accomplish the objectives of the pioneer and the association is a consequence of positive connections. The representatives' duty to accomplish these objectives involves uplifting frames of mind from the workers, for example, trustworthiness, honesty, and a conviction that the pioneer and association have the representatives' best enthusiasm on a basic level.
12. **Frauenheim (2006)** in his examination the Supervisors who are dependable in associations perfectly affect the association's activity fulfillment levels, business expenses, and rates of achievement. On the off chance that hierarchical pioneers might want to guarantee that their objectives are met, they have to instruct managers on the significance of structure connections and making positive conditions.
13. **Hackman and Oldham (1975)** in their investigation they made a vocation fulfillment estimation that comprised of a five-factor model of occupation fulfillment. The components are identified with the present work on employment. These variables are ability assortment, task personality, and assignment noteworthiness. This model brought about the activity attributes show, in light of the case that aptitude assortment, task personality, and errand importance, independence and input adds to trust in the association, work fulfillment, and a higher act drive.
14. **Ismail (2011)** in his investigation Compensation is an imperative capacity of the activity of HRM. It involves compensation, compensation, compensations, reward and pay framework. Pay and compensation are terms frequently utilized conversely having a similar importance in associations. At the point when the impressions of representatives were that compensation was satisfactory, it prompted a larger amount of occupation fulfillment in associations examined.

15. **Jones & George (1998)** in their examination it is connected that When workers have significant associations with their directors and colleagues, they are here to the requirements of the association and pioneers and are increasingly strong, better entertainers, and have higher profitability. Positive connections are a characteristic inspiration for representatives and guarantee they are happy with their occupations.
16. **Kleinman (2004)** in his examination announced that transformational and value-based authority styles adequately add to work fulfillment. Representatives who are fulfilled react emphatically to procedures from the two styles.
17. **Lewicki & Wiethoff (2000)** in their investigation, it is identified with When the workplace has negative relationships, disappointment at work, low generation, conflicts and problems are available; negative connections lead to high achievements of the profession, participation, sharing of data and critical thinking.
18. **Locke (1969)** in his examination the fought activity fulfillment is cultivated when one sees the estimation of the activity in a manner that has a result that is satisfying.
19. **Moynihan & Pandey (2007)** in their investigation that analyzed manners by which open directors can impact distinctive parts of work inspiration and occupation fulfillment, recommended that work inspiration and employment fulfillment are vital factors as it identifies with urging representatives to move in the direction of hierarchical objectives.
20. **Walton (1985)** in his investigation declared that workers need more attention regarding the enthusiastic actualities of the association, for example, articulations of warmth, transparency among individuals, and individual confidence.

Chapter 3 – Research Design

3.1 Statement of the problem:

This research attempts to understand if employees are fully satisfied with their work within the organization, so that they are motivated to work effectively in the organization.

3.2 Need of the study:

Obviously job satisfaction plays a main role in organization success, without employee satisfaction towards their job none of the employees will perform well and it is very difficult to reach the organizational goals and objectives, hence job satisfaction help to yield maximum output or performance from the employees, so that this study is undertaken to measure the satisfaction of the employees towards their job in metro.

3.3 Objectives:

- To study the various factor determines job satisfaction(JS) of the employees
- To evaluate the effectiveness of job satisfaction measures at metro
- To determine the relationship between work stress and employees job satisfaction

3.4 Scope of the study:

The scope of the study is limited to METRO Cash & Carry, located in Yeshwanthpur, Bangalore.

3.5 Research methodology:

1. **Type of research:** Descriptive research
2. **Data collection design:**
 - **Primary data:** The data is collected from employees of metro cash and carry using questionnaire
 - **Secondary data:** The data is collected from articles, company records and website.
3. **Sampling technique:** Convenience sampling
4. **Area of the study:** Yeshwanthpur, Bangalore city
5. **Population size:** 150 employees
6. **Sample size:** 40
7. **Instrument design:** the instrument used in this research is questionnaire, which is composed of 26 questions.

3.6 Hypotheses:

- **H0:** There is no significant relationship between work stress and job satisfaction.
- **H1:** There is a significant relationship between work stress and job satisfaction.

3.7 Limitations:

- ❖ **Limited time:** The time duration for this study is only six weeks, because of which a detailed study could not be done
- ❖ **Limited number of respondents:** The data collected only from 40 respondents because of time limitation and the busy schedule of employees
- ❖ **The respondents were hesitant to give the response,** because of which there can be some amount of error

3.8 Chapter scheme:

Chapter 1-This chapter consists of introduction about topic “job satisfaction” followed by industry and company profile which includes promoters, vision, mission, quality policy, service profile and areas of operation and so on.

Chapter 2-This chapter gives information regarding conceptual theoretical background of study and literature review on job satisfaction.

Chapter 3-This chapter includes information of research design followed by explanation of problem, objective of study, need and scope of the study, research methodology with hypotheses and limitations.

Chapter 4-This chapter explains analysis and interpretation of data and statistical tool result using chi-square.

Chapter 5-This chapter consists of summary of findings, conclusions and suggestions.

Chapter 4 –Analysis and Interpretation

Here,

S | A - Strongly | Agree, A | - Agree, N - | Neutral, D | - Disagree, S | D - Strongly | Disagree, this short form were used in the table & total is also represented by T.

1.1 Analysis and interpretation of the data:

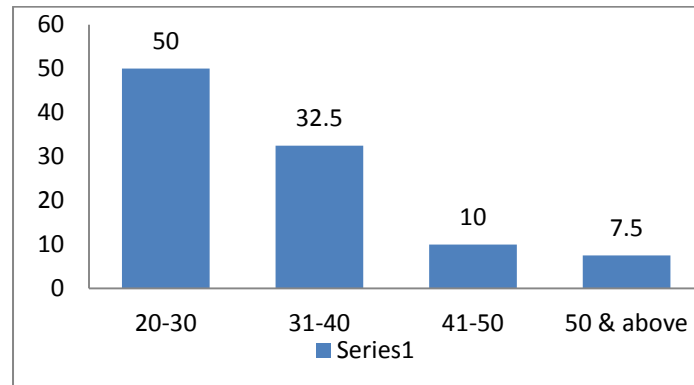
- ❖ A structured question given to employee for the data collection with 5 point scale i.e., the Likert scale.

Table 4.1

Table showing the Age group of respondents

Sl. No	Age	No of Respondents	%age
1	20 - 30	20	50.0
2	31 - 40	13	32.5
3	41 - 50	4	10.0
4	50 & above	3	7.5
	Total	40	100.0

Graph 4.1



Interpretation

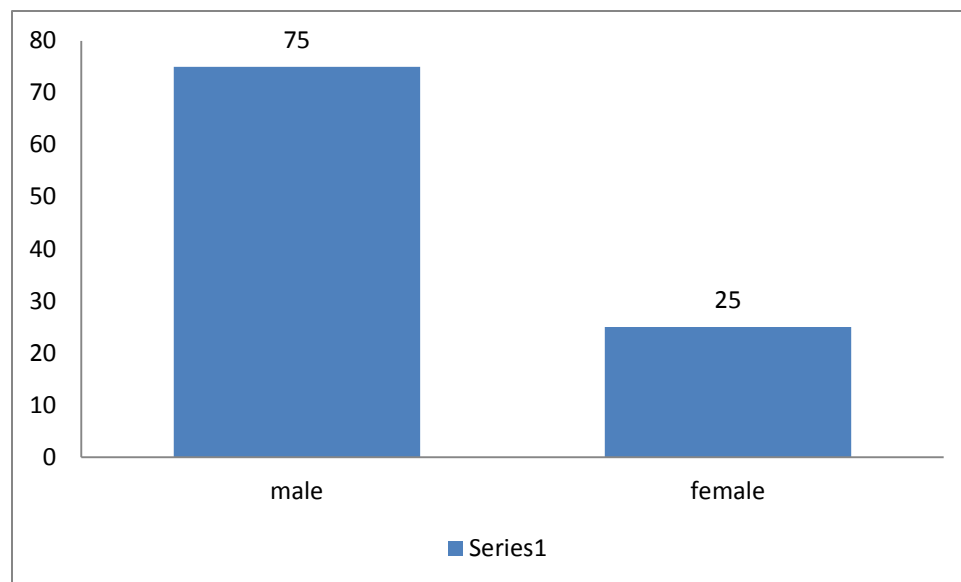
From the above analysis it is understood that majority of the employees are belongs to 20-40 age group, so the employees working in the metro are youngsters and middle age people.

