

A STUDY ON EMPLOYEE SATISFACTION
AT RADIANT CASH MANAGEMENT SERVICES PVT LTD

(A Report Submitted in Partial Fulfillment of the Requirements for the award of Degree of
Master of Business Administration of Pondicherry University)

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APRIL 2019

CERTIFICATE OF THE GUIDE

This is to certify that the Project Work titled “**A STUDY ON EMPLOYEE SATISFACTION AT RADIANT CASH MANAGEMENT SERVICES PVT LTD**” is a bonafide work of Mr. **R PRAVEEN KUMAR** (Enroll No **0217430129**) carried out in partial fulfillment for the award of degree of MBA General of Pondicherry University under my guidance. This project work is original and not submitted earlier for the award of any degree / diploma or associateship of any other University / Institution.

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STUDENTS' DECLARATION

I, Mr. **R PRAVEEN KUMAR** hereby declare that the Project Work titled "**A STUDY ON EMPLOYEE SATISFACTION AT RADIANT CASH MANAGEMENT SERVICES PVT LTD**" is the original work done by me and submitted to the Pondicherry University in partial fulfillment of requirements for the award of Master of Business Administration. This is a record of original work done by me under the supervision of Prof. **Dr. K. FLORENCE** of **PULC**.

Signature of the Student

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ACKNOWLEDGEMENT

‘Feeling gratitude and not expressing it is like wrapping a present and not giving it’

I owe a debt of gratitude to many people who helped me complete this thesis. I would like to acknowledge the help of all. Firstly, I would like to express my gratitude to my parents and well-wishers for their continuous support.

I sincerely and gratefully express my heartfelt thanks and my sincere gratitude to the Principal of the college Rev. Dr. F. ANDREW, S.J, Coordinator PROF. T. EUGINE for their constant encouragement and support.

I am grateful to the project guide **Prof. Dr. K. FLORENCE**, Ph.D. and my faculty members for their guidance and valuable help in farming this project report.

I am very grateful to all the staff members of RADIANT CASH MANAGEMENT SERVICES PVT LTD, for offering their timely help whenever required.

I once again like to thank everybody who helped me in submitting my project report successfully.

PLACE: CHENNAI

PRAVEEN KUMAR

EXECUTIVE SUMMARY

The project titled as “A study on employee satisfaction at RADIANT CASH MANAGEMENT SERVICES PVT LTD”. Research shows that Job satisfaction is a mental feeling of favorableness which an individual has about his job. It is often said that,” A happy employee is a productive employee”. The main aim of this study is to find out how organization encourages new employees to apply their personal strengths to the job. The main objective of the study is to find the satisfaction level of employee with supervisor. To find out the engagement level. Through this study the companies can help their new employees become more connected with their colleagues, make them more engaged in their work and more likely to stay. The data collection was done. Convenient sampling method was adopted to collect data from the employees.

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CHAPTER-I

INTRODUCTION

1.1 INTRODUCTION TO THE TOPIC

Employee satisfaction is in regard to one's feeling or state of mind regarding the nature of their work. It can be influenced by a variety of factors e.g.: quality of one's relationships with their supervisor, quality of physical environment in which they work, degree of fulfillment in their work etc.

Locke gives a comprehensive definition of job satisfaction as involving cognitive, effective and evaluative reactions or attitudes and states it is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience (Locke, 1998)." Job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important.

There are three generally accepted dimensions to job satisfaction.

- ✧ Job satisfaction is an emotional response to a job situation, as such it cannot be seen; it can only be inferred.
- ✧ Job satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if organizational participants feel that they are working more harder than others in the department but are receiving fewer rewards, they will probably have a negative attitude toward the work, the boss or the co-workers. They will be dissatisfied. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have a positive attitude toward the job. They will be job - satisfied.
- ✧ Job satisfaction represents several related attitudes.

EMPLOYEE SATISFACTION

To increase employee satisfaction many companies will have mandatory survey or face to face meeting either employee to gather information. Both of these tactics have pros and cons and should be chose carefully. Surveys are often annoying allowing workers more freedom to be honest without fear. Interview with company management can feel intimating but if done carefully can let to workers know their voice has been heard and their concern addressed by those in changes. Surveys and meetings can truly get the center of data surrounding employee satisfaction and can be great tools to identify specific problems leading to lowering morale. Any experts believe that one of the best ways to maintain employee satisfaction is to male workers feel they are part of the family or team.

Holding Office Events such as parties and group outings can help close bonds among workers. Any companies also participate in team building retreats that are designed strengthen working relationship of the employers in the nonworking related settings. company trips pain ball wars and guided back parking trips are versions of this type of team building strategy with which many employees have founded success.

Yet money cannot solve all morale issues and of a company with wide spread problems for workers cannot improve their overall improvement a bonus may be quickly forgotten as daily stress of an unpleasant job continuous to mount. If possible, provide amenities to your workers to improve morale. Make sure they have a comfortable learn break rooms which basic necessities such as a running mate keep facilities such as clean bathroom stocked with supplies.4hile professionalism is necessary for most business allowing workers to keep family photos or small trinkets on their desk can make them fed more comfortable and nested at their workstation. Basic consideration like these can improve employee satisfaction as workers will feed well asked for by their employers.

The backbone of employee satisfaction in respect for workers and the job they perform. In every interaction with management employees should be treated with courtesy and interest.

IMPORTANCE OF JOB SATISFACTION

The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc.

Sector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees.

Second, the behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organizations business. From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees.

Third job satisfactions may serve as indicators of organizational activities satisfaction through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

Christen, Iyar and Soberman (2006) provide a model of job satisfaction presented in

- a. Job related factors
- b. Role perceptions
- c. Job performance and
- d. Firm performance.

Lawyer and Porter (1967) give their model of job satisfaction which unlike the previous model places a special importance on the impact of rewards on job satisfaction,

According to this model the intrinsic and extrinsic rewards are not directly connected with job satisfaction, because of the employees perceptions regarding the deserved level of pay.

Locke and Latham (1990) provide a somewhat different model of job satisfaction. They proceed from the assumption that the objectives set at the highest level and high expectations for success in work provides achievement and success in performing tasks. Success is analyzed as a factor that creates job satisfaction.

IMPORTANCE TO WORKER AND ORGANIZATION

Job satisfaction and occupational success are major factors in personal satisfaction, self-respect, self-esteem and self-development.

To the worker, job satisfaction brings a pleasurable emotional state that can often lead to a positive work attitude.

A satisfied worker is more likely to be creative, flexible, innovative, and loyal.

Job satisfaction benefits the organization includes reduction in complaints and grievance absenteeism, turnover, and termination; as well as improved punctuality and worker morale.

Although only little correlation has been found between job satisfaction and productivity,

Brown (1996) notes that some employers have found that satisfying or delighting employees is a prerequisite to satisfying or delighting customers, thus protecting the bottom line.

BENEFITS OF JOB SATISFACTION

The implications of employee benefit decisions are among the most relevant for remaining competitive in the labor market. From a total compensation perspective, indirect compensation or benefits plays a significant factor in the attraction and retention of employees. This is particularly true for costly benefits such as health insurance and pension plans, the provision of which is an increasingly important issue to both employers and employees. Executives have long been concerned about the costs of providing competitive employee benefits (Conference Board, 2007). Typically, benefit costs comprise about one-third of an organization's total labor costs and such costs have steadily increased (Hewitt, 2002). As such, benefit decisions often have a significant

effect on a company's bottom line. For example, the decision to promise current employees health benefits or certain types of pension plans following their retirement has long-term financial implications. The general managerial focus and concern regarding benefits such as health care is reflected in statements by CEO's such as Bill Ford who said: "Clearly, it's our biggest issue we have, bar none. The health care issue is one that I find intractable" (Wilson 2003).

In spite of the prominence of benefit issues to organizations, when reviewing the human resource management (HRM) literature, there is a surprising general absence of attention given to employee benefits. Indeed, in their analysis of gaps between HRM academic research and practitioner interests, Deadrick and Gibson (2007) found that the largest gap was in the areas of compensation and benefits. While employee benefits are recognized as a major area of HRM practice, HRM researchers generally have not taken adequate steps to provide research in this area to inform practice. In an era when HRM scholars wish for greater influence with executives, greater attention by HRM researchers to these areas of concern among organizational leaders can contribute to elevating the role and perceived value of HRM.

The purpose of this article is to begin to address this academic research-practice gap by identifying core topics in the benefits literature, and for each topic, identifying emerging issues for future benefits research. To this end, five benefit topics are identified:

The context of employer-sponsored benefits,

- a. benefits satisfaction,
- b. pensions,
- c. health care, and
- d. work family benefits.

For each topic, extant research is examined, and future research propositions are provided. The paper continues by defining benefits, the scope of the paper, and how welfare capitalism has influenced benefits.

