TO EVALUATE EMPLOYEE JOB SATISFACTION WITH REFERENCE TO APACHE FOOT WEAR INDIA PVT.LTD

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ABSTRACT

The employee job satisfaction program at Apache Footwear Pvt. Ltd. focuses on understanding and improving the overall experience of employees within the organization. Through regular surveys, feedback sessions, and performance reviews, the company assesses job satisfaction levels and addresses concerns related to work environment, compensation, career growth, and work-life balance. The initiative emphasizes creating a positive workplace culture that fosters motivation, engagement, and retention. By prioritizing employee satisfaction, Apache Footwear aims to enhance productivity and strengthen its workforce for long-term success.Employee job satisfaction is a critical component of organizational success and employee well-being. It refers to the extent to which employees feel content and fulfilled in their roles, encompassing factors like their work environment, compensation, relationships with colleagues, and opportunities for growth. A satisfied workforce contributes to higher productivity, reduced turnover, and a positive workplace culture.

Keywords: Work Environment,Compensation,Career Growth,Employee Engagement.

INTRODUCTION

Apache Footwear India Pvt. Ltd., established in 2006, is a leading footwear manufacturing company based in Andhra Pradesh, India. Operating within a Special Economic Zone (SEZ) in Nellore district, it is a subsidiary of the globally recognized Apache Group. The company specializes in the production of sports and casual footwear, serving major international brands. With a workforce of over 10,000 employees, Apache is known for its large-scale manufacturing capabilities and export-oriented operations. It continues to grow as a key player in India's footwear industry, contributing significantly to the region's industrial development.

Established in 2006, Apache Footwear India Pvt. Ltd. is a leading footwear manufacturer based in Tada, Andhra Pradesh. The company specializes in producing men's formal shoes, men's and women's sports shoes, and men's sandals. As an exclusive supplier for Adidas, Apache has positioned itself as a key player in the global sports footwear market. With a workforce exceeding 10,000 employees, the company operates within a Special Economic Zone (SEZ), emphasizing innovation, flexibility, and talent development. Apache's commitment to quality and excellence has solidified its reputation in the footwear manufacturing industry.

REVIEW OF LITERATURE

Aziri, B. (2011) Aziri provides a comprehensive overview of job satisfaction, discussing its definitions, influencing factors, and theoretical models. The review emphasizes the complexity and multidimensionality of job satisfaction. The paper concludes that job satisfaction is closely linked with organizational performance and employee retention.

Dunnette, M. D. (1967) Dunnette's work explores the psychological nature of work and the fundamental needs of workers. He emphasizes the role of work environment and job roles in shaping human behavior and satisfaction. His insights laid a foundation for future research on workplace motivation and satisfaction.

Hackman, J. R., & Oldham, G. R. (1975) The authors developed the Job Diagnostic Survey and introduced the Job Characteristics Model. Their work identifies core job dimensions like task identity, autonomy, and feedback as crucial to employee motivation and satisfaction. This framework remains influential in job design research.

Spector, P. E. (1997) Spector's book provides a practical approach to understanding job satisfaction, covering its causes, assessment methods, and outcomes. He stresses the importance of employee attitudes in organizational effectiveness. His work is widely used in both academic and practical HR contexts.

Judge, T. A., et al. (2001) This meta-analysis examines the relationship between job satisfaction and job performance. The authors find a significant, positive correlation, arguing that satisfied employees are generally more productive. This study is pivotal in linking psychological well-being with organizational outcomes.

Weiss, H. M. (2002) Weiss challenges traditional views of job satisfaction by separating beliefs, evaluations, and affective experiences. He argues that emotions play a central role in how job satisfaction is experienced. His perspective introduced a more nuanced understanding of employee attitudes.

Porter, L. W., & Lawler, E. E. (1968) The authors propose a model that integrates motivation and job satisfaction, suggesting that satisfaction results from perceived equity and performance outcomes. Their approach links performance, rewards, and perceived fairness in the workplace.

Robbins, S. P., et al. (2015) This text offers essential concepts in organizational behavior, including job satisfaction as a core theme. The authors explore how individual differences, motivation, and communication affect satisfaction. Their book serves as a fundamental resource for management studies.

Luthans, F., & Youssef, C. M. (2007) They introduce the concept of Positive Organizational Behavior, highlighting psychological strengths such as hope, optimism, and resilience. The study connects these traits with higher job satisfaction and performance. Their work supports the growing field of positive psychology in the workplace.