Table 4 .2

Table showing the gender of respondents

Sl. n o	Gender	No of respondents	%age
1	Male	30	75.0
2	Female	10	25.0
	Total	40	100.0

Graph 4.2



Interpretation

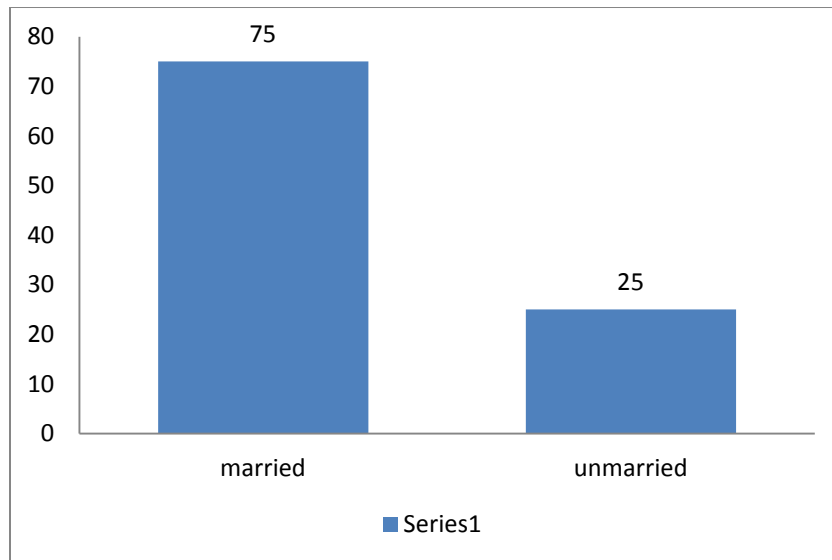
From the above analysis it is understood that majority of the employees are men who dominate women in the organization.

Table 4. 3

Table showing the marital status of respondents

Sl. no	Marital status	No of respondents	%age
1	Married	30	75.0
2	Unmarried	10	25.0
	Total	40	100.0

Graph 4.3



Interpretation

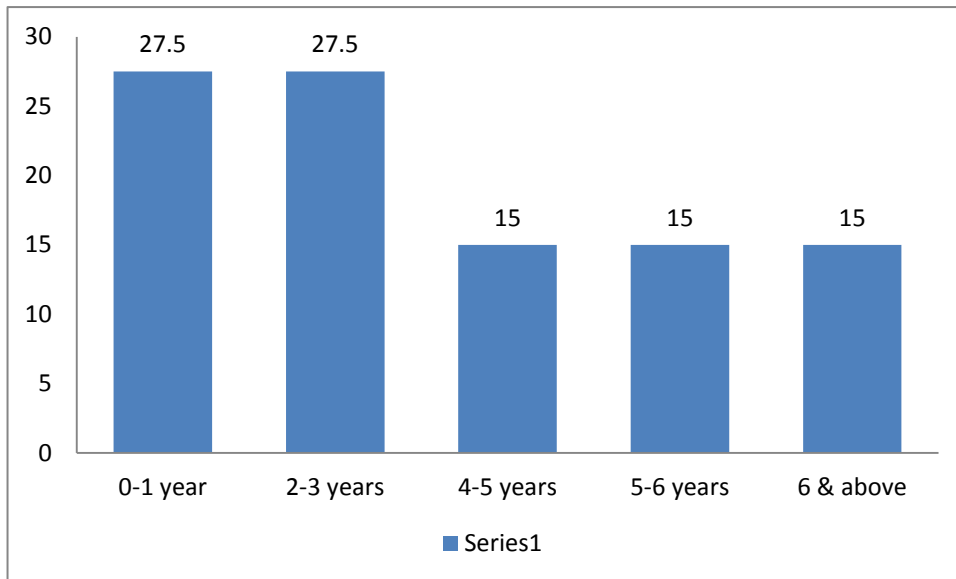
From the above analysis it is clear that majority of employees are married who dominate unmarried employees in the organization.

Table 4. 4

Table showing experience of respondents

Sl. no	Experience	No of respondents	%age
1	0-1 yr	11	27.5
2	2-3 yrs	11	27.5
3	4-5 yrs	6	15.0
4	5-6 yrs	6	15.0
5	6 yrs & above	6	15.0
	Total	40	100.0

Graph 4.4



Interpretation

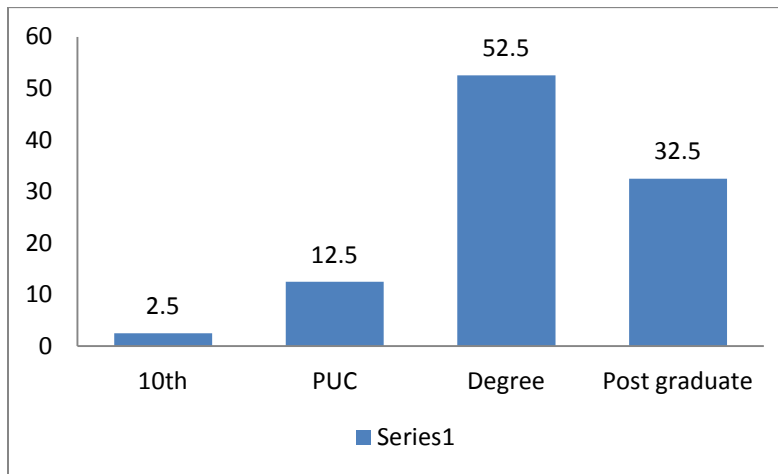
From the above analysis it shows that majority of employees are experienced between 0-3 years that is both fresher and experienced employees are more in the organization.