1.2 FACTORS OF JOB SATISFACTION

1.Interpersonal Relationship

A strong bond between two or more people refers to interpersonal relationship. Attraction between individuals brings them close to each other and eventually results in a strong interpersonal relationship. Relationship with the supervisor and peers is also an important factor influencing the employees Job Satisfaction. According to Herzberg et al. (1952), it is a hygiene factor that may lead to job dissatisfaction. Employees in organizations are often attracted to their supervisors for different reasons. These relationships are called functional and entity relationships (Locke, 1976). Again, welfare (wellness) programs including benefits, bonus, overtime, transport allowance, medical allowance, etc., have positive relationships with job satisfaction of employees (Bonner 1997).

2.Pay and Allowance

As an employer, you can choose to provide allowances on top of your employees' usual pay. Allowances are extra payments for things like accommodation, meals and clothing, and are taxed through PAY. If you pay your staff extra money for things that aren't part of their usual wages or salary — like accommodation or travel costs — these payments are known as employee allowances. Some allowances are taxable and others are tax free, depending on the circumstances.

3.Work Environment

A healthy workplace environment is ideal when it comes to maintaining a positive outcome in a stressful atmosphere. The most important thing that influences employee motivation and happiness, and how productive and efficient they can be, all goes down to their working environment.

There are four aspects to look into when creating a healthy workplace environment.

Workplace culture

Every company has their own corporate culture that determines its value and it usually creates a standard that employees generally follow.

Physical environment and occupational health & safety

A healthy workplace environment also involves the physical environment of the office or workshop and the occupational health & safety of your employees. Reduce the worry of your employees by looking into the safety of the workplace.

Health and lifestyle practice

Employees will care for the company they are working for if they know that they are being looked after. Employees are the best asset of every organization, and putting effort into employee wellness can encourage better teamwork, increased productivity and reduce sick leave and workplace accidents.

Supportive workplace environment

Everyone has personal problems and it is only human that some personal emotions get brought into the workplace. Try not to ignore them but instead, find the core of the problem and be a supportive employer by showing concern. Your employee may come in to work depressed due to a passing a loved one or they had a terrible weekend.

4.Training

The main reason of organization to incorporate training in workplace is to provide the skills employees need to make the organizations business better in an overall positive manner. Trained employees can help to achieve high quality of products and services in a shorter time period. In addition to that, highly skilled workers will provide better customer service experiences and engage more clients for longer periods. Thus, we can see that training will support some of the organizational goals and objective and eventually make the organization more efficient in their production, management and services.

1.3 OBJECTIVES OF THE PRESENT STUDY

- To find out the satisfaction levels of training with supervisor
- To analyze the satisfaction levels of work environment with supervisor
- To evaluate the satisfaction levels of relationship with supervisor
- To examine the overall satisfaction levels of pay and allowance with supervisor

1.4 SIGNIFICANCE OF THE PRESENT STUDY

Employee satisfaction is an important aspect as far as an organization is considered. Employees are back bone of every organization. So, it is responsibility of the management to keep the employees to contribute more. It is said that satisfied employees are more productive.

So, every organization is giving high priority to keep their employees satisfied by providing several facilities which improve satisfaction and reduce dissatisfaction. I want to know whether the employees in RADIANT LTD are satisfied or not. So, I had to address the problem in my study.

1.5 SCOPE OF THE STUDY

Job satisfaction is an important output that employees work for organization. It comprises of extrinsic and intrinsic factors and helps maintain an able and willing work forces. It is an interesting and significant area of conducting research. The study made on the topic employee satisfaction will reveal the factor of feelings of employees.

This report is useful to the management of the company to know the satisfaction level of the employees and they can take measures to increase satisfaction. This report may be useful to management students for reading and may be in useful in preparing their reports on the employee satisfaction in business concerns and public organizations.

LIMITATIONS OF THE STUDY

Due to the busy work schedule of the employee chances are there that response to the questionnaires may be with lack of full concentration.

Insufficient time lead to inadequate focus in all sections.

1.6 REVIEW OF LITERATURE

Job satisfaction is general attitude, which is the result of many specific attitudes in three areas namely:

- Specific job factors
- Individual characteristics
- Group relation outside the job -**Blumand Naylor (2009)**

Job satisfaction is defined, as it is result of various attitudes the person holds towards the job, towards the related factors and towards the life in general. **Glimmer(2002)**

Job satisfaction is defined, as employee's judgment of how well his job on a whole is satisfying his various needs (**Smith, 1997**)

Job satisfaction is defined as a pleasurable or positive state of mind resulting from appraisal of one's job or job experiences (**Locke 2001**)

Job satisfaction with work itself is measured in terms of the core job characteristics such as autonomy, skill variety, feedback, task identity, and task significance. (**Hackman & Oldham1984**)

Survey polling members of the Association for Investment Management and Research found that 81% of the marriage's said they were satisfied or very satisfied with their job. When asked to identify the factors that create positive feelings about their job, most managers reamed professional achievement, personal or professional growth, the work itself and their degree of responsibility more important than compensation.

Factors they viewed as creating negative feelings about their jobs were company policies, administration, relationships with supervisors, compensation and the negative impact of work on then personal lives. **Cardona (1996)**

In order to decrease some of these negative feelings and increase productivity it has been proposed to reduce the number of work days employees miss by increasing job satisfaction, redesigning disability plans and involving supervisor's arrangement **Maurice (2007)**

Other research indicates that customer satisfaction and loyalty are excellent predictors of profitability...the strongest predictors of customer satisfaction: employees' general satisfaction with their jobs and employees' satisfaction with their work 'life balance “**McDonald & Hutcheson (1994).**

Agars is important to note that job satisfaction is abject to change. "Risks of studies comparing differences between age groups and level of job satisfaction report an increases job satisfaction with age" **Osipow (1992).**

"From an employee's stand point, job satisfaction is a desirable outcome in itself from a managerial or organizational effectiveness standpoint, job satisfaction is important due to its impact on absenteeism (1) turnover, (2) and pro-social "citizenship" behaviours such as helping co-workers, helping customers, and being more cooperative. (3) Thus, to redesign jobs, reward systems, and human resource management policies that will result in optimum job satisfaction and productivity managers need to know what employee's vale" **Karl & Sutton (2008)**

“Job satisfaction focuses on three components of organizational behavior: that is cognitive, affective, and behavioral and is widely used to determine overall satisfaction in human capital management” **Hoffman-Mille (2003)**

Another major impact that job satisfaction can have is worker's commitment to the organization and its culture. Organizational commitment is usually defined as the strength of one's identification and involvement with their respective organization. **Mowday (2012).**

1.7 RESEARCH METHODOLOGY

Research Methodology

The Data needed for the study is collected from the employees, through questionnaire.

Research design

The study was based on survey method. The aim of the study is to find satisfaction levels of employees.

Sample design

Convenience sample method used in selected samples.

Sample size & area

The Sample size of this study is 50 respondents out of 250 employees and it was collected from RADIANT employees.

Sample method

The sample method used is Non - Probability Sampling.

Non - Probability Sampling is any sampling method where some elements of their population have no chance of selection, or where the probability of selection can't be accurately determined. It involves the selection of elements based on assumptions of regarding the population of interest, which form the criteria for selection.

Convenience Sampling

Convenience sampling (also known as **accidental sampling** or **opportunity sampling**) is a type of Non- Probability sampling that involves the sample being drawn from that part of the population that is close to hand. This type of sampling is most useful for pilot testing. This type of sample is taken from a group of people easy to contact or to reach.

Data Collection

The data collected for the study consists of both primary and secondary data.

Primary Data

In this study primary data was collected through personnel interview using questionnaire. The questionnaire was administered to fifty employees of RADIANT.

Secondary Data

Secondary data for this study was collected from,

- Previously published records, statistics, research reports and documents.
- Books, periodical and websites.

Statistical Tools

The statistical tools used in this project are under followings:

One Sample T-Test: The One Sample t Test determines whether the sample mean is statistically different from a known or hypothesized population mean. The One Sample t Test is a parametric test. This test is also known as **Single Sample T-Test**. The one sample t -test requires the sample data to be numeric and continuous, as it is based on the normal distribution.

The one sample t -test has four main assumptions:

- The dependent variable must be continuous (interval/ratio).
- The observations are independent of one another.
- The dependent variable should be approximately normally distributed.

The dependent variable should not contain any outlines.

CHAPTER-II

INDUSTRY PROFILE

2.1 INDUSTRY PROFILE

The Cash Logistics Industry deals with the physical movement and storage of currency notes and other valuables on behalf of the banks. This sector employs about 40,000 individuals and caters to approximately 80,000 ATM s for cash replenishment services. There are about 6,000 cash vans that operate across the country and carry approximately INR 15,000crore of cash every day. This Industry also holds approximately 4,000 crores of cash overnight in their vaults on behalf of the banks.