Greenberg, J., & Baron, R. A. (2008) Their research focuses on the role of behavior within organizations, with a detailed look at satisfaction, motivation, and workplace dynamics. The authors emphasize that employee behavior is influenced by both internal and external organizational factors.

Kreitner, R., & Kinicki, A. (2010) This textbook explores various aspects of organizational behavior, with job satisfaction treated as a key employee attitude. The authors discuss how leadership style, job design, and organizational culture impact satisfaction levels. Their practical approach helps in managerial decision-making.

Brief, A. P., & Weiss, H. M. (2002) The authors review how emotions affect behavior at work, particularly job satisfaction. They argue for a more affective-based understanding of workplace behavior, moving beyond traditional cognitive models. Their insights help bridge emotional states with job attitudes.

Judge, T. A., & Ilies, R. (2004) This study explores how mood and affect influence job satisfaction both at work and at home. Their findings show that positive affectivity is strongly related to satisfaction. The research adds to the understanding of the work-life satisfaction balance.

George, J. M., & Jones, G. R. (1997) George and Jones focus on how individual values, attitudes, and moods influence work experiences. They highlight that job satisfaction is not static but affected by daily emotional and cognitive processes. Their work supports the need for a holistic view of employee well-being.

Kabir, M. N., & Parvin, M. M. (2011) This study identifies key factors affecting job satisfaction in the pharmaceutical sector in Bangladesh. The authors highlight salary, work conditions, and training as major determinants. Their findings suggest sector-specific approaches are needed for improving satisfaction.

The reviewed literature collectively highlights that job satisfaction is a multifaceted concept influenced by various factors such as job design, emotional well-being, motivation, and organizational behavior. Scholars like Hackman and Oldham emphasize structural job elements, while others like Weiss and Judge focus on affective and psychological dimensions. Studies also underline the link between satisfaction and performance, retention, and organizational success. Positive workplace practices, supportive leadership, and personal values significantly contribute to employee satisfaction. Overall, the literature suggests that a balanced approach addressing both emotional and structural aspects is key to enhancing job satisfaction.

While extensive research exists on factors influencing job satisfaction, there is limited empirical data specifically focused on the footwear manufacturing sector in India, such as Apache Footwear Pvt. Ltd. Most studies emphasize general industry or healthcare and education sectors, overlooking unique workplace dynamics in manufacturing settings. Additionally, the role of leadership styles, employee welfare policies, and work-life balance within Apache remains under-explored. Cross-cultural comparisons and sector-specific influences on job satisfaction are also scarce. Addressing these gaps can offer tailored insights to improve employee morale and organizational performance at Apache.

RESEARCH METHODOLOGY

Apache footwear pvt. Ltd., Sullurpeta needs to understand employee job satisfaction to improve productivity. Low job satisfaction can lead to high employee turnover, absenteeism, and decreased morale. The study will help identify areas for improvement and inform management decisions.Understanding employee job satisfaction will enable the organization to create a positive work environment. This will ultimately impact the organization's overall performance and competitiveness.

The scope of the study has been extended to all the departments in the organization to measure the level of satisfaction of employee towards their job. The study has been conducted to know the employee overall morale. The study views the present scenario of level of job satisfaction of the employee in the organization and the ways to improve.

OBJECTIVES

- ➢ To measure the level of employee satisfaction towards their jobs.
- ➢ To study the various factors determining job satisfaction of the employee.
- ➢ To study the impact of job satisfaction on the overall growth of employees as well as the organization.
- ➢ To make necessary recommendation for increasing the satisfaction levels of employee, if any.

The study was based on a survey method. The study aims to find the satisfaction levels of employees. The research design of this study is based on a descriptive research design to analyze the level of job satisfaction among employees. Both primary and secondary data were used for the study. Primary data was collected through structured questionnaires and interviews, while secondary data was gathered from books, journals, and online sources. A simple random sampling method was used to select respondents. The collected data was analyzed using statistical tools like percentage analysis and charts. The data collected related to the study was divided into two types; Primary data and Secondary data. In the study, primary data were collected through personnel interviews using a questionnaire. The questionnaire was administered to hundred employees of Apache footwear Pvt Ltd. Total number of populations is 200. I have taken a sample size of 120 individuals.