Table 4 .5

Table showing educational qualification of respondents

Sl . no	Education qualification	No of respondents	%age
1	10 th	1	2.5
2	PUC	5	12.5
3	Degree	21	52.5
4	Post graduate	13	32.5
	Total	40	100.0

Graph 4.5



Interpretation

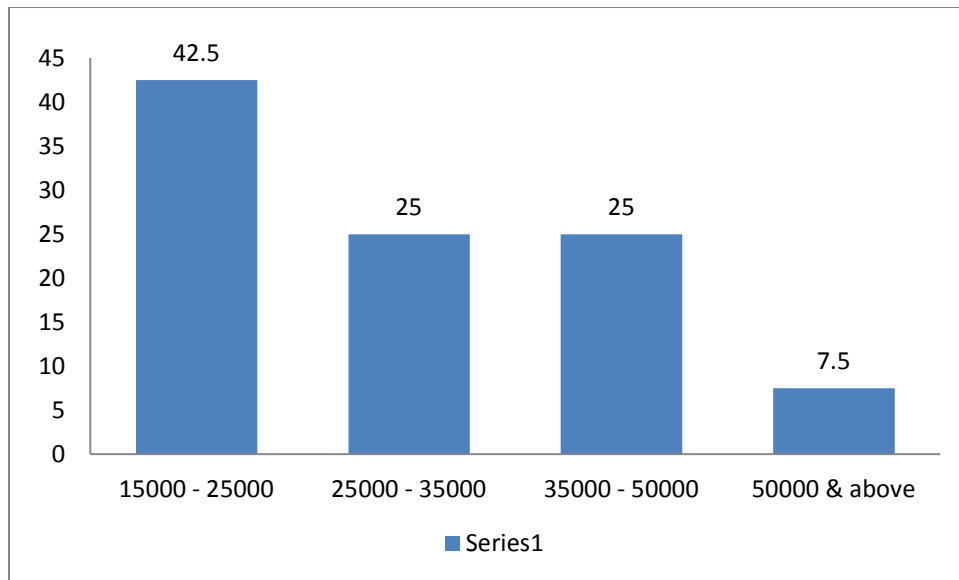
From the above analysis it is clear that majority of employees are qualified with degree and post graduate and there are employees working with the qualification of 10th and PUC in this organization.

Table 4.6

Table showing monthly income of the employees

Sl. no	Monthly Income	No of respondents	%age
1	15000 – 25000	17	42.5
2	25000 – 35000	10	25.0
3	35000 – 50000	10	25.0
4	50000 & above	3	7.5
	Total	40	100.0

Graph 4.6



Interpretation

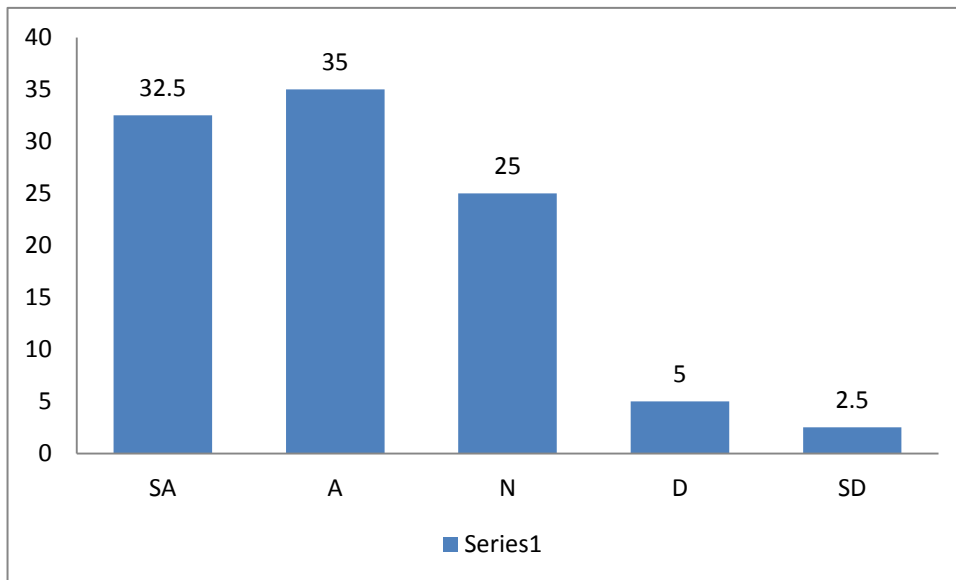
From the above analysis it is clear that the employees are getting salary with respect to their experience and qualification, so here the more number of employees are paid with 15000 – 25000 salary in this organization.

Table 4. 7

Table showing fair compensation of the employees

Sl. no	Factors	No of respondents	%age
1	SA	13	32.5
2	A	14	35.0
3	N	10	25.0
4	D	2	5.0
5	SD	1	2.5
	T	40	100.0

Graph 4.7



Interpretation

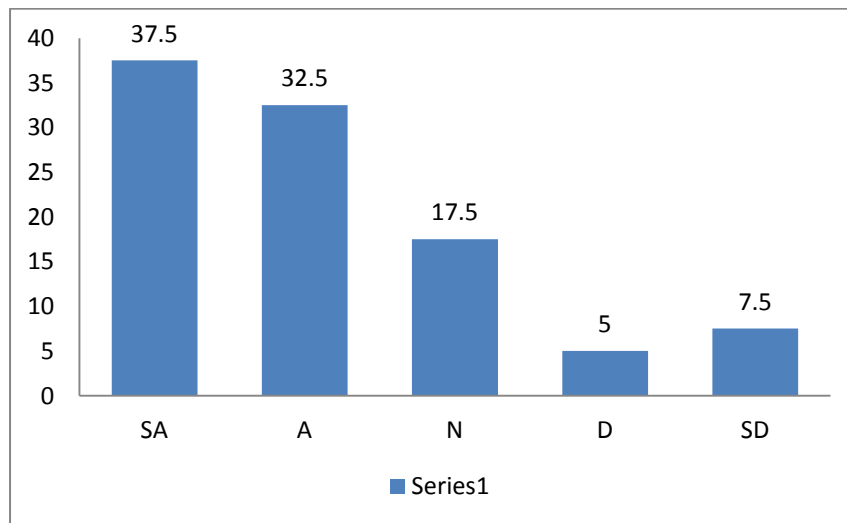
From the above analysis it is clear that organization is having fair compensation system for the employees. Based on their workload, designation, experience, performance and education.

Table 4. 8

Table showing employee’s opinion about noticing their performance by their superior

Sl. no	Factors	No of respondents	%age
1	SA	15	37.5
2	A	13	32.5
3	N	7	17.5
4	D	2	5.0
5	SD	3	7.5
	T	40	100.0

Graph 4.8



Interpretation

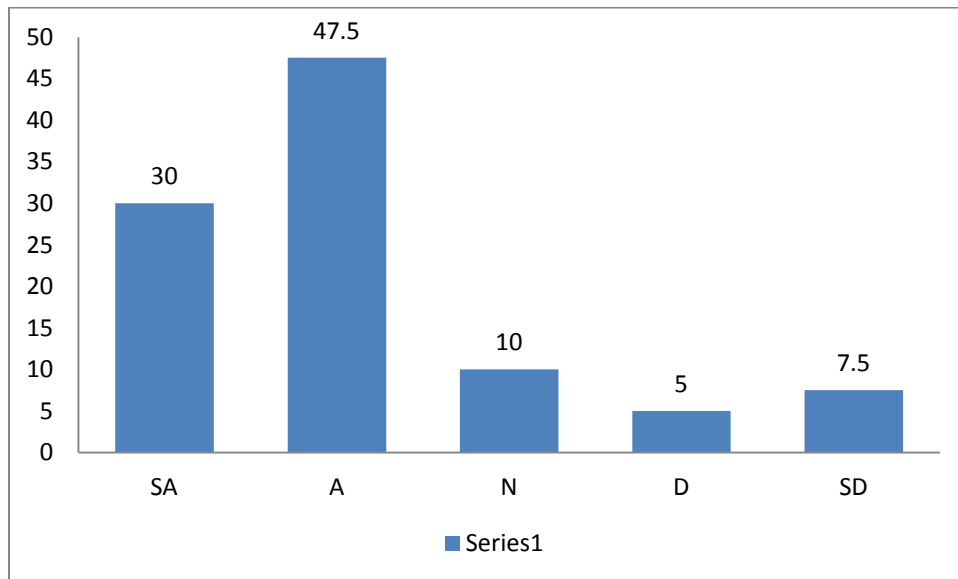
From the above analysis it is clear that employee’s efforts are noticed by the superior with that we can understand that employee’s efforts are recognized which will make employee’s feel that they have been observed for the performance and make employees work towards better performance.

