EMPLOYEE SATISFACTION AND WORK MOTIVATION IN A PHARMACEUTICAL COMPANY

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Abstract- 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 paper is about the employee satisfaction in a Pharmaceutical company in India. This paper wanted to find out in practice what the level of employee satisfaction in a company is. After the target organization had been found, the research question will composed: what is the level of employee satisfaction in. The main subjects will be leadership and motivation, and the affect they have on employee satisfaction. To find out the results for the research, questionnaires will be delivering to the employees, in the company. 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.
Keywords- employee satisfaction, work motivation, leadership, Expectation, Wages.

I. INTRODUCTION

The main aim of the paper is to analyze the level of satisfaction in a Pharmaceutical company in India. The human resource management department's tasks 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. The main purpose of the paper was the measurement of the employee satisfaction in a Pharmaceutical company in Kolkata, west Bengal, India. The research question is: what is the level of employee satisfaction in this company.

This research it is explained what kind of factors have an effect on employees' satisfaction and which perhaps cause job dissatisfaction. For example the power of money as a motivator will be discussed.

Also the characteristics of culture will be analyzed and the effect on employee satisfaction will be estimated. In this paper the concept of culture will be explained. It will also be discussed how important it is to understand different cultures and their effects on job satisfaction.

The main aim was to find out the level of employee satisfaction in that Pharmaceutical manufacturing unit in India, and to find out possible aspects for improvements.
The analysis of the research results is based on various theories in the field of Human Resource Management. Different motivation, leadership and cultural theories are used in explaining and analyzing the results.

II. RESEARCH PROTOCOL

A. Target organization

The target organization of the employee satisfaction survey was a pharmaceutical manufacturing plant which is located India

That Pharma Company is a well-diversified business house based at Eastern India.

The company is engaged in the business of Bulk Pharmaceutical, Formulations and Disposable needles and syringes. There are 70 executive employees in factory

B. Research Methods

This research is quantitative research means the process of explaining some kind of phenomena mathematically analyzing numerical data. In every research, quantitative or qualitative, the first step is to define the phenomena. Without the phenomena the research does not exist. In the quantitative research the data must be in a numerical form which is explained by the fact that in quantitative research the results are analyzed by using mathematical methods. A quantitative research method is for example a questionnaire.

I decided to use a questionnaire as a tool in their research. The questionnaire is composed in English. The questionnaire consists of six different chapters. It is created on the basis of the theoretical part and includes such parts as Leadership, Motivation, Rewards and Compensation, Expectations, Job Organization and Work Environment. All parts have multiple questions concerning the relationship between the employees' work motivation and satisfaction, and the way those things are in the target organization. The first part is about the relationship between the employee and their direct manager. The respondents were asked to answer questions about how interested they think their manager is in the work they do, as well as do they think they get good instructions to their work from the manager. The first part also contains questions about the communication between employees and the manager, the leadership style of the manager, the amount of constructive feedback; respect the manager shows to the employees and the awareness of the manager of the abilities of the employees.

Motivation part of the questionnaire consists of the things that motivate people.

Respondents had to think of how nice it is to come to work every day, how optimistic they are about the future in the company, how well their basic needs are fulfilled in the job, and do they know the direction and goals of the company. Some questions are about the appreciation and the feeling of self-fulfillment they get or don't get from their work. One question consists of different sub-questions and was designed to find out what kind of different motivators the employer uses to make the employees motivated. These sub-questions were money, benefits, compensation, common goals of the company, communication, job security, appreciation from manager, appreciation from co-workers, recognition, administrative practices, responsibility/initiative, work itself, training and development, promotion and interesting tasks.

Rewards part is divided into two chapters; wages and benefits.

The purpose of the wages part was to find out if the employees were satisfied with their salary and if they thought that the wages system at their work place was fair compared to the tasks they do, to their co-workers' salaries, and other people's salaries who work in the same field. In benefit part questions concerning the satisfaction concerning the health benefits and other benefits the company provides are asked. The employees are also asking if they think that the benefits the company offers are favorable compared to the benefits other companies in the industry offer.