DATA ANALYSIS AND INTERPRETATION
The employee has access to nutritious, hygienic and affordable meals or snacks
Nutritious, hygienic and affordable meals or snacks in the canteen: Our menu is carefully curated to include wholesome options that cater to different dietary preferences and requirements. Each meal is prepared using fresh ingredients and follows strict hygiene standards to ensure food safety.

Table 1: Opinion on Nutritious, hygienic and affordable meals

S.NO	OPINION	RESPONDENTS	PERCENTAGE
1	Strongly disagree	15	13
2	disagree	15	13
3	neutral	20	17
4	agree	45	38
5	strongly agree	25	21
	total	120	100

Source: Primary Data

We believe that access to nutritious and affordable meals is essential for maintaining energy levels and promoting overall wellness among our work-forces. Therefore, our canteen facilities strive to provide balanced and delicious options that fuel productivity and support the health of our employees.

Table 1 presents the respondents' opinions regarding the availability of nutritious, hygienic, and affordable meals. Out of 120 respondents, the majority, 38%, agreed that the meals were nutritious, hygienic, and affordable, while 21% strongly agreed with this statement. Together, 59% of the respondents expressed a positive opinion, indicating a generally favorable perception. On the other hand, 13% of the respondents disagreed and another 13% strongly disagreed, reflecting a minority with a negative viewpoint. Additionally, 17% of the respondents remained neutral, showing neither agreement nor disagreement. Overall, the data suggests that a significant portion of the respondents were satisfied with the quality and affordability of the meals, although a notable segment either expressed dissatisfaction or chose to remain neutral.

The company training and career development activities to providing the employee facilities?

Training and development facilities: The company employee improve the motivate training programs activities and career development assessments of the employee working environment.

Table 2: Opinion on training and career development activities

S.NO	OPINION	RESPONDENTS	PERCENTAGE
1	Strongly Disagree	15	13
2	Disagree	18	15
3	Neutral	20	17
4	Agree	40	33
5	Strongly Agree	27	23
	Total	120	100

Source: Primary Data

Table 2 presents the respondents' opinions regarding training and career development activities. Out of the total 120 respondents, 33% agreed and 23% strongly agreed that the organization provides effective training and career development initiatives, indicating that more than half (56%) of the participants held a positive perception. Meanwhile, 17% of respondents remained neutral, suggesting uncertainty or indifference toward the organization's efforts in this area. On the other hand, 15% disagreed and 13% strongly disagreed, totaling 28% of respondents who expressed dissatisfaction with the training and career development activities. The overall results suggest that while a majority of respondents view the training and development opportunities positively, there remains a significant portion of employees who are either unsure or dissatisfied, highlighting potential areas for improvement in the organization's career advancement programs.

The company of employee job satisfaction level providing the facilities for male and female?
Job satisfaction level: company prioritizes the provision of clean, modern, providing the high level of satisfaction the job of development activities. employee satisfactory performance to promoting followed by the organization.

Table 3: Opinion of Respondents regarding employee job satisfaction level.

S. No	Opinion	Respondents	Percentage
1	Strongly Disagree	10	8
2	Disagree	24	20
3	Neutral	17	14
4	Agree	45	38
5	Strongly Agree	24	20
	Total	120	100

Source: Primary Data

The above table 3 reveals that out of 120 sample respondents the majority 40(38%) of the respondents are agree regarding employee job satisfaction level followed by the organization. Followed 27(23%) of the respondents strongly agree 18(15%) of the respondents are dissatisfied regarding job facilities followed by the organization and20(17%) of the respondents have shown the neutral tendency regarding employee job facility followed by the organization.

The company maintains employee availability to the freedom and good communication skills
Freedom and Good communication skills: The employee feel freedom level of the organization one person to other persons maintain good communication and coordination and also cooperation skills. Good relationship maintain the employee to employee and employer to employer any kind of situation organizational workplace.

Table 4: Opinion on Employee freedom and communication skills

S. No	Opinion	Respondents	Percentage
1	Strongly Disagree	12	10
2	Disagree	15	13
3	Neutral	20	17
4	Agree	48	40
5	Strongly Agree	25	21
	Total	**120**	**100**

Source: Primary Data

From the above table 4 reveals that out of 120 sample respondents the majority 45(38%) of the respondents are agree regarding Employee freedom and communication skills followed in the organization followed by 24(20%) of the respondents are strongly agree 24(20%) of the respondents are dissatisfied regarding Employee freedom and communication skills followed by

the organization and17(14%) of the respondents have shown the neutral tendency regrading Employee freedom and communication skills followed by the organization.