The services offered by this Industry to the banking sector include:

- Secured cash transportation from Currency Chest to bank branches
- ATM replenishment
- First line maintenance of ATMs
- Door step banking solutions – Cash / Instruments pickup and delivery
- Movement of bullion and coins
- Cash processing including counterfeit verification, counting, sorting and packaging
- Overnight vaulting of cash and bullion

Cash Management History

In 1981, President Ronald Reagan, OMB, and the President's Private Sector Survey on Cost Control said that the Federal Government could save a great deal of money by managing Federal cash as carefully as businesses manage their cash. Essentially, most Federal agencies concentrated on operating their programs and ignored the time-value of money. The President's Management Improvement Program took aim at reforming Federal financial management by making one of its top priorities the cessation of the needless loss of interest on cash flows.

In 1981-82, a portion of the President's Management Improvement Program, Reform '88, was developed as a comprehensive program to improve, consolidate, and streamline the management systems of the Federal Government by a target date of 1988.

Reform '88 put new life into the management of Federal cash. Each Federal agency was required to monitor its own cash flows, selecting the best tools for speeding collections to the Treasury and timing disbursements to vendors, grantees, and other payment recipients.

Before 1982, the U.S. Government made 30 percent of its payments too late and 45 percent too early, resulting in unnecessary late charges and lost interest earnings. Congress passed the Prompt Payment Act of 1982 (and its amendment in 1988) requiring Federal agencies to make payments on time, to pay interest when payments are late, and to take discounts only when payments are made on or before the discount date. It also provides a formula for determining if a discount is cost-effective. OMB wrote the regulations to implement the Prompt Payment Act, which provides for timely payment, better relations with contractors, improved competition for Government business, and reduced costs to the Government.

Once the necessary legislation and regulations were in place to improve Federal agency management of payments, the Government turned its focus on collections. Congress passed the Deficit Reduction Act of 1984. A section of the Act, referred to generally as the Collection and Deposit Legislation, moved agencies closer to the goal of institutionalizing cash management in the Federal Government. It legislated cash management for collections and deposits analogous to the directives given to Federal agencies about paying their bills on time in the Prompt Payment Act of 1982. The Collection and Deposit Legislation mandated that the Treasury would hold Federal agencies responsible for their collection and deposit practices. Federal agencies must use electronic transfer of funds, lock boxes, and automatic withdrawal of funds wherever feasible and in accordance with Treasury regulations.

The Collection and Deposit Legislation requires FMS to conduct periodic cash management reviews of Federal agency financial operations. These reviews examine and analyze agency management of the following programs: collections and deposits, disbursements, inventories, impress funds, and other cash held outside the Treasury. The Federal agency and FMS agree on recommendations and plans for improvement.

The Cash Management Improvement Act (CMIA) was enacted in 1990 to improve the transfer of Federal funds between the Federal Government and the States.

The statutory purpose of CMIA is to Ensure Efficiency, Provide Effectiveness and Ensure Equity.

The National Performance Review began in 1993 when President Bill Clinton announced a 6-month review of the Federal Government. The goal was to identify problems and offer solutions and ideas for savings.

The Report was divided into four sections:

1. Cutting Red Tape 2. Putting Customers First 3. Empowering Employees to Get Results 4. Cutting Back to Basics.

One of the three steps to accomplish the last section, Cutting Back to Basics, is to collect more through imposing or increasing user fees where pricing makes economic sense, and by collecting what the Government is owed in delinquent debt or fraudulent over payment of benefits. Essentially, the Government must find better, more efficient, and more effective ways to pay for its programs and activities.

On April 26, 1996, Congress passed the Debt Collection Improvement Act of 1996. A major part of this Act began the EFT Program. The EFT Program requires Federal agencies to disburse payments via electronic funds transfer, with few exceptions. The Treasury published regulations to provide guidance to Federal agencies. Agencies began enrolling payment recipients for electronic payments by collecting payment recipients' bank account information and enhancing their systems to provide various electronic payment alternatives.

The cooperative efforts of Federal agencies, the private sector, OMB, and FMS have spawned an impressive list of improvements since the mid-1980's and generated billions of dollars in interest savings.

4 Effective Cash Management Techniques

Prudent business owners take measures to smooth out cash fluctuations that are a normal part of the business cycle. Follow these four practices to moderate the ebb and flow of your cash:

1. **Analyze cash every month:** Analyzing cash doesn't have to be complicated. Start by writing down your cash balance at the beginning of the month, then add all the cash that came in during the month from all sources. Finally subtract all of the outgoing cash and calculate the ending cash balance. After a few months, review the ending cash balances of each month and compare them. If your cash balance is decreasing month after month, then your business has a negative cash flow (not good). If the ending balance is increasing, then your cash flow is positive (the goal). You should keep record of the cash balances over the course of a and run a trend analysis to determine the causes ups and downs. If you are funding your business with loans, be sure to leave this money out of the analysis so you can gauge the true cash flow from operations.
2. **Monitor your customer balances:** It is easy to fall short in the management of your accounts receivable (money owed to you from customers). Put in to place adequate pre-qualifying processes before extending credit to customers. Always use a software system to track who owes you money so that you can follow up with customers and send invoices and statements. A last resort would be to factor or sell your receivables to a factoring company to maintain a predictable cash flow. Just keep in mind that factoring isn't free! There are several new companies out there that will fund your receivables for a fee – check out Fund box and Blue Vine.
3. **Slow down your cash disbursements:** Prudent cash flow management dictates that you retain cash as long as possible. This doesn't mean you become a deadbeat customer to your own vendors – you still have to pay on time, just not too early and not late. If your vendor offers any sort of early payment discount like a 2% 10, net 30 you will always want to take advantage of the cost savings. You can also try negotiating extended payment times with your vendors. The longer the cash stays in your bank account, the better. Try keeping the majority of your idle cash in an interest-bearing account when possible as long as the monthly and transaction fees are not too steep or eating up any interest you might be earning.

4. **Time large expenses:** Get in to the habit of setting aside small amounts to fund large expected expenditures such as business license renewals and quarterly estimated tax payments. You may also want to start an equipment fund, to save up for large capital assets that will eventually need to be replaced. Being prepared for large purchases with a fully funded savings account will give you peace of mind all year long. It is best to put the money in a separate account that you don't have regular or easy access to, that way you are not tempted to "raid" it for splurge purchases.

Importance of Cash Management

Cash Management is concerned with management of cash in such a way as to achieve the generally accepted objectives of the firm- maximum profitability with maximum liquidity of the firm. It is the management's ability to recognize cash problems before they arise, to solve them when they arise and having made solution available to delegate someone carry them out.

Every business tends to focus on both short-term stability and long-term survival and growth and strives to maintain accordingly. If cash is managed efficiently, the company stays healthy and flexible and remains solvent. In this way, providing funds to the business as and when needed is the key to success of a business. In contrast to this, if adequate cash is not available, the situation may lead to bankruptcy - Hence the need of cash management.

Not necessarily, yet commonly, having been presented as the first item in one of the main Financial Statements, Balance Sheet, cash is regarded to very business tends to focus on both short-term stability and long-term survival and growth and strives to maintain accordingly. If cash is managed efficiently, the company stays healthy and flexible and remains solvent. In this way, providing funds to the business as and when needed is the key to success of a business. In contrast to this, if adequate cash is not available, the situation may lead to bankruptcy - Hence the need of cash management. Not necessarily, yet commonly, having been presented as the first item in one of the main Financial Statements, Balance Sheet, cash is regarded to order to meet unforeseen events. Therefore, the cash must be managed properly and be provided for arising contingencies.

Cash management necessitates speeding cash inflows while slowing down cash outflows, but it may not be considered in isolation. No sooner do the payments come due from customers or clients than they must be collected, while constant follow ups must be maintained. It would

thus lead to the maximization of collect ability. Similarly, the payments must be made as close to the cut-off-date as possible, yet being benefited with the discount facility if it is available.

Precisely, cash management enables to process cash receipts and payments efficiently. If done in an efficient way, cash management leads a business towards the desired level of success while enabling it to maintain both short term stability and long term survival and growth with sound Financial health and flexibility.

An effective and efficient cash management is considered to be important for the following reasons:

1. Cash management ensures that the firm has sufficient cash during peak times for purchase and for other purposes.
2. Cash management helps to meet obligatory cash out flows when they fall due.
3. Cash management assists in planning capital expenditure projects.
4. Cash management helps to arrange for outside financing at favorable terms and conditions, if necessary.
5. Cash management helps to allow the firm to take advantage of discount, special purchases and business opportunities.
6. Cash management helps to invest surplus cash for short or long-term periods to keep the idle funds fully employed.