Table 4.9

Table showing respect and cooperation of respondents

Sl. no	Factors	No of respondents	%age
1	SA	12	30.0
2	A	19	47.5
3	N	4	10.0
4	D	2	5.0
5	SD	3	7.5
	T	40	100.0

Graph 4.9



Interpretation

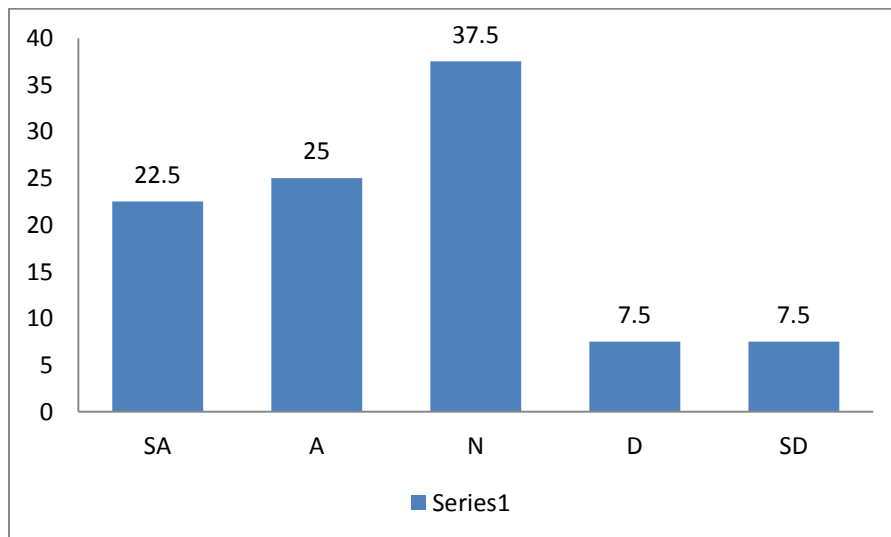
From the above analysis it is clear that there is respect and cooperation within the organization which leads to employee motivation. Employees are satisfied in terms of emotional aspects.

Table 4. 10

Table showing care of employees by management

Sl. no	Factors	No of respondents	%age
1	SA	9	22.5
2	A	10	25.0
3	N	15	37.5
4	D	3	7.5
5	SD	3	7.5
	T	40	100.0

Graph 4.10



Interpretation

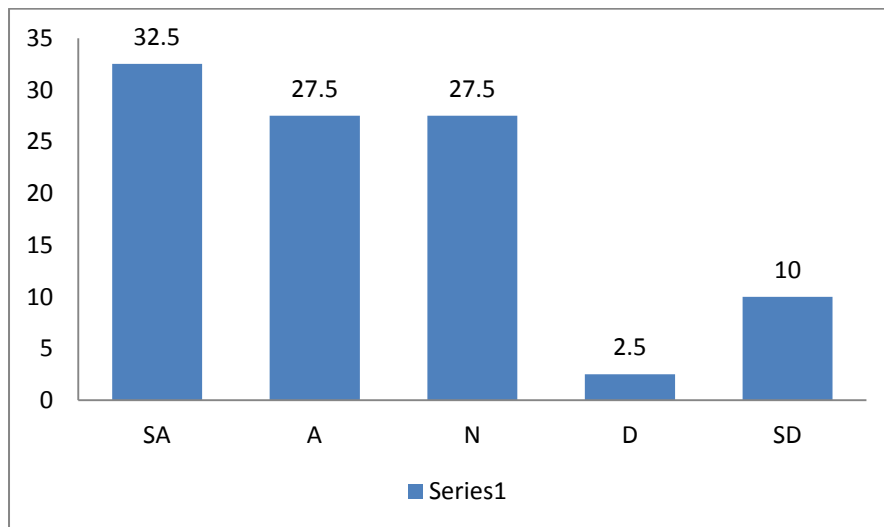
From the above analysis it is clear that the employee's are neutral in caring them by the management but there are the employee's who are strongly agree and also disagree, so the management has to take care the employees for their satisfaction.

Table 4. 11

Table showing problem recognition of the employees

Sl. no	Factors	No of respondents	%age
1	SA	13	32.5
2	A	11	27.5
3	N	11	27.5
4	D	1	2.5
5	SD	4	10.0
	T	40	100.0

Graph 4.11



Interpretation

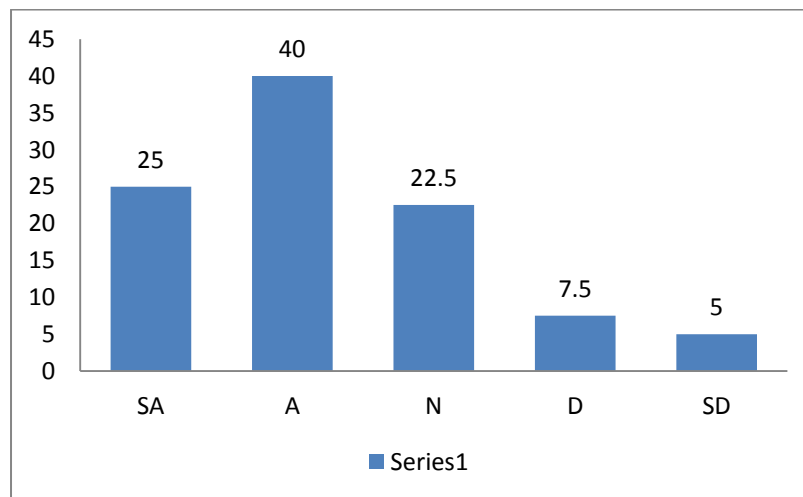
From the above analysis it is clear that most of the employees are strongly agree, but some of the employees are disagree with this statement, so the company should recognize the problem and make it solve which helps them to be more satisfied with their job.

Table 4. 12

Table showing superiors' involvement with the employees

Sl. no	Factors	No of respondents	%age
1	SA	8	20.0
2	A	18	45.0
3	N	9	22.5
4	D	3	7.5
5	SD	2	5
	T	40	100.0

Graph 4.12



Interpretation

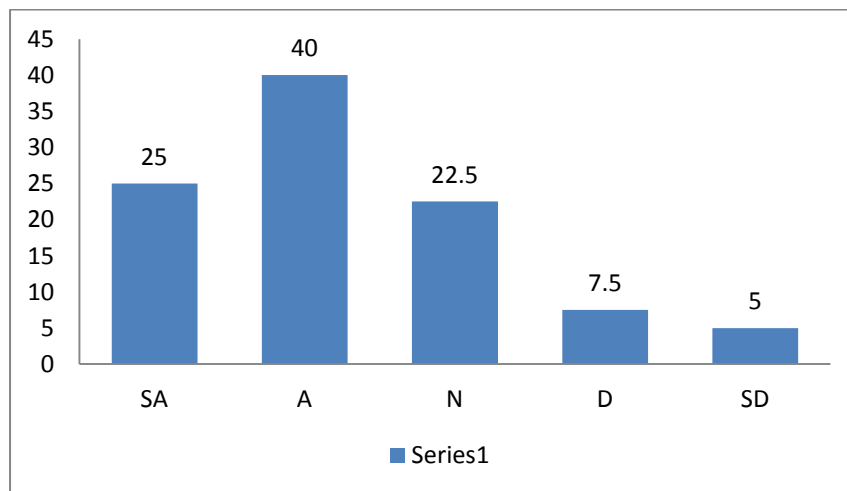
From the above analysis it is clear that more number of employees are agree so the company supervisors should continue the involvement with employees, which makes the employees more satisfied.