Expectations part contains the questions about how the employee feels about the future of his/her job and his/her expectations concerning it. The questions include such topics as the security of the work place, the feeling of accomplishment brought by the job, the possibility of the initiative at the work place, possibility of the promotion, appropriate rewards for contributions, and compensation matched with the responsibilities. In this section it will be examined if the expectations of the employee are reached and his/her satisfaction regarding this topic.

Job organization field are design to examine the satisfaction of the employee regarding the design of the job. Questions are create concerning such main topics as the satisfaction with the company itself, the length of the shift, flexibility of working hours, organization channel/hierarchy of the company, communication channels, and the amount of work expected. The last part of the questionnaire concerns work environment. This section is creating to examine if the employee is satisfied with the environment in which he/she implements the job. Questions included such topics as safety of working place, support equipment used at work, lightning and cleanliness of the work place, occupational health care, training and re-training, and discussions with supervisor on ways to improve the workplace environment

C. Data collection and analysis

There are approximately 70 employees in company. After gathering the data, the analysis over the results will start. 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.

III.   RESEARCH FINDINGS
A. Background Information

There are 70 employees in that pharmaceutical company where the research was going on. 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.

B. Gender
15 of the respondents are female and 45 are male.

C. Age
The respondents can choose from different age groups to which they belong. 5% respondents are 20-29 years old. 40 % are 30-39 years old. 55% of the respondents are 40-49 years old.

D. Full-time/Part-time
100 % respondents have been working full-time.

E. Work Experience
70 % of the respondents have been working in that company more than 10 years 25% of the respondents have been working from five to ten years. 4% have been working two to five years and 1 % less than two years.

F. Position
40 of the respondents work as a executive, 8 of the respondents work as a senior executive, 7 of the respondents work as a assistant manager, 5 of the respondents work as a manager

G. Leadership
How do you find the relationship with your direct manager?
When asked about the relationship, the employees have with their direct manager, the majority of the employees, 45%, think that their relationship with the direct manager is very good or very satisfied. Four respondents find the relationship not good, 11% think not well, 26.66 % think good and only two thinks that the relationship is extremely good.
How are you satisfied with the amount of attention your direct manager pays to the work you do?
When asked about the satisfaction with the amount of attention their direct manager pays to their work, the majority of the employees, 46.66%, think that very good or very satisfied. Only two respondents find not good, 20% think not well, 14 % think good and four thinks that is extremely good.
How easy it is to communicate with your direct manager?
When asked about the communication with direct manager, the majority of the employees, 51.66%, think that very good or very satisfied. Only one respondents find not satisfied at all, 20% think not well, 16.66% think good and10 % thinks that is extremely good.
How do you find the direct manager's interest in and values towards the thoughts and ideas you have?
When asked about the direct manager's interest in and values towards the thoughts and ideas of employees, the majority of the employees, 50%, think that is good. Only two respondents find not satisfied at all, 18.33% think not well, 25% think very good and 3.33 % thinks that is extremely good.
How do you find the amount of information about your job/tasks got from your boss?
When asked how you find the amount of information about your job/tasks got from your boss, the majority of the employees, 38.33%, think they are not satisfied. Nine respondents find not satisfied at all, 30% think good, 13.33% think very good and 3.33 % thinks that is extremely good.
How do you find the amount of information about the situation of the company?
When asked amount of information about the situation of the company, the majority of the employees, 35%, think they are not satisfied. Eighteen respondents find not satisfied at all, 28.33% think good, 5% think very good and only one respondent thinks that is extremely good.
How do you find the amount of constructive feedback received from your boss?
When asked about the amount of constructive feedback received from your boss, the majority of the employees, 35%,

think they are satisfied. Six respondents find not satisfied at all, 21.66% think not well, 20% think very good and 13.33% respondent thinks that is extremely good.

How do you find the amount of appreciation got from your boss of the work you do?
When asked about the amount of appreciation got from boss of their work, the majority of the employees, 40%, think they are very satisfied. Three respondents find not satisfied at all, 21.66% think good, 18.33% think not good and nine respondents thinks that is extremely good.