ANALYSIS OF FINDINGS

Based on the data collected, it is evident that a majority of respondents are satisfied with the canteen facilities, with 59% agreeing or strongly agreeing that meals are nutritious, hygienic, and affordable. In terms of training and career development, 56% of the participants expressed a positive opinion, suggesting that the organization is making efforts in this area. When it comes to overall job satisfaction, 58% of respondents agreed or strongly agreed that they are satisfied with their jobs, though 28% expressed dissatisfaction. Communication and freedom within the organization were also viewed favorably, with 61% indicating a positive experience. Overall, the findings reflect a generally favorable perception of workplace conditions, with areas for improvement in career development and communication.

RECOMMENDATIONS

Managers

Managers should maintain open communication and actively listen to employee feedback. Recognizing achievements and offering timely appreciation boosts morale and motivation. Providing opportunities for skill development and career growth helps employees feel valued. Creating a supportive and inclusive work environment enhances team collaboration. Managers should also encourage work-life balance by being flexible and understanding of personal needs. Regular feedback and fair treatment further strengthen trust and satisfaction.

Policy Makers

Policy makers should design employee-friendly policies that promote fair wages, job security, and equal opportunities. Emphasizing work-life balance through flexible work hours and leave policies can enhance overall satisfaction. Implementing continuous learning and development programs supports career growth. Workplace safety, mental health support, and grievance redressal systems should be prioritized. Regular surveys and data-driven reviews can help adapt policies to evolving employee needs. Promoting inclusive and diverse workplaces also fosters long-term engagement and satisfaction.

Industry Development

Industry development should focus on creating a supportive work environment that encourages innovation and collaboration. It is important to establish standards for fair compensation, benefits, and job security to retain talent. Promoting continuous professional development and leadership training helps employees grow and stay motivated. Incorporating flexible work policies and prioritizing employee well-being can significantly improve job satisfaction. Industry bodies should also advocate for inclusive and diverse workplaces, ensuring equal opportunities for all. Regularly engaging with employees through surveys or feedback mechanisms will ensure the industry remains responsive to their needs.

Scholarly Contribution

Scholarly contributions on employee job satisfaction should focus on exploring emerging factors such as remote work, digital fatigue, and mental health. Researchers should conduct longitudinal studies to understand the long-term impact of satisfaction on performance and retention. Comparative studies across industries and cultures can offer deeper insights into satisfaction drivers. Scholars should also develop updated models that integrate technology, generational differences, and emotional intelligence. Collaborations with organizations can enhance the practical relevance of academic findings. Encouraging interdisciplinary research can enrich the understanding of job satisfaction from psychological, economic, and sociological perspectives.

Scope For Further Study

Future research on employee job satisfaction can explore the impact of hybrid and remote work models on morale and productivity. There's also scope to examine how technology, especially AI and automation, affects job roles and satisfaction levels. Comparative studies between public and private sectors, as well as across different cultural and demographic groups, can yield valuable insights. Additionally, studying the relationship between job satisfaction and mental health, employee engagement, and organizational commitment remains relevant. Researchers can also investigate how leadership styles and organizational culture influence satisfaction in various industries.

Limitations

The study on employee job satisfaction at Apache Footwear India Pvt. Ltd. has certain limitations. Firstly, the data is based solely on responses from a specific group of employees, which may not represent the views of the entire workforce. Secondly, the study relies on self-reported data, which can be subject to personal bias or misinterpretation. Time constraints and limited access to in-depth organizational records may have also restricted a broader analysis. Additionally, external factors such as economic conditions or personal circumstances influencing satisfaction were not considered. These limitations suggest the need for further research with a more comprehensive scope.

CONCLUSION

Upon completion of the study, it is evident that organizations must prioritize the job satisfaction levels of their employees. While focusing on aspects such as salary structure, recognition, rewards, and employee engagement initiatives is crucial, meeting these expectations can significantly enhance job satisfaction and establish superior standards in human resource practices within the industry. Employee job satisfaction leads to a motivated and dedicated workforce, resulting in increased productivity and improved quality of work output.In conclusion, it is commendable that APACHE FOOTWEAR.pvt.ltd demonstrates a strong commitment to employee well-being, as evidenced by their management's positive attitude towards their employees.

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