Table 4.13

Table showing aware of activities given to the employees

Sl. no	Factors	No of respondents	%age
1	SA	10	25.0
2	A	16	40.0
3	N	9	22.5
4	D	3	7.5
5	SD	2	5.0
	T	40	100.0

Graph 4.13



Interpretation

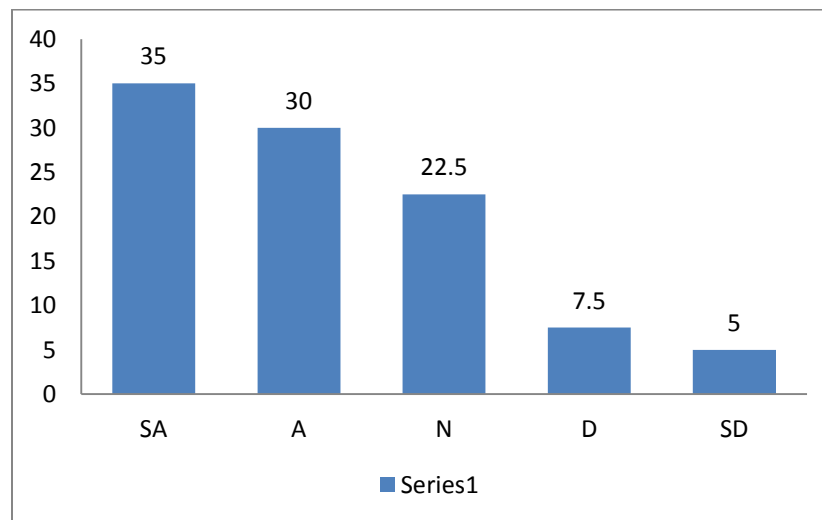
From the above analysis it clear that majority of employees are agree that the company is making awareness to the employees about all their activities performing in the organization which makes the employee motivation and better performance.

Table 4. 14

Table showing free flow communication of the employees at workplace

Sl. no	Factors	No of respondents	%age
1	SA	14	35.0
2	A	12	30.0
3	N	9	22.5
4	D	3	7.5
5	SD	2	5.0
	T	40	100.0

Graph 4.14



Interpretation

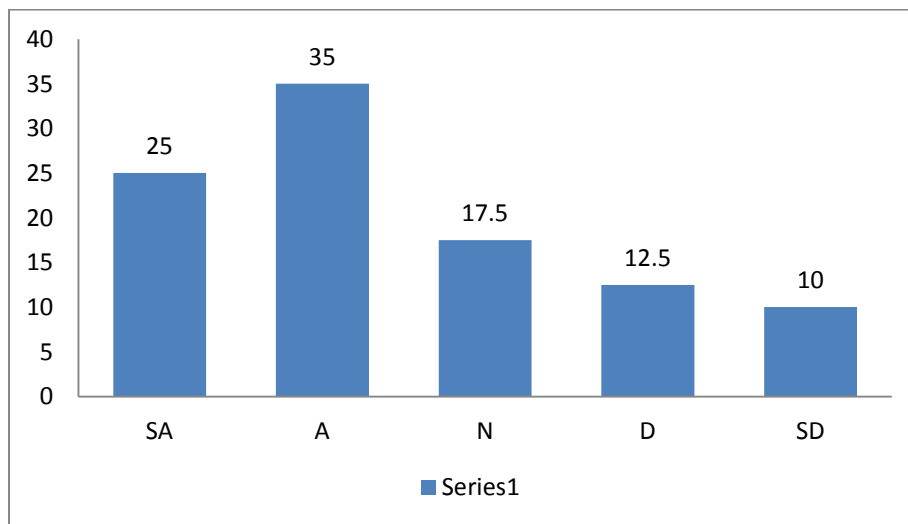
From the above analysis it is clear that, majority of the employees are strongly agree, so there is an open communication among the employees at workplace, to increase the satisfaction of the employees.

Table 4. 15

Table showing clear job description of the employees

Sl. no	Factors	No of respondents	%age
1	SA	10	25.0
2	A	14	35.0
3	N	7	17.5
4	D	5	12.5
5	SD	4	10.0
	T	40	100.0

Graph 4.15



Interpretation

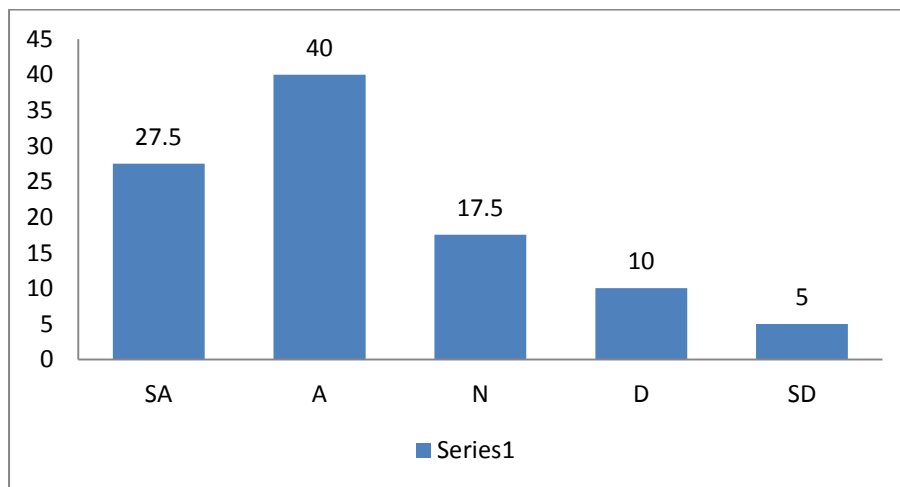
From the above analysis it is clear that more number of employees are agree with the clear job description in order to better performance with their job to increase the job satisfaction.

Table 4. 16

Table showing that fellow employees know how to get the job done

Sl. no	Factors	No of respondents	%age
1	SA	11	27.5
2	A	16	40.0
3	N	7	17.5
4	D	4	10.0
5	SD	2	5.0
	T	40	100.0

Graph 4.16



Interpretation

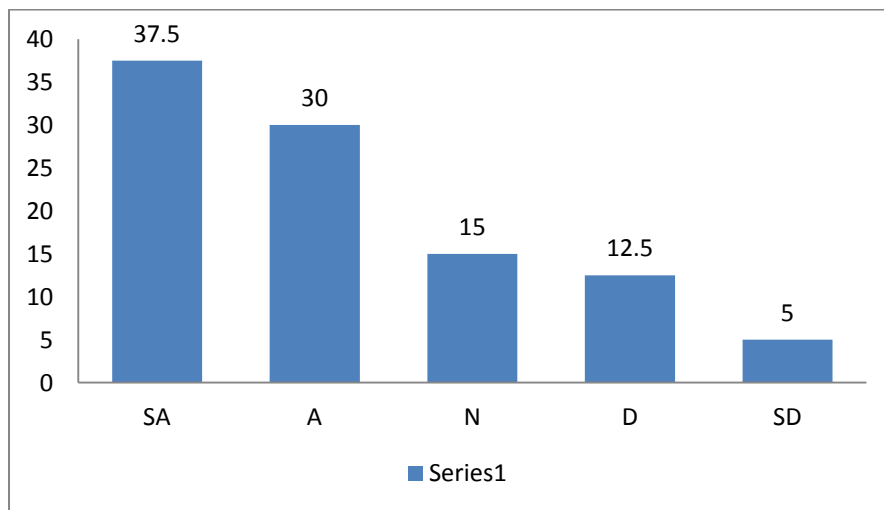
From the above analysis it is clear that more number of employees are agree, hence all the fellow employees are know how to get the work done, this makes better process in the organization.