How do you find the awareness of your direct boss towards the abilities of the employees?
When asked about the awareness of direct boss towards the abilities of the employees, the majority of the employees, 38.33%, think they are satisfied. Four respondents find not satisfied at all, 15% think not good, 36.66% think very good and two respondents thinks that is extremely good.

How satisfied are you with the support you get from your manager?
When asked about the support from manager, the majority of the employees, 51.66%, think they are very satisfied. One respondents find not satisfied at all, 15% think not good, 18.33 % think good and eight respondents thinks that is extremely good.

How satisfied are you with the management style of your current supervisor?
When asked about the management style of supervisor, the majority of the employees, 56.66%, think they are very satisfied. Two respondents find not satisfied at all, 13.33% think not good, 20 % think good and four respondents thinks that is extremely good

How satisfied are you with the amount of time your supervisor takes to listen to your concerns and support reasonable suggestions?
When asked about the amount of time of supervisor takes to listen employees concerns and support reasonable suggestions, the majority of the employees, 38.33%, think they are very satisfied. One respondents find not satisfied at all, 10% think not good, 20 % think good and eighteen respondents thinks that is extremely good.

How satisfied are you with the assistance of your supervisor in planning the essential training to help you perform your duties efficiently?
When asked about the assistance of supervisor in planning the essential training to perform duties efficiently, the majority of the employees, 55%, think they are extremely satisfied. No respondents find not satisfied at all, 3.33% think not good, 6.66 % think good and twenty one respondents thinks that is very good.

How do you find the knowledge of your supervisor regarding all aspects of your job responsibilities?
When asked about the knowledge of supervisor regarding all aspects of employees' job responsibilities, the majority of the employees, 35%, think they are very satisfied. Two respondents find not satisfied at all, 1.66 % think not good, 31.66% think good and seventeen respondents thinks that is extremely good.

H. Motivation
How do you feel about enjoying working everyday and performing at your best?
When asked feel about enjoying working everyday and performing at best, the majority of the employees, 46.66%,

think they are very satisfied. Thirteen respondents find not satisfied at all, 3.33 % think not good, 18.33% think good and sixteen respondents thinks that is extremely good.

Would you say that it is usually nice to come to work?
When asked feel about nice to come to work, the majority of the employees, 63.33%, think they are very satisfied. Two respondents find not satisfied at all, 1.66 % think not good, 28.33% think good and two respondents thinks that is extremely good.

How optimistic do you feel about your future success with the company?
When asked feel about future success with the company, the majority of the employees, 36.66 %, think very good. Thirteen respondents find not satisfied at all, 18.33 % think not good, 21.66% think good and one respondent thinks that is extremely good.

How well do you think your work fulfills your basic needs?
When asked feel about basic needs, the majority of the employees, 28.33 %, think good. Six respondents find not satisfied at all, 21.66 % think not good, 21.66% think very good and eleven respondents thinks that is extremely good.

How well do you think you are appreciated at your work place?
How well do you think you are appreciated at your work place? When asked about appreciation in work place, the majority of the employees, 36.66 %, think good. Seventeen respondents find not satisfied at all, 18.33 % think not good, 13.33% think very good and two respondents thinks that is extremely good.

How satisfied are you with the feeling of self-fulfillment that your work gives you?
When asked about how satisfied are you with the feeling of self-fulfillment that your work gives you? , 30 %, think good. Five respondents find not satisfied at all, 15 % think not good, 28.33% think very good and eleven respondents thinks that is extremely good.

How well do you think you know and understand the direction and goals of the company?
When asked about how well do you think you know and understand the direction and goals of the company? , the majority of the employees, 35 %, think good. Eleven respondents find not satisfied at all, 30 % think not good, 11.66% think very good and three respondents thinks that is extremely good.

How are you satisfied with the changes that the company leadership has made?
When asked about satisfied with the changes that the company leadership has made? The majority of the employees, 55 %, think very good. Nine respondents find not satisfied at all, 5 % think not good, 18.33% think good and four respondents thinks that is extremely good.

I. Wages
How satisfied are you with your current salary?
When asked about current salary, the majority of the employees, 36.66 %, find not satisfied at all. 35% respondents find not satisfied, 10% think good, 16.66% think very good and only one respondent thinks that is extremely good.