THE CHALLENGES FACED

A few years ago, the Department of Banking Operations and Development (DBOD) of the Reserve Bank of India (RBI) issued a circular to all banks giving guidelines to be followed by them with regard to the outsourcing of their activities to third party agencies. But somehow cash related activities did not find a place in the circular.

This has created a situation where public money is at risk due to the following reasons:

1. Varied standards/compromises adopted by different Cash Logistics companies
2. Delays in reconciliation and dispute management
3. No direct contact with the concerned bank during Cash Transfer Operation

4. Mushrooming of new entrants without any credible financial net worth 2 Federation of Indian Chambers of Commerce and Industry
5. Lack of a road map on required process improvements or technology intervention (electronic locks etc.) that meets global standards

THE ISSUES

Based on the Budget announcement made by the Honorable Finance Minister, it is expected that the number of ATM s in the country will double to 2 lakh in the next two years. With such a huge magnitude of operations to open up in future, it is absolutely necessary to have strict procedures and processes for the cash logistics companies, along with the required infrastructure to carry out the operations. The cash handled, transported and stored by the cash logistics companies is public money and everyone associated has to ensure that these activities are carried out in a manner that is not detrimental to the interest of the public / depositors. Therefore, we are of the view that all those who are engaged in providing such services should follow strict prescribed standards related to premises, security arrangements, security vans, proper selection of staff, training facility etc. This could be achieved only if the RBI issues guidelines and makes it mandatory for the banks to follow such standards during outsourcing of cash logistics facility to any third party.

PROPOSED STANDARDS/ GUIDELINES FOR CASH LOGISTICS ORGANISATIONS IN INDIA

Following are the proposed standards that the cash logistics companies should follow:

1.PREMISES

Location: The area should be closer to withdrawal centers; police stations; or areas with good connectivity in order to ensure security.

Vault: The premises should be sufficiently sized to include 2 physically independent areas:

(I) **Cash processing/handling zone:** This zone should accommodate space for cash deposit, collection, sorting, counting and delivery/dispatch of cash on secured vehicles.

(ii) **Cash Vault:** A secure area to store cash. The area should be as per RBI C class vault norms.

Security: The premises should have all the basic security facilities like:

- 24x7 electronic (CCTV) surveillance and monitoring by armed guards

- Cash processing and vault areas should have restricted and controlled access, preferably through interlocking systems and frisking. Vault operations should always be under dual custody.

- Main vault area should adhere to all safety norms like fire fighting systems, smoke detection systems, emergency lighting, control room for monitoring the movement of vehicles, auto-dealer, hotline connections to the nearest police station and burglar security systems.

1.SECURITY VAN

Layout: Typical van layout should conform to the following standards:

- **Make** : LMV (Light Motor Vehicle) or any other vehicle of similar type.
- Van should have 3 independent compartments. The compartment for storing cash to be physically separated and locked from the other compartments.

Security: Vehicles should adhere to the following minimum security guidelines to ensure safe passage of cash and other valuables:

Monitoring: Each van should be monitored at all time through a communications protocol. The van should have a GPS installed and also the controlling technology for immobilizing the van whenever required.

Cash Security: The cash compartment must be specially reinforced with steel, with only one door and should be inaccessible from outside the van unless operated internally by the custodians through levers/controls. Each of the cash boxes must be secured to the floor with separate chains and should have 2 padlocks that can be opened or locked only by using separate keys available with different custodians. Cash for each bank should be carried in a separate box with the name of the bank written on it.

Incident security: Vans should be equipped with hooters, fire extinguishers etc for quick reaction in case of an attack.

Armed security guards/Gunmen: One or more armed guard depending on the amount of cash carried and as per individual company's insurance guidelines/ client contract.

Minimum cash carrying guideline: Security vans should compulsorily be deployed for carrying cash of value more than Rs. 20 lakh per trip. **Maximum cash carrying guideline:** Security vans should not carry more than Rs. 5 crore per trip.

2.2 COMPANY PROFILE

RADIANT is one of the oldest companies of Cash Management Business in India. We started Cash Business in 1995 by providing cash escort services to one of the leading banks. Over the last 20 years, the company has grown to provide various services relating to cash with a presence in about 450 cities across 28 States & UT s.

RADIANT offers integrated cash management solutions to industries, institutions, multinational companies and other high profile clients in private, public and corporate sector.

RADIANT is one of the two commercially and operationally independent cash management companies that represents the association of SIS Group and Prosegur in India. SIS Group Enterprises is a market leader in security and business support services established in 1974, and Prosegur is the world's second largest cash management company operating in Europe, Asia and latinAmericasince1976.

RADIANT is one of the most experienced companies of cash management services in India; in fact, it was one of the pioneers in cash management in India. We started our ATM replenishment services in 2004 to the public and private sector banks and MSP s in India. Over the last 11 years, the company has grown to provide various services relating to cash with a presence in about 450 cities across 28 States and Union Territories

RADIANT CHRONICLES:

1. **1995** – Started as SS (Special Service) Vertical in SDB
2. **1996** – Started Cash Escort Service with Grindlays Bank – with introduction of doorstep banking concept in India
3. **1998** – Certis Cisco (Singapore) acquired 40% stake in SDB and the company was renamed to SDB Cisco
4. **2000** – Renamed the cash management vertical as CMS (Cash Management Services)
5. **2004** – Started ATM services under SDB Cisco
6. **2007** – Renamed as CVS (Cash and Valuable Services)

7. **2010** – Company taken over by ISS world, the largest facility management company worldwide
8. **2014** – SIS and Prosegur jointly acquire the cash management business of ISS and rename it to RADIANT.

CORPORATE VALUES:



SERVICES:

1.ATM SERVICES

Experienced and duly verified manpower.

Special Audit Teams for surprise checks on ATM s.

GPS tracking with online surveillance and recording.

Use of portable cameras_and specialized tamper proof bags with bar coded seals for trace ability.

Comprehensive insurance coverage for the entire cash management process.

2. VAULTING:

RADIANT also provides comprehensive and extensive vaulting facilities to its clients. We pick up cash from the currency chests and bring the cash to our vaults in secured cash vans, where we also provide cash sorting and processing.

3.SECURITY:

1. CCTV surveillance and 24hrs monitoring & recording
2. Combination locks to ensure maximum security
3. Under 24 hours armed protection

Risk Mitigation:

1. Restricted access
2. Two security systems with local and national monitoring
3. Fire Fighting Systems

Infrastructure:

1. **Construction Features:** Vaults made on the basis of international specifications, with separate loading bays to ensure all cash handling is done under camera surveillance
2. **Fire control systems:** Fireproof wiring systems and fire extinguishers
3. **Electronic systems:** Vibration sensors, surveillance systems, emergency sirens and intruder alarm systems

4.DOORSTEP BANKING

RADIANT, the pioneer of doorstep banking in India with nationwide reputation for reliability and safety, guarantees peace of mind for transporting and processing cash. RADIANT's fleet of secured vehicles, distributed across a vast network of local branches, guarantees extensive regional coverage and makes it possible to attend to any pickup and transport requirements.

1.CASH COLLECTION AND DELIVERY

Our experienced crew along with armed security personnel can collect notes and coins directly from bank, office, retail outlets or any other location of preference. RADIANT facilitates delivery and deposit of currency in customer's bank account. We also provide cash burial/disposal services.

2. CASH PROCESSING AND VAULTING

On client's demand, RADIANT will transport their cash and coins back to our processing centers for counting and verification (which includes identifying fake and unfit notes), before transporting the cash or coins to the desired destination. We also provide comprehensive and extensive vaulting facilities to our clients.

3.CASH IN TRANSIT

With one of the largest cash in transit fleet in India, RADIANT guarantees the best transport service in the market for movement of cash and valuables. RADIANT 's fleet of secured vehicles, distributed across a vast network of local branches, guarantees extensive regional coverage and makes it possible to attend to any pickup and transport requirements. The valuables are transported in secured vehicles, which are specially fabricated. Our cash vans are installed with vehicle tracking system and are monitored and tracked by highly professional staff.

We expertise in safe and secure transportation of cash, coins and other valuables on behalf of our clients from one point to another.cash sorting and cash processing.

RADIANT offers cash sorting and cash processing services at its various branches and customers' premises, including bank branches, currency chests and retail outlets.

PROCESS:

1. **Error free:** The moment cash is received at the premises, we follow the best security and operational protocols which include constant video surveillance, authority transfer and extensive documentation
2. **Reliable:** Our staff is duly verified with the help of different internal and external background checks to maintain highest levels of integrity, thus reducing internal fraud risks

3. **Accurate:** All entries and exits in the vault premises are controlled and only granted to employees with relevant clearance
4. **Productive:** Our experienced staff wears specially designed uniforms, which along with the thorough frisking at the time of entry and exit, help prevent unwanted incidents

TECHNOLOGY:

1. Proprietary software systems coupled with video surveillance and documentation render high visibility and trace ability to the operations
2. The technologies we use enable us to minimize occurrences of discrepancies and if such an event occurs, those technologies help us have a quick and thorough investigation
3. We use highly efficient machines which are capable of counting bulk notes, detecting fake notes and sorting notes based on denomination and fitness level.