Table 4 . 17

Table showing that employees are responsible for their work activities

Sl. no	Factors	No of respondents	%age
1	SA	15	37.5
2	A	12	30.0
3	N	6	15.0
4	D	5	12.5
5	SD	2	5.0
	T	40	100.0

Graph 4.17



Interpretation

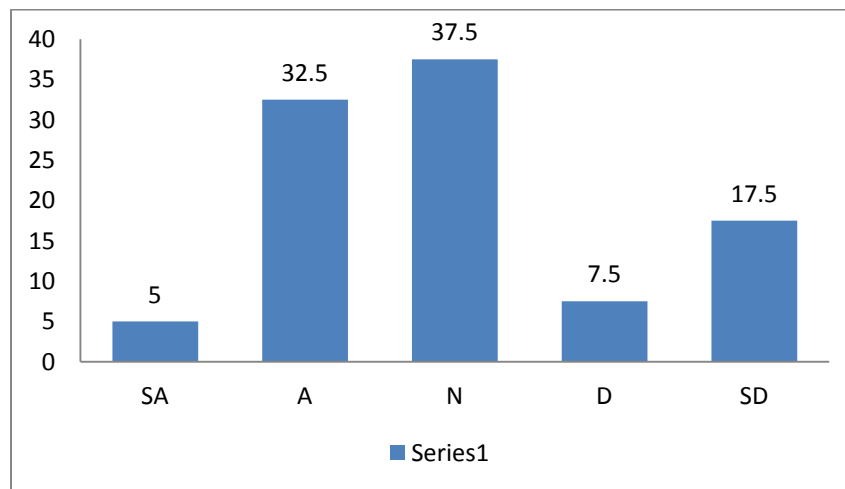
From the above analysis it is clear that most of the employees are strongly agree with this, because employees are responsible for their work activities in the organization for better satisfaction with their job.

Table 4. 18

Table showing whether employees are feeling motivated at work

Sl. no	Factors	No of respondents	%age
1	SA	2	5.0
2	A	13	32.5
3	N	15	37.5
4	D	3	7.5
5	SD	7	17.5
	T	40	100.0

Graph 4.18



Interpretation

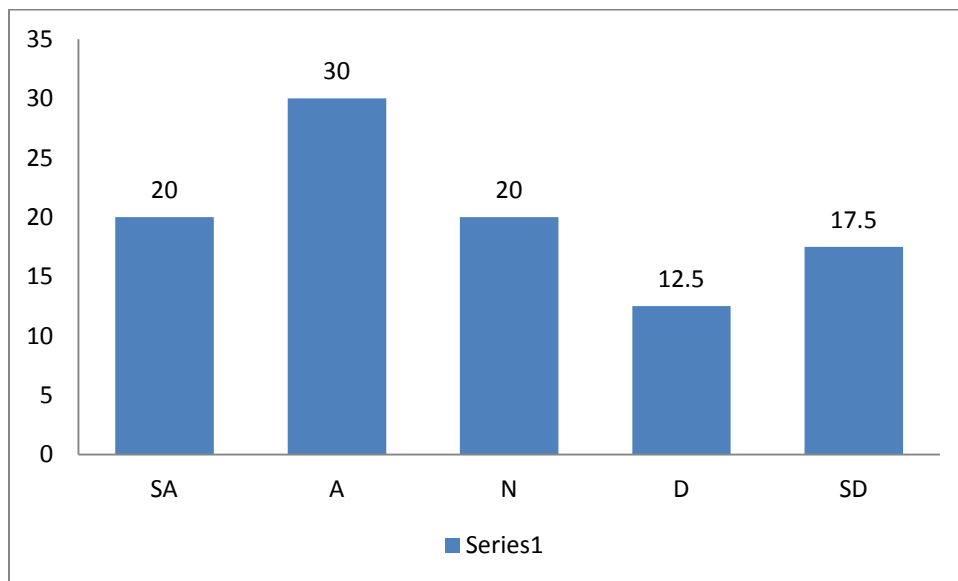
From the above analysis it is clear that more number of employees is neutral, so if company provides good motivational training to the employees, it will increase the employees job satisfaction.

Table 4. 19

Table showing that whether employees are work in a team environment

Sl. no	Factors	No of respondents	%age
1	SA	8	20.0
2	A	12	30.0
3	N	8	20.0
4	D	5	12.5
5	SD	7	17.5
	T	40	100.0

Graph 4.19



Interpretation

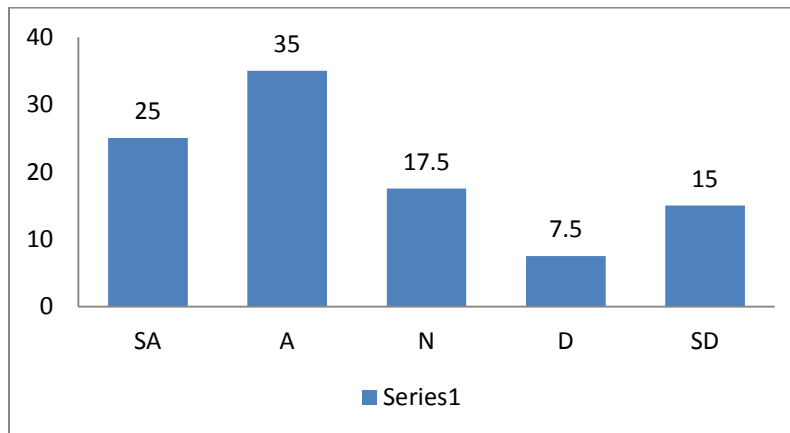
From the above analysis it is clear that employees are agree with the team work in the organization for good environment, better performance and coordination between the employees.

Table 4 . 20

Table showing that employees are feel stressed at work

Sl. no	Factors	No of respondents	%age
1	SA	10	25.0
2	A	14	35.0
3	N	7	17.5
4	D	3	7.5
5	SD	6	15.0
	T	40	100.0

Graph 4.20



Interpretation

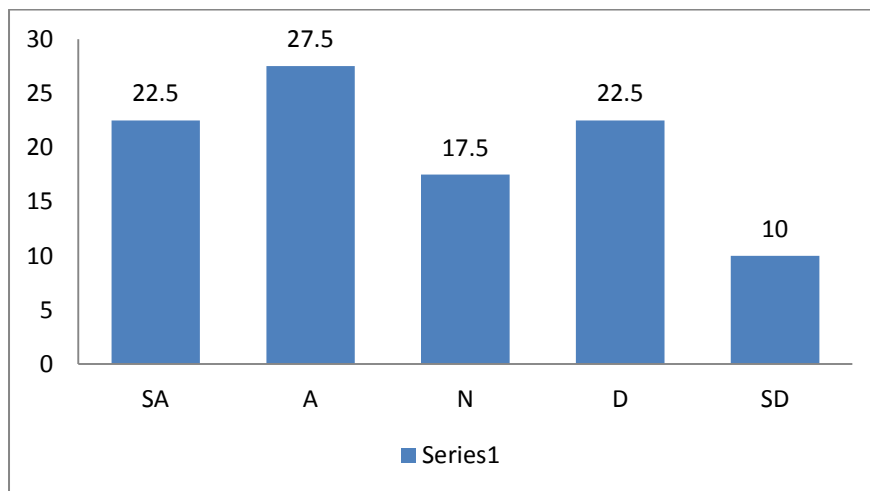
From the above analysis it is clear that more number of employees are agree that they are exposed to high stress during working hours in the organization. This causes employee retention problems and more absenteeism of employees in the organization.