How do you feel about the fairness of the wages system at your work place compared to
a) The tasks you do
When asked about fairness of the wages system at your work place compared to the tasks you do, the majority of the

employees, 33.33%, find very satisfied. Eleven respondents find not satisfied at all, 16.66% think not good, 28.33% think good and two respondents thinks that is extremely good.

How do you feel about the fairness of the wages system at your work place compared to
b) Your co-workers' wage

When asked about fairness of the wages system at your work place compared to co-workers' wages, the majority of the employees, 33.33%, find very satisfied. Ten respondents find not satisfied at all, 18.33% think not good, 30% think good and one respondent thinks that is extremely good.

How do you feel about the fairness of the wages system at your work place compared to
c) Other people working in the same field

When asked about fairness of the wages system at your work place compared to Other people working in the same field, the majority of the employees, 28.33%, find very satisfied and satisfied accordingly. Fifteen respondents find not satisfied at all, 21.66% think not good, and four respondents thinks that is extremely good.

J. Benefits

How well does the company provide you with the necessary benefits

When asked about necessary benefits, the majority of the employees, 55%, find not satisfied at all. Ten respondents find not satisfied, 3.33% think good, 23.33% think very good and one respondent thinks that is extremely good.

How well do you think you understand the company's benefit options

When asked about understand the company's benefit options, the majority of the employees, 68.33%, find not satisfied at all. Ten respondents find not satisfied, 13.33% think good, 1.66% think very good and no respondent thinks that is extremely good.

How do you find the company's benefits compared to other companies' benefits in the industry?

When asked about company's benefits compared to other companies' benefits, the majority of the employees, 66.66%, find not satisfied at all. Eleven respondents find not satisfied, 10% think good, 1.66% think very good and one respondent thinks that is extremely good.

How satisfied are you with the amount of other benefits your employer offers?
a) Flexible working hours, long lunch hour, extra vacation days, time of

When asked about Flexible working hours, long lunch hour, extra vacation days, time off, the majority of the employees, 36.66%, find very satisfied. Seven respondents find not satisfied at all, 18.33% think not good, 30% think good and two respondents thinks that is extremely good.

b) Interesting projects, support, appreciation

When asked about Interesting projects, support, appreciation, the majority of the employees, 45%, find not satisfied at all. Six respondents find not satisfied, 30% think good, 13.33% think very good and one respondent thinks that is extremely good.

K. Expectation

How do you feel about the job security of your work place?

When asked about the job security of your work place, the majority of the employees, 73.33%, find extremely satisfied.

No respondent find not satisfied at all, 0% think not satisfied, 10% think good and ten respondents thinks that is very good.

How satisfied are you with the idea of NOT changing your work place within next year?

When asked about the idea of NOT changing your work place within next year, the majority of the employees, 38.33%, find extremely satisfied in present job. Two respondent find not satisfied at all in present job, 5% think not satisfied in present job, 18.33% think good in present job and twenty one respondents thinks very good in present job.

How satisfied are you with the feeling of success and security in your life brought by your job?

When asked about feeling of success and security in your life brought by job, the majority of the employees, 56.66%, find satisfied. Five respondents find not satisfied at all, 10% think not satisfied, 23.33% think very good and one respondent thinks extremely satisfied.

How do you feel about the possibilities to be promoted in your work?

When asked about feeling of possibilities to be promoted in your work, the majority of the employees, 46.66%, find not satisfied. Eighteen respondents find not satisfied at all, 18.33% think satisfied, 3.33% think very good and one respondent thinks extremely satisfied.

How satisfied are you with the amount of appropriate appreciation for your contributions?

When asked about amount of appropriate appreciation for your contributions, the majority of the employees, 51.66%, find not satisfied at all. Eighteen respondents find not satisfied, 15% think good, 6.66% think very good and no respondent thinks that is extremely good

How satisfied are you with the compensation you get compared to your work responsibilities?

When asked about compensation you get compared to your work responsibilities, the majority of the employees, 48.33%, find not satisfied at all. Twenty four respondents find not satisfied, 5% think good, 1.66% think very good and one respondent thinks that is extremely good.