1.BULLION MANAGEMENT

RADIANT provides door-to-door domestic valuables transportation and vaulting for customers wishing to send commodities such as precious stones, gold, silver, jewellery and other valuables to various destinations across India.

RADIANT offers a comprehensive service range including managing customs clearance, transport documentation, processing, packaging and delivery on behalf of the client.

We expertise in inter-city movements of bullion, by air or by road. The cash and valuables are transported in our custom fabricated high-security vehicles which can be traced throughout their journey until they reach the intended destination.

2.TECHNOLOGY

1.NATIONAL OPERATING CENTRE

National Operating Centre (NOC) is the centralized team for vehicle tracking and movement control in sensitive areas like vaults and cash processing and sorting premises.

All of RADIANT 's branches and vaults across India are connected to the national operation centre. We integrate access controls, CCTV and intelligent video analysis systems, indoor

and perimeter alarms and other systems into a single control centre which is monitored 24x7 by our dedicated surveillance team.

➤ Central access control, Advanced security measures, Central surveillance.

2. PROPRIETARY INFORMATION SYSTEMS

Our main commitment to clients is the safety of their goods and their timely transit and therefore, we at RADIANT identify individual needs and requirements to be met and provide customized regular updates to each client. We have specialized systems for all product lines, which allow us to keep a step by step log of what is happening with our client's valuables and provide them with the data they need.

➤ Dedicated first level maintenance, Specialized operational system and Smart reconciliation tool.

3. HANDHELD DEVICES

The hand held devices are a common link between the officials managing operations from the branch and the crew performing the service on ground. The POS [Point-of-Service] terminal application works in sync with the POS server application.

FEATURES:

Real-time updates: Our hand held system captures data in real time cash pickup transaction. The hand held device is seamlessly integrated with our operational system so that we can provide real time updates to our clients

Unique Access Key : Each device is secured by a unique access key which is only known to our crew lead (custodian) so that there is no possibility of unauthorized access to device and data

Acknowledgement Slip: Each pick-up or delivery is acknowledged by two physical slips printed from our hand held device one of which is handed to our clients as confirmation

4. PORTABLE CAMERAS:

Portable cameras are specifically used in our ATM replenishment business by the crew at the ATM site. This allows RADIANT to have eyes at the point of service.

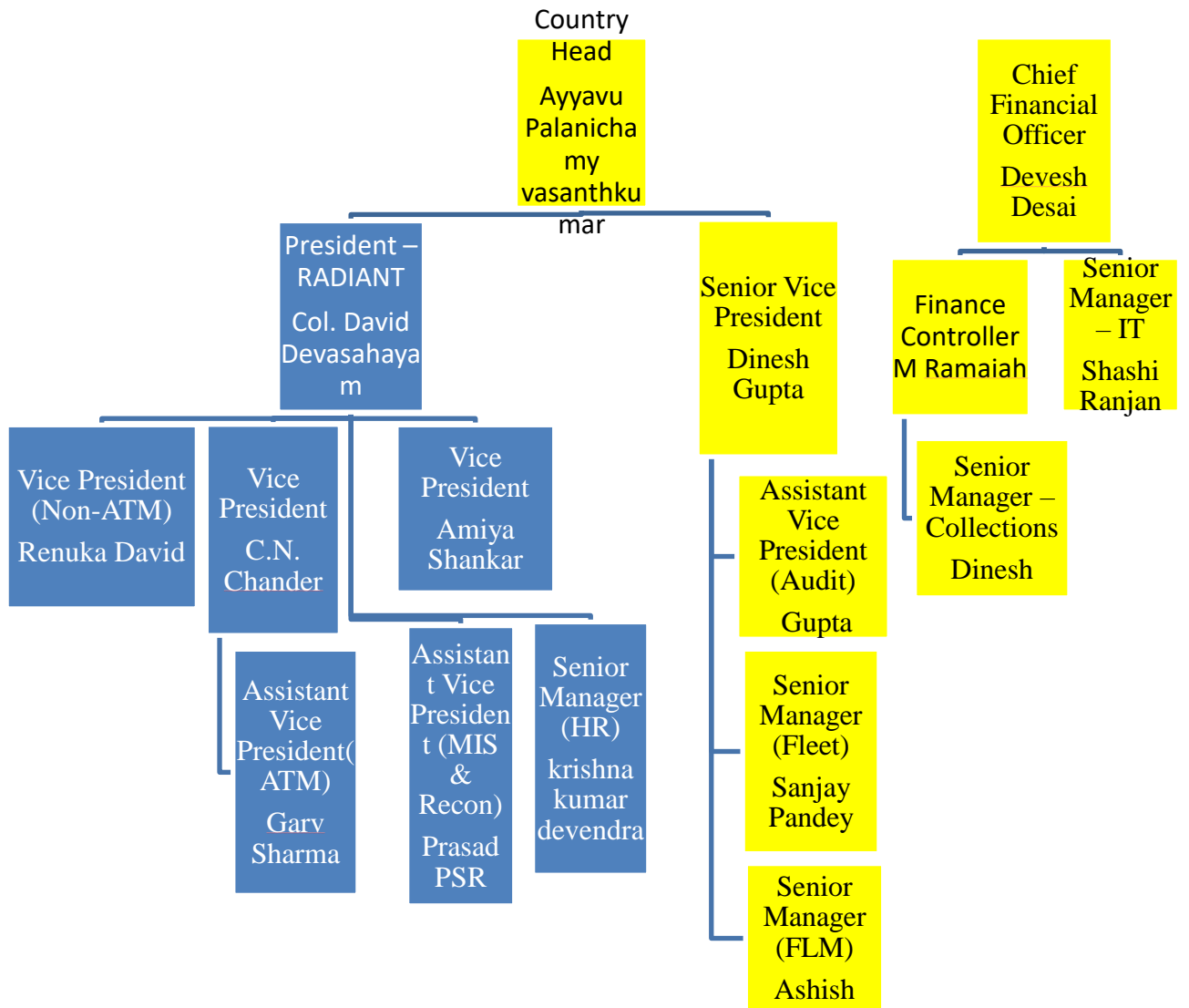
Our ATM crew carries a portable camera en-route which is used to capture the whole Cash Balancing and Replenishment cycle carried out by our crew on each ATM.

5.VEHICLE TRACKING SYSTEM AND ROUTE CONTROLLING

FEATURES:

1. **Geo tagging:** Our ‘point of service’ locations are mapped so that the movement of vehicles can be tracked and any route deviation can be detected.
2. **GPS tracking:** Our secured vehicles are installed with GPS transmitters which allow us to monitor real time position of vehicles
3. **Geo-fencing:** We apply Geo - fencing to cities and areas within cities so that an automatic alert is generated when a specific vehicle crosses its assigned area
4. **Panic Button:** Panic button enables our crew to send a distress signal to the National Operating Centre who can take appropriate actions in case of any attempted robbery
5. **Door Sensors:** The back door (used to access cash-boxes) of the vehicle is installed with magnetic door sensors so that a log can be kept of all events where the door is opened or closed
6. **Vehicle Immobilizer:** If required, the emergency response team can remotely immobilize the vehicle to avoid any theft/robbery attempts
7. **Intelligent Alerts:** Our intelligent vehicle tracking system allows us to configure different type of alerts which minimize risk
8. **Alarm:** In case of attempted robbery or theft, an alarm can be triggered remotely so that the vehicle gets attention and appropriate actions can be taken