Table 4. 21

Table showing that employees are deal with a manageable workload

Sl. no	Factors	No of respondents	%age
1	SA	9	22.5
2	A	11	27.5
3	N	7	17.5
4	D	9	22.5
5	SD	4	10
	T	40	100.0

Graph 4.21



Interpretation

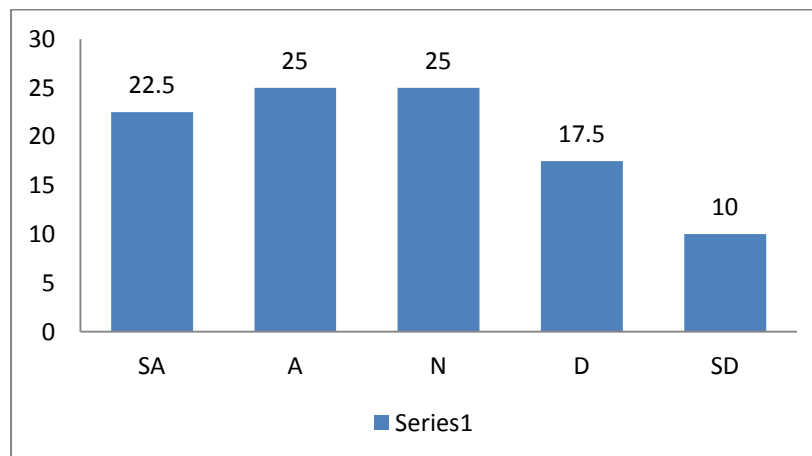
From the above analysis it is clear that more number of employees are agree, the employees are the person to manage the workload given by the company accordingly by the time given for their job satisfaction.

Table 4. 22

Table showing whether employees are using professional skills

Sl. no	Factors	No of respondents	%age
1	SA	9	22.5
2	A	10	25.0
3	N	10	25.0
4	D	7	17.5
5	SD	4	10.0
	T	40	100.0

Graph 4.22



Interpretation

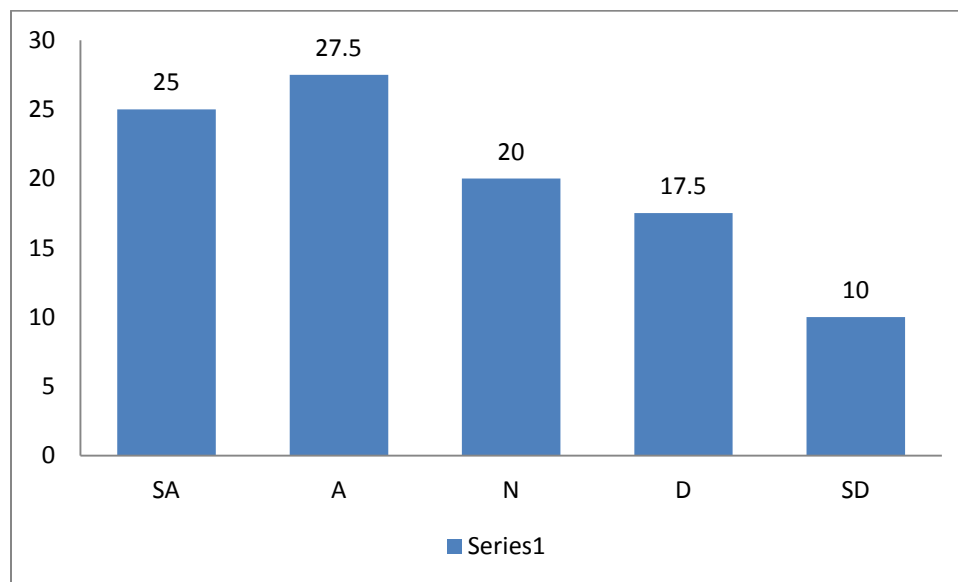
From the above analysis it is clear that equal numbers of employees are chosen between agree and neutral, so during working hours the employees not only use job related skills but also they can use their professional skills in their job for better performance.

Table 4. 23

Table showing that whether employees are doing fair work assignments

Sl. no	Factors	No of respondents	%age
1	SA	10	25.0
2	A	11	27.5
3	N	8	20.0
4	D	7	17.5
5	SD	4	10.0
	T	40	100.0

Graph 4.23



Interpretation

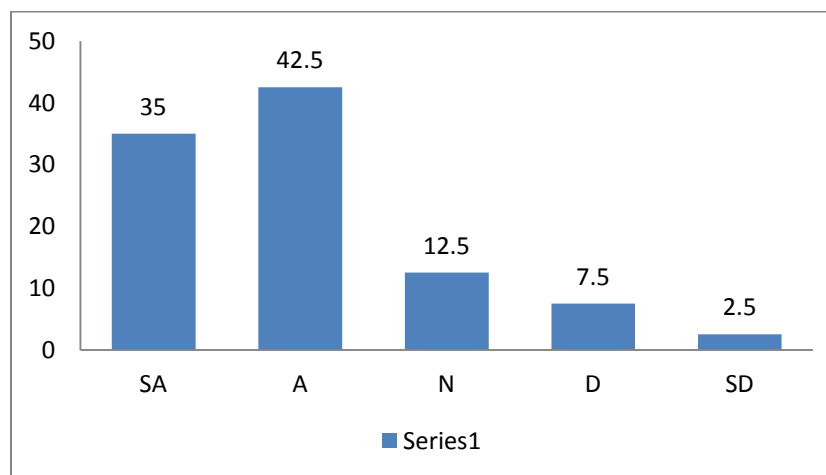
From the above analysis it is clear that most of the employees are agree in doing the work assignments fairly given by the management for better improvement and satisfaction with their work.

Table 4. 24

Table showing whether employees are in safe and comfortable environment

Sl. no	Factors	No of respondents	%age
1	SA	14	35.0
2	A	17	42.5
3	N	5	12.5
4	D	3	7.5
5	SD	1	2.5
	T	40	100.0

Graph 4.24



Interpretation

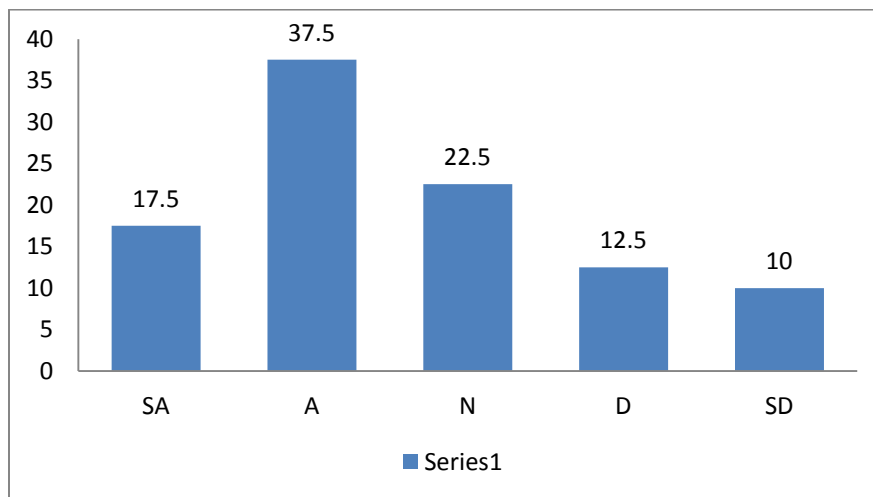
From the above analysis it is clear that the employees are agree with more response, it is understood that the employees are feeling safety and comfortable environment in working in this organization.