L. Job organization

In overall, how satisfied are you with the company as a place to work?

When asked about satisfied are you with the company as a place to work, the majority of the employees, 53.33%, find very satisfied. One respondent find not satisfied at all, 1.66% think not satisfied, 15% think good and seventeen respondent thinks extremely satisfied.

How satisfied are you with the length of your shift & flexibility of working hour?

When asked about length of your shift& flexibility of working hour, the majority of the employees, 71.66%, find extremely satisfied. No respondent find not satisfied at all, 3.33% think not satisfied, 6.66% think good and eleven respondents thinks very satisfied.

How do you find the organization structure/hierarchy of the company?

When asked about organization structure/hierarchy, the majority of the employees, 48.33%, find satisfied. Seventeen respondents find not satisfied at all, 18.33% think not satisfied, 3.33% think very good and one respondent thinks extremely satisfied.

How satisfied are you with the communication channels used at your work place? (Intranet, email, in-house post)

When asked about communication channels used, the majority of the employees, 45%, find not satisfied at all. Eleven respondents find not satisfied, 35% think good, 1.66% think very good and no respondent thinks that is extremely good.

How do you find the reasonableness of the amount of work that is expected from you

When asked about reasonableness of the amount of work that is expected from you, the majority of the employees, 55%, find very satisfied. One respondent find not satisfied at all, 6.66% think not satisfied, 28.33% think good and five respondents thinks extremely satisfied.

M. Work environment

How safe do you find you're working place?

When asked about safety in working place, the majority of the employees, 66.66%, find extremely satisfied. No respondent find not satisfied at all, 0% think not satisfied, 5% think good and seventeen respondents thinks extremely satisfied.

How satisfied are you with the supporting equipment you are using to help your job?

When asked about supporting equipment you are using to help your job, the majority of the employees, 55%, find satisfied. Eleven respondents find not satisfied at all, 15% think not satisfied, 10% think very good and one respondent thinks extremely satisfied.

How satisfied are you with the lighting and cleanliness of your working place?

When asked about lighting and cleanliness, the majority of the employees, 66.66%, find very satisfied. Two respondents find not satisfied at all, 6.66% think not satisfied, 15% think good and five respondents thinks extremely satisfied.

How satisfied are you with the occupational health care?

When asked about occupational health care, the majority of the employees, 38.33%, find satisfied. Two respondents find not satisfied at all, 10% think not satisfied, 36.66% think very good and seven respondents thinks extremely satisfied.

How satisfied are you with the training and re-training at your work place?

When asked about training and re-training, the majority of the employees, 30%, find satisfied. Seventeen respondents find not satisfied at all, 18.33% think not satisfied, 13.33% think very good and six respondents thinks extremely satisfied.

Are you satisfied with the discussions with your supervisor on ways to improve your workplace environment?

When asked about discussions with supervisor on ways to improve your workplace environment, the majority of the employees, 38.33%, find not satisfied at all. Seventeen respondents find not satisfied, 21.66% think satisfied, 10% think very good and one respondent thinks extremely satisfied.

IV. SUMMARY OF FINDINGS AND RESULT

A. Leadership

On the basis of the questionnaire and the results, it is possible to analyze the situation in the target organization. It is very important both for the manager of the company as well as the employees that the relationship between them is good and open. In that company it is obvious that the employees find the relationship with their direct manager very good. The relationship between the manager and the employee is very essential when thinking of the job satisfaction and work motivation.

The employees also think that it is very easy to communicate with the manager and that the manager shows attention towards the work they do get. In the work place where communication is easy, the power distance is usually smaller and also employees feel appreciated at work. This is also true if the manager is interested in the ideas and thoughts the employees have, and based on the results of the questionnaire, that company has a good situation.

The employees are not very satisfied with the amount of information they get from the manager about the job and tasks the employees are expected to do. If the management uses enough time to explain the tasks to their employees, it will reduce the amount of frustration the employees have and that way increase the productivity. Same is true in the case of limited amount of information got about the situation of the company. The employees are fairly satisfied with the amount of information they get.