ORGANASATIONAL CHAT



CHAPTER –III

DATA ANALYSIS AND INTERPRETATION

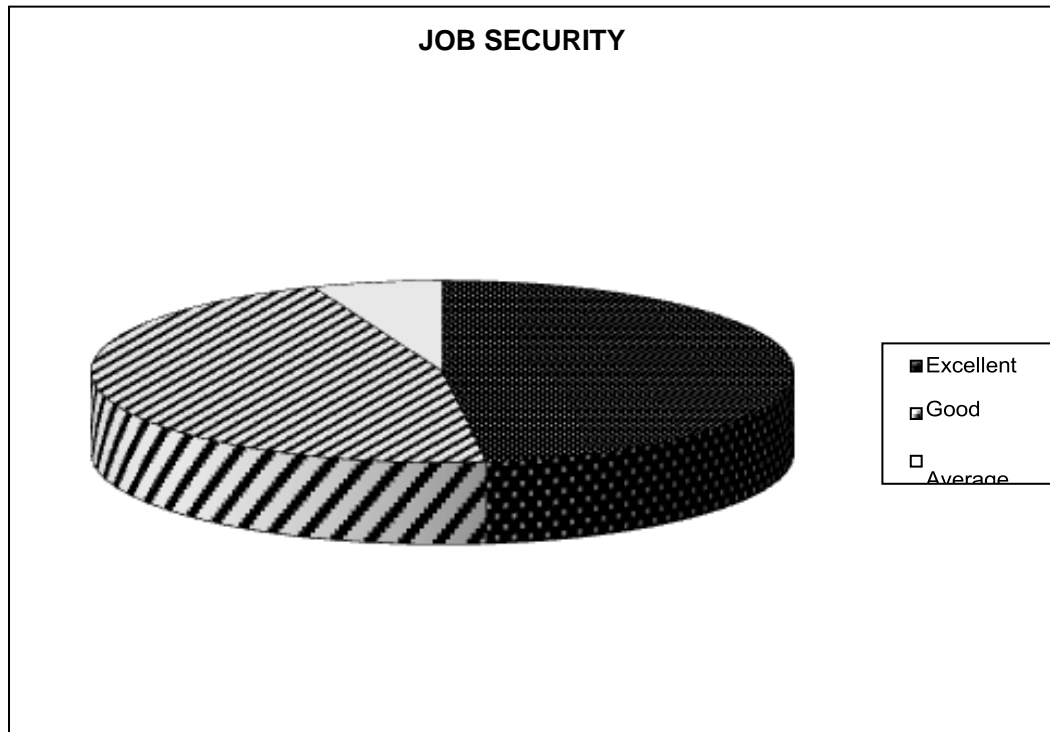
The first objective is to analyses human resource factors. Human resource is of paramount importance for the success of any organization. It is a source of strength and aid. Human resources are the wealth of an organization which can help it in achieving its goals. Human resources management is concerned with human beings in the organization. The value ethics, beliefs of individuals working in an organization also form a part of human resource. The resourcefulness of various categories of people and other people available to the organization can be treated as human resources. In the present complex environment no business or organization can exist and grow without appropriate human resource. Thus, for the development of an organization the prerequisite is to develop the human resource.

Table 3.1

JOB SECURITY

Satisfacti on	Frequenc y	Percenta ge
Excellent	24	48
Good	23	46
Average	3	6
Total	50	100

Chart 3.1



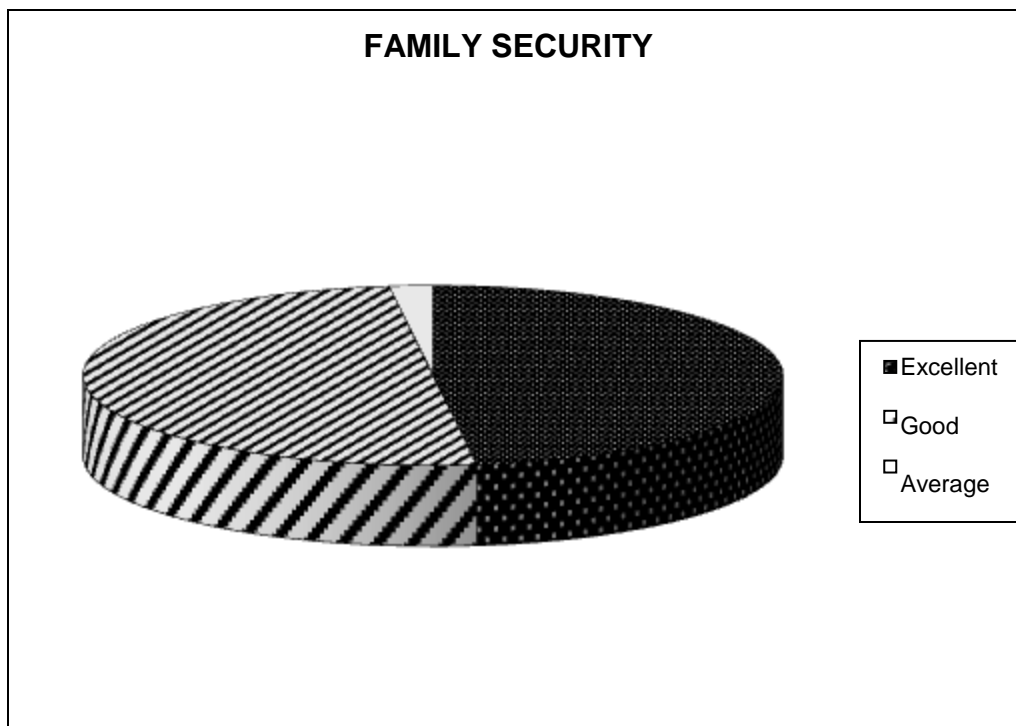
Source : Primary data through questionnaire

The table shows that 94 % of the employees are satisfied. 48 % have excellent opinion about job security. When adequate job security is provided to the employees it will motivate them to do their work and increase productivity.

Table 3.2
FAMILY SECURITY

Satisfaction	Frequency	Percentage
Excellent	24	48
Good	25	50
Average	1	2
Total	50	100

Chart 3.2



Source : Primary data through questionnaire

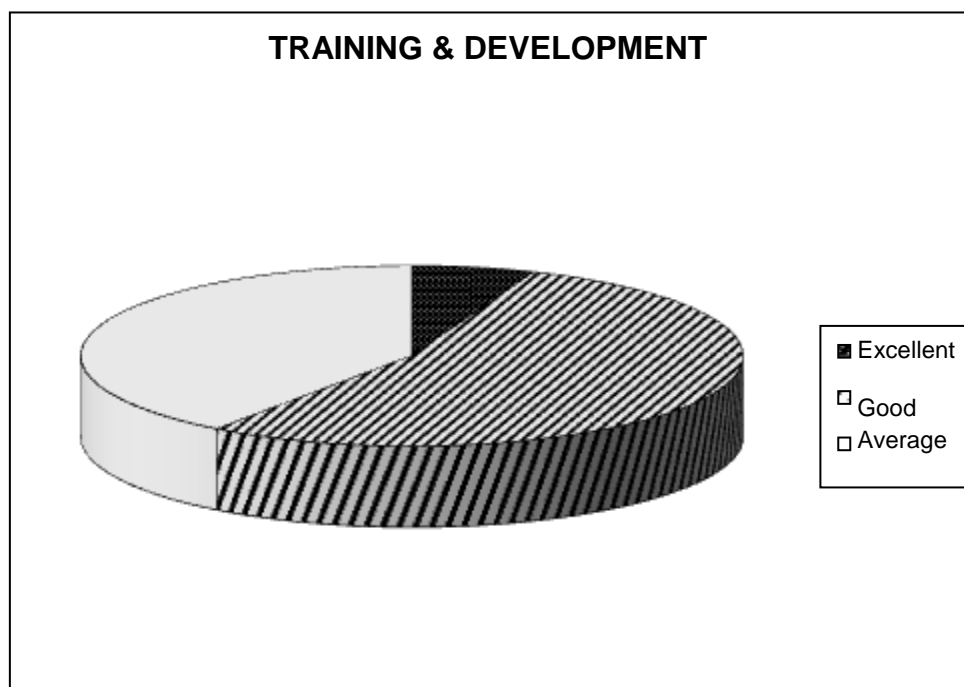
The table presents that out of 98 % satisfied employees, 50 % have good opinion regarding family security. When there is family security the minds of employees are free from various tensions and they can devote more time for their work and hence productivity can be increased.

Table 3.3

TRAINING AND DEVELOPMENT

Satisfaction	Frequency	Percentage
Excellent	3	6
Good	27	54
Average	20	40
Total	50	100

Chart 3.3



Source : Primary data through questionnaire

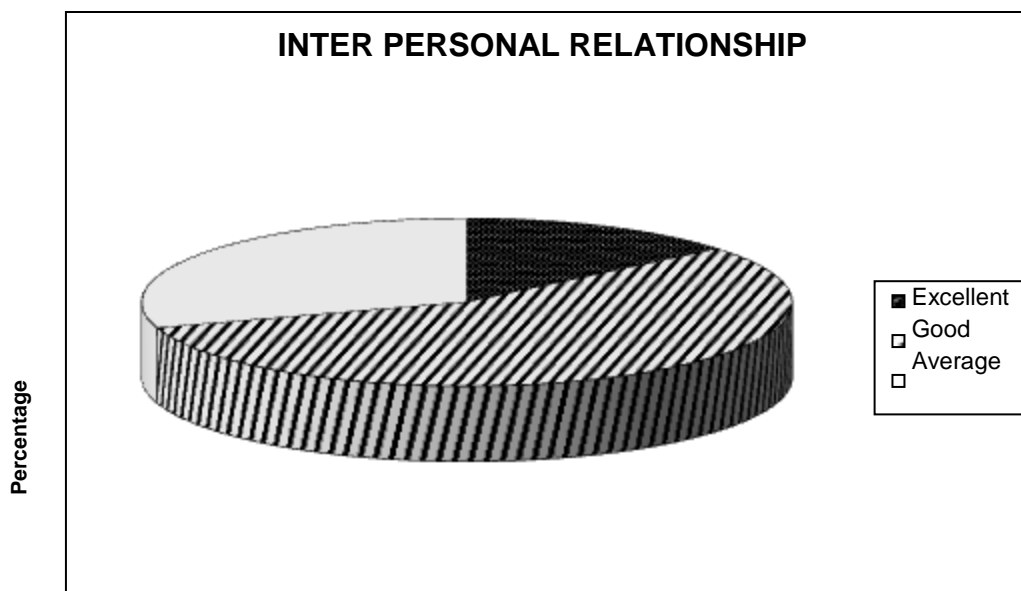
RCMS - Radiant Cash Management Services provides various types of training such as apprenticeship training, refresher training etc which improves the performance of the employees and thus results in better production. The above table reflects that 60 % of the employees are satisfied of which 54 % have good opinion too. But rest 40% of them are dissatisfied with the training and development facilities provided.

Table 3.4

INTER PERSONAL RELATIONSHIP

Satisfaction	Frequency	Percentage
Excellent	7	14
Good	28	56
Average	15	30
Total	50	100

Chart 3.4



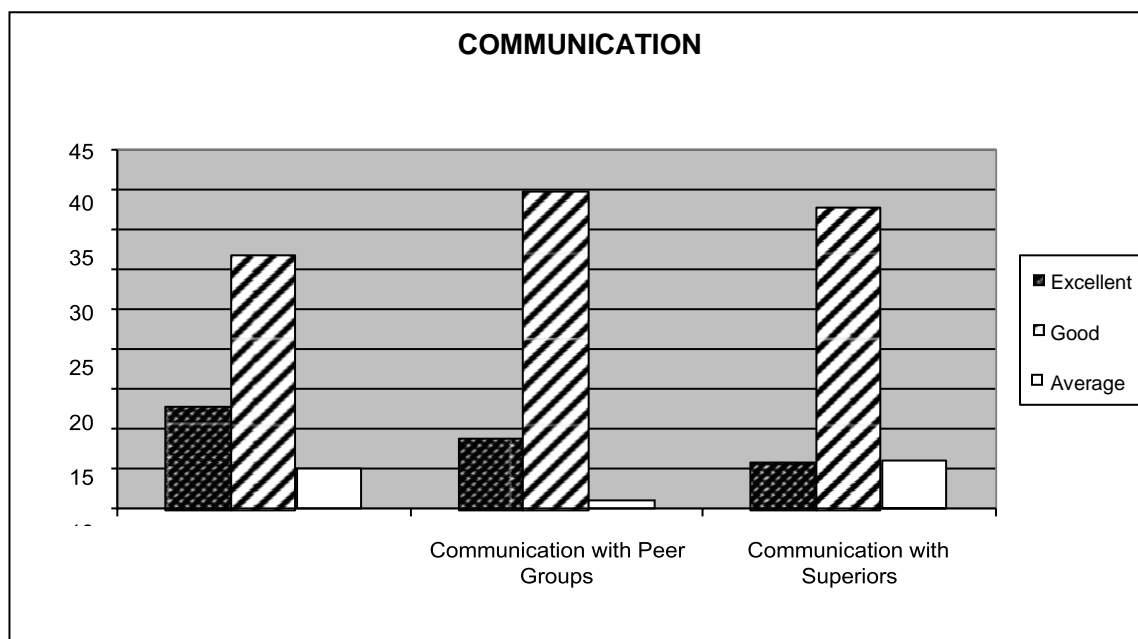
Source : Primary data through questionnaire

The above table shows that from the total of 70 % satisfied employees, 56% have good opinion with respect to the interpersonal relationship existing in the organization. Rest 30 % are dissatisfied. Interpersonal relationships among employees serve as a source of support, comfort, advice and assistance to the individual group members and it will have a positive impact on job satisfaction.

Table 3.5
COMMUNICATION

Satisfaction	Frequency			Percentage		
	Subordinates	Peer groups	Superiors	Subordinates	Peer groups	Superiors
Excellent	13	9	6	26	18	12
Good	32	40	38	64	80	76
Average	5	1	6	10	2	12
Total	50	50	50	100	100	100

Chart 3.5



Source : Primary data through questionnaire

The table depicts that

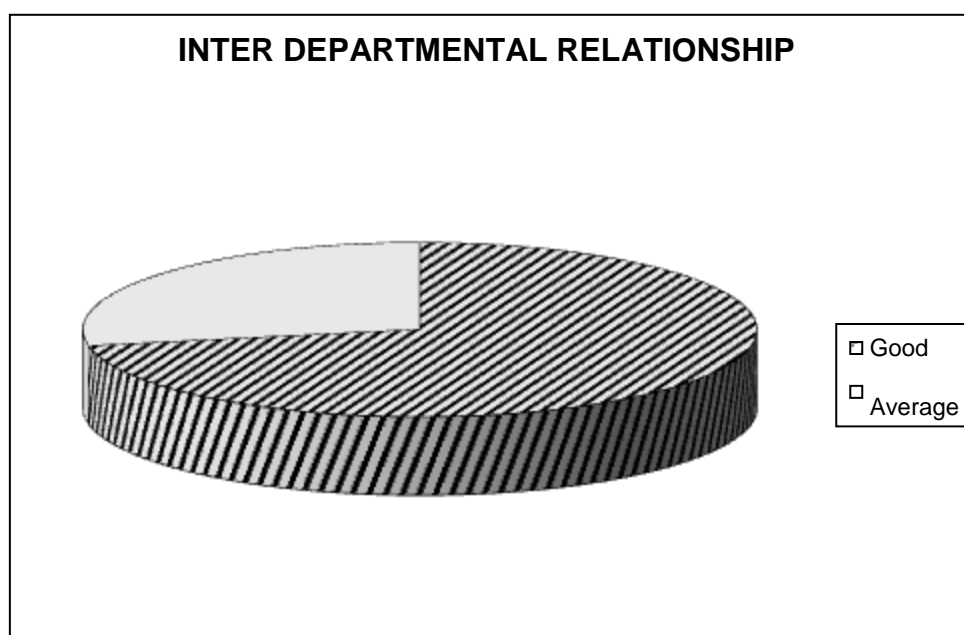
1. 90 % of the employees are satisfied about communication with subordinates.
2. 98 % of the employees are satisfied with respect to peer group communication.
3. Regarding communication with superiors, 88 % of the employees are satisfied.

Table 3.6

INTER DEPARTMENTAL RELATIONSHIP

Satisfaction	Frequency	Percentage
Excellent	0	0
Good	36	72
Average	14	28
Total	50	100

Chart 3.6



Source : Primary data through questionnaire

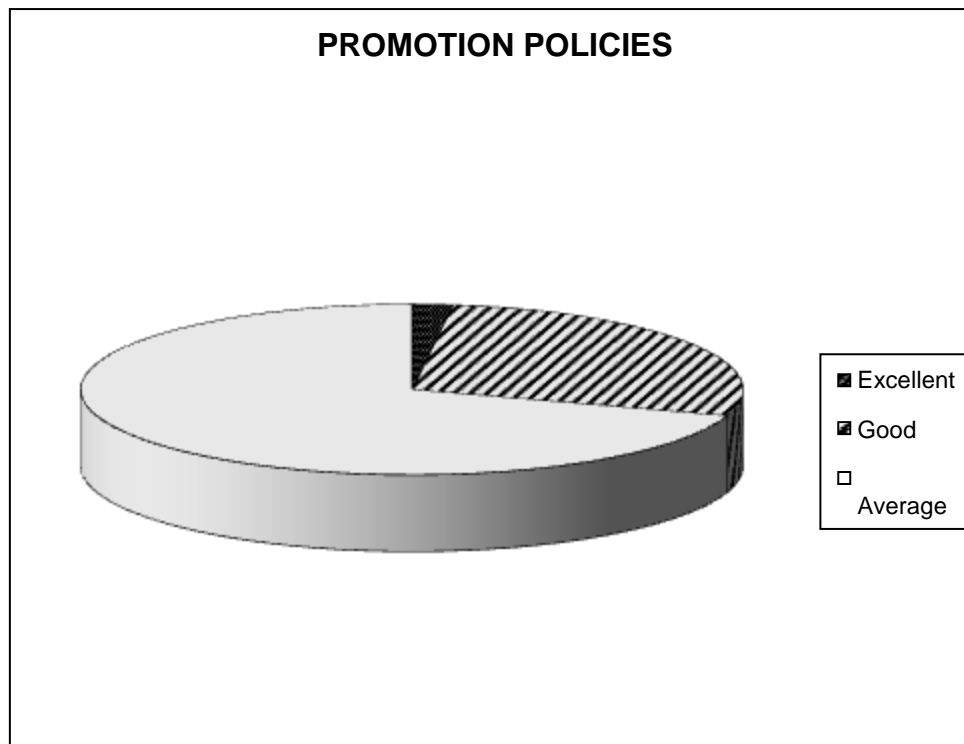
The various departments of RCMS - Radiant Cash Management Services are closely related. This is evident from the above table, which shows that 72 % of the employees feel that good inter departmental relationship exist in the organization. But remaining 28% have average satisfaction. The managers of different departments share information with each other. This helps to save time in taking decisions and leads to smooth functioning of the organization.