Table 4 . 25

Table showing the employees satisfaction with respect to their job

Sl. no	Factors	No of respondents	%age
1	SA	7	17.5
2	A	15	37.5
3	N	9	22.5
4	D	5	12.5
5	SD	4	10.0
	T	40	100.0

Graph 4.25



Interpretation

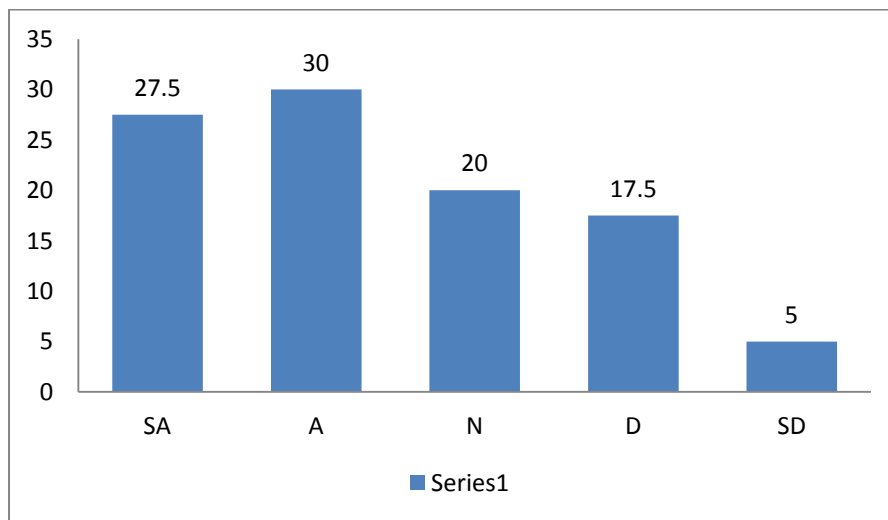
From the above analysis it is clear that majority of employees are agree and feel satisfactory due to environment and other financial and non- financial incentives though there is a more stress still other factors contribute for employee satisfaction.

Table 4 . 26

Table showing whether the organization is a good place for the employees to work

Sl. no	Factors	No of respondents	%age
1	SA	11	27.5
2	A	12	30.0
3	N	8	20.0
4	D	7	17.5
5	SD	2	5.0
	T	40	100.0

Graph 4.26



Interpretation

From the above analysis it is understood that majority of employees are agree, so the employees are happy to work in the metro company because they feel this a good place for them to work in the organization.

Hypothesis testing:

- **H0:** There is no significant relationship between work stress and job satisfaction.
- **H1:** There is a significant relationship between work stress and job satisfaction.

Table 4.27

Table showing hypothesis testing

Correlations			
		Job satisfaction	work stress
Job satisfaction	Pearson Correlation	1	-.363*
	Sig. (2-tailed)		.021
	N	40	40
work stress	Pearson Correlation	-.363*	1
	Sig. (2-tailed)	.021	
	N	40	40

Suggestion:

The correlation table above shows that there is a significant and negative correlation between work stress and employee satisfaction at work, with the sign value of 0.021 being less than 0.05.

This means that if work stress decreases, satisfaction increases and vice versa.

The organization can propose strategies that reduce stress, which has an impact on employee satisfaction.

Chapter 5 – Findings, Conclusions and Suggestions

5.1 Findings:

- ❖ In this company majority of the employees are youth and middle age people
- ❖ Majority of employees are married in this organization
- ❖ More number of employees are qualified in degree in this organization
- ❖ The employees are satisfied with their income in this organization
- ❖ Employees are agree that there is respect and cooperation within the organization
- ❖ Majority of employees are agree that supervisors involvement with them is good
- ❖ Employees are feel that company is making awareness about all the activities given to the employees
- ❖ Majority of employees are feeling stressed in doing their work in this organization
- ❖ The employees in this organization are satisfied with respect to their job, salary for better performance

5.2 Conclusions:

Findings and suggestions depends on the study requested; they must be examined and measures taken in this direction for further development.

From the survey, I guess the activity gives representatives the opportunity to showcase their abilities in the workplace. Number of representatives recognized from time to time that there is a great adaptability in the organization of work and that they are satisfied with the current correspondence of the funeral. In MC & C Ltd, Bangalore, they continue the process of organization and audit to evaluate the worker's performance.

The investigation also found that conditions for improving working conditions at MC & C Ltd. were improved. The total compensation would increase, so it could very well be in line with the market rate.

Finally, I would like to deduce that the representatives of MC & C Ltd, Bangalore are satisfied with their work and their association.

5.3 Suggestions:

- ❖ If the company provides increment benefit to the employees which makes them more satisfied with their pay
- ❖ If there is respect and cooperation within the organization which leads to employee motivation and employees are satisfied in terms of emotional aspects
- ❖ The company should recognize the employees problem and make it solve leads to be more satisfied with their job and better performance
- ❖ The supervisors should continue the involvement with employees in all the department which makes the employees job satisfaction
- ❖ The company should make awareness about all the activities given to the employees for better understand and satisfaction
- ❖ There should be an open communication among the employees at work place makes them more satisfied. If the company provide all necessary factors to the employees makes them more satisfied with their job.
- ❖ The employees should be clear with their job description in the organization for better improvement
- ❖ The fellow employees should know how to get the work done easily, which makes better process in the organization
- ❖ The company should reduce the job stress given to the employees for their satisfaction

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Annexure (Questionnaire)

1. Age

- 20-30 years
- 31-40 years
- 41-50 years
- 50 & above

2. Gender

- Male
- female

3. Marital status

- married
- unmarried

4. Experience

- 0-1 year
- 2-3 years
- 4-5 years
- 5-6 years
- 6 & above

5. Educational Qualification

- 10th
- PUC
- Degree
- Post Graduate

6. Income

- 15,000-25,000
- 25,000-35,000
- 35,000-50,000
- Above 50,000

7. I feel reasonably compensated for my work.

- SA
- A
- N
- D
- SD

8. If I put exertion into my work, someone will notice.

- SA
- A
- N
- D
- SD

9. I work in an atmosphere where there is respect and co-operation.

- SA
- A
- N
- D
- SD

10. My superior cares about my private needs.

- SA
- A
- N
- D
- SD

11. Problems in the workplace are addressed promptly and effectively.

- SA
- A
- N
- D
- SD

12. Supervisors are involved in the daily operation of my department.

- SA
- A
- N
- D
- SD

13. Senior management is responsive of activities in my department.

- SA
- A
- N
- D
- SD

14. There is an free flow communication throughout the workplace.

- SA
- A
- N
- D
- SD

15. I have a clear written job description.

- SA
- A
- N
- D
- SD

16. My fellow employees know that how to get job done.

- SA
- A
- N
- D
- SD

17. I am responsible for setting up my work activities.

- SA
- A
- N
- D
- SD

18. I believe motivated at work.

- SA
- A
- N
- D
- SD

19. I work in a team environment.

- SA
- A
- N
- D
- SD

20. I feel stressed at work.

- SA
- A
- N
- D
- SD

21. I deal with a manageable workload.

- SA
- A
- N
- D
- SD

22. I use my professional skills frequently.

- SA
- A
- N
- D
- SD

23. Work assignments are assign fairly.

- SA
- A
- N
- D
- SD

24. I work in a safe and comfortable environment.

- SA
- A
- N
- D
- SD

25. I am satisfied with the job.

- SA
- A
- N
- D
- SD

26. Overall this organization is a good place to work.

- SA
- A
- N
- D
- SD