The amount of constructive feedback is one of the most important aspects when thinking about the employees' work satisfaction. Constructive feedback is not necessarily positive. It can also be negative; the way the feedback is given is most essential. Without constructive feedback the employees can't develop their ways of working. The questionnaire in that company shows that the amount of constructive feedback is good.

The majority of employees are very satisfied with the appreciation the direct manager shows towards the work they do and they think the boss is quite aware of the abilities of the worker. Appreciation and awareness of the boss are very important to the employees and according to Herzberg cause job satisfaction.

The employees also want to have support from the manager. It is important to know that the manager supports the worker in any situation that might arise. The employees defined this situation very good. They are also very satisfied with the time their supervisor takes to listen to the employees' concerns and support reasonable suggestions.

In major employees are extremely satisfied with the assistance of their supervisor in planning the essential training to help them perform duties efficiently.

With reasonable training and retraining the employees have the latest information regarding the different aspects of the work, and this can help them to avoid frustration as well as accidents and other sicknesses caused by the job.

The employees are very satisfied with is the amount of knowledge regarding the different aspects of the job responsibilities.

B. Motivation

Work motivation consists of many different aspects. It is very important for the managers to make the employees feel motivated towards the work they do. Motivated workers are less absent from work and the productivity of the company is more likely to grow. The employees are feeling very good about enjoying working everyday and performing their best. They also say it usually feels very good to come to work every day. According to the results the workers feel so optimistic about the future success with the company, although a number of the respondents feel good about it. This might have an effect on the work motivation. Employees who feel that their future is successful at the company work better than those who are insecure about it. Workers get intrinsic motivation from the work itself. Work is supposed to fulfill the employee's basic needs. In average most of the employees in are feeling fairly satisfied with the fulfillment of their basic needs by work.

Work is supposed to give also the feeling of self-fulfillment and that way cause feeling of success. In that company employees are satisfied with the feeling of self fulfillment that the work gives them. Employees want to be appreciated at work. Appreciation at work is one of the factors causing job satisfaction. In that company the employees think that they are not well appreciated at workplace. They are satisfied with the appreciation from their co-workers. Same applies with recognition at the work place in which employees are fairly satisfied. Money is good motivator according the employee.

C. Wages

Wages are part of the financial rewards for the work of an employee. It is also one of the main motivating and stimulating factors. If the wages system is managed well at the company, it can raise employee motivation, productivity and satisfaction. The situation with wages is as follows:
The employees of the company have no satisfaction with the current salary.
This could mean that the wages are not meeting expectations of the workers and they might want a higher salary. Managers should take into account this factor, because when it is improved, it can raise the motivation and productivity of the employees.
Another issue, in which the employees are showing high satisfaction, is the fairness of the salary compared to the tasks they do.

D. Benefits

Benefits are the other aspect of the rewards systems. It is important for the company to have some sets of benefits, because it is one of the motivating factors for the employees. It might add satisfaction if the salary is not so high. Workers of the company show not satisfied at all with the type of benefits that the company provides. It is important that the company designs their benefit options in a structured and understandable way so that the employees will not have any difficulty understanding these options. The employees cannot understand the company's benefit options.
This means that the organization doesn't organize the benefit options successfully. The employees state that the company's benefits compared to other companies' benefits are very unsatisfied. It is a very negative approach for the company, since it might increase the chance of the employee resignation. It might be that there is room for improvement.

E. Expectations

If the work is meeting employees' expectations it can raise the motivation and productivity of him/her. The company should design the jobs so that they will meet the employee's expectations. One of the factors of the employee expectations is the job security at the work place, meaning that the possibility to lose the job is quite low.
The employees are extremely satisfied with the job security at the work place, meaning that the company has arranged the jobs so that some kind of crisis most likely will not affect it. The employees of the company show satisfaction with the job and are not planning to change the workplace within one year. It is a very good outcome, because they are satisfied with their job and there will not be any unexpected resignations. For the employee to be motivated and productive it is important that the job that he/she does brings the feeling of success and security. The workers with this feeling, so it means that most

likely they will not quit the job because of this feeling. Workers sometimes need to be sure that they are able to take initiative at the workplace, because it can be very motivating. The workers of the supermarket find the possibility to be promoted not so good. It may be de motivating for the employees to know that there is a small chance to be promoted. The company might take that into account and offer for the employees a better chance to be promoted on their job.
Appreciation for the employee contributions at the workplace is important, since the worker wants his/her efforts to be noticed and rewarded in some way. It affects employee motivation and productivity a lot. In the company employees are very unsatisfied with the amount of appropriate appreciation for their contributions.
Employees also show dissatisfaction concerning the amount of compensation compared to respondents work responsibility.