Table 3.7

PROMOTION POLICIES

Satisfaction	Frequency	Percentage
Excellent	1	2
Good	14	28
Average	35	70
Total	50	100

Chart 3.7



Source : Primary data through questionnaire

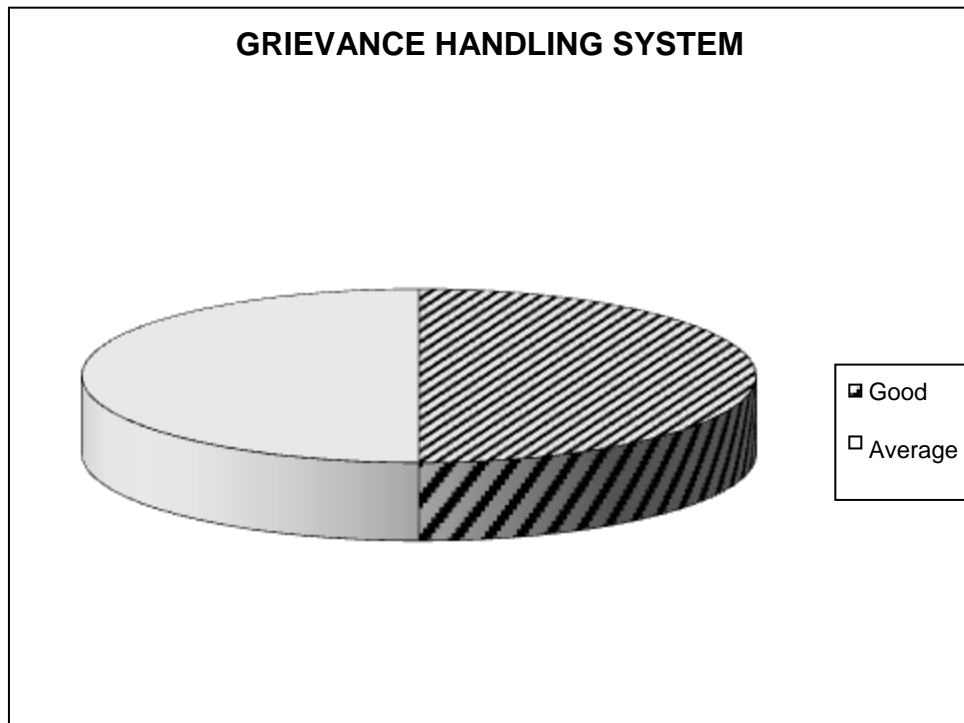
The table presents that 70 % of the employees are dissatisfied with the promotion policies adopted by the company. Promotions are from within and based on seniority and eligibility of the employees. Promotion avenues motivate the employees to improve their performance.

Table 3.8

**GRIEVANCE HANDLING
SYSTEM**

Satisfaction	Frequency	Percentage
Excellent	0	0
Good	25	50
Average	25	50
Total	50	100

Chart 3.8



Source : Primary data through questionnaire

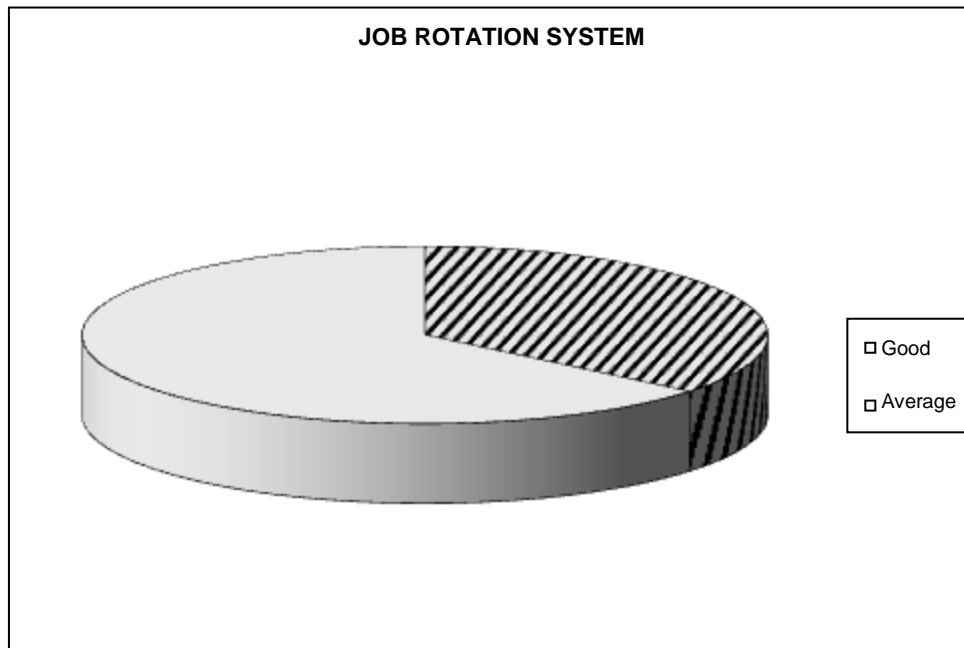
The Industrial Relations (IR) department acts as the moderator between the management, employees and their respective unions. Even though none of the employees have excellent opinion, 50 % of the employees have good opinion and the rest 50 % have average satisfaction.

Table 3.9

JOB ROTATION SYSTEM

Satisfaction	Frequency	Percentage
Excellent	0	0
Good	18	36
Average	32	64
Total	50	100

Chart 3.9



Source : Primary data through questionnaire

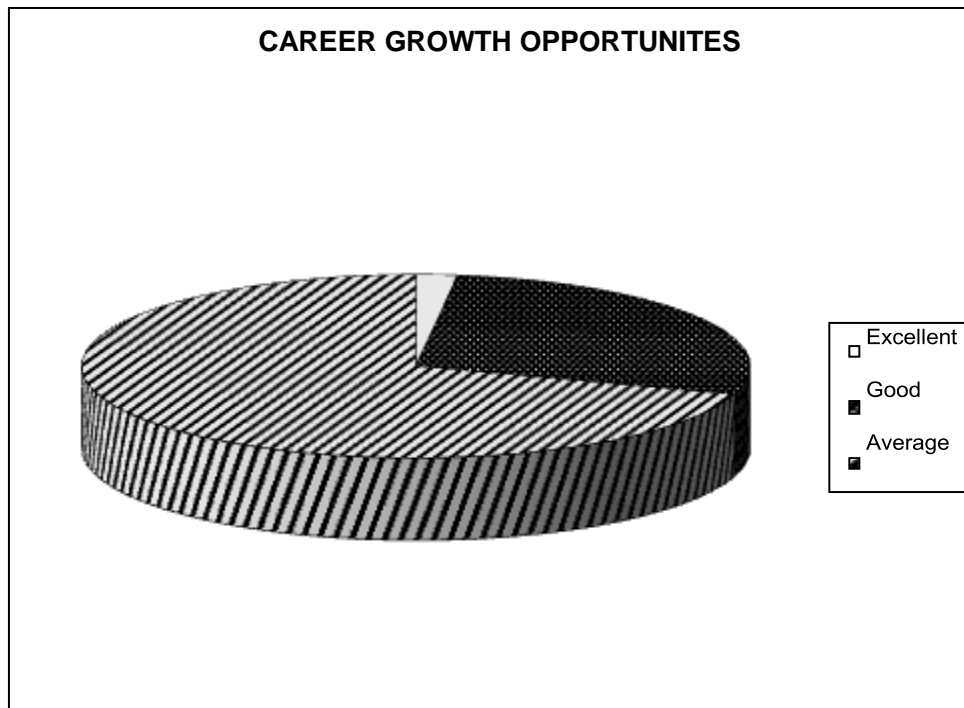
The above table reflects that 64 % of the employees have average satisfaction with RCMS - Radiant Cash Management Services's job rotation system.

Table 3.10

CAREER GROWTH OPPORTUNITIES

Satisfaction	Frequency	Percentage
Excellent	1	2
Good	14	28
Average	35	70
Total	50	100

Chart 3.10



Source : Primary data through questionnaire