F. Job organization

Job organization is another motivating factor for the employees, since the correct design of the work increases the productivity of the employees. It is one of the main factors to keep the high respect of the company and the work among the workers. The employees of the company are very satisfied with the company as a place to work, meaning that they consider this company as one of the best. The length of shift can affect a lot on the motivation and productivity of the employees. Workers are extremely satisfied with the length of shift, signifying that job organization in this field is successful.
Flexibility of the working hours can also motivate employees a lot. According to the survey the workers show quite high satisfaction with this issue. If the structure or hierarchy of the company is too complex it might cause the misunderstandings and the employees get confused of the positions and departments. In this case employees find the organization structure/hierarchy of the company quite satisfying, implying that the employees understand the hierarchy. Communicating channels used at the work place are very important in order to precede the work rapidly and without any delays. The workers of this company are quite satisfied with the communication channels used at the work place such as intranet, email, and in-house post, meaning that these channels are organized well. They also show very much satisfaction concerning reasonableness of the amount of work expected.

G. Work environment

It is quite necessary to make sure that the working environment of the working place is good and does not cause any disturbance and discomfort for the employees during the work process. In this survey employees indicate that they are quite satisfied with the working environment. It can be concluded that the organization has created appropriate surroundings for the employees at the work place. One of the main factors in the working environment is that the place of work is safe. As employees are very satisfied with the safety of working environment according to the results, it means that the company took a great care of the safety and all the arrangements. Not all of the workers were very satisfied with the equipment used at the workplace to make the job easier, so it might be that there can be some improvements made in this field, but in general the situation with equipment is good, because most of the employees showed at least some satisfaction concerning it.

Lightning and cleanliness is another issue examined by the survey. Workers find the lightning and cleanliness of the place very good, which is positively affecting to the work process and does not cause any damage to the employees. It is highly important to have the occupational healthcare well organized in order to prevent accidents or to have at least some first aid in case if some accident happens at the workplace.

Workers are satisfied with the occupational healthcare.

Training and re-training is essential for the worker's higher productivity. Creating a comfortable working environment for the training and re-training is one of the issues that the organization should take notice in. In this company the workers show that they are not satisfied with the training and re-training at the work place. There might be room for improvements.

It might be a good idea for the organization to have discussions with the employees on the ways to improve the workplace environment, because the workers are the ones who know best about the problems and discomfort of the workplace. The employees of the company show dissatisfactions concerning this topic; it might be that there is room for improvements in this field, but according to the results in general everything is good.

V. CONCLUSION

To summarize the findings of the questionnaire, the employees in 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 not very well, since the employees show less satisfaction with it. Also the jobs that company offers to its employees less satisfy their expectations except for the possibility to be promoted. At last, the work environment in the company is satisfactory and the employees are quite satisfied with the working conditions. Although the employees are satisfied with the different aspects of work, some things that could be developed are listed in the following table.

	Suggestions for Improvements	Strengths
1. Leadership	• Awareness of the workers about the situation of the company • Amount of Feedback • Style of managers directions • Assistance with training • Manager's knowledge regarding abilities and job aspects of worker	• Relationship • Communication • Attention • Support
2. Motivation	• Fulfillment of basic needs • Money • Compensation • Recognition • Benefits	• Pleasure of working every day • Future success at the company
3.Wages and Benefits	• Salary • Fairness of wages system • Variety of benefits • Favorability of benefits compared to other companies	NA

4. Expectations	• Feeling of success given by work • Promotion	• Security of workplace • Possibilities to take initiative
5.Job organization	• Communication channels	• Length of shift • Flexibility of working hours
6.Work Environment	• Supporting equipment	• Safety • Occupational healthcare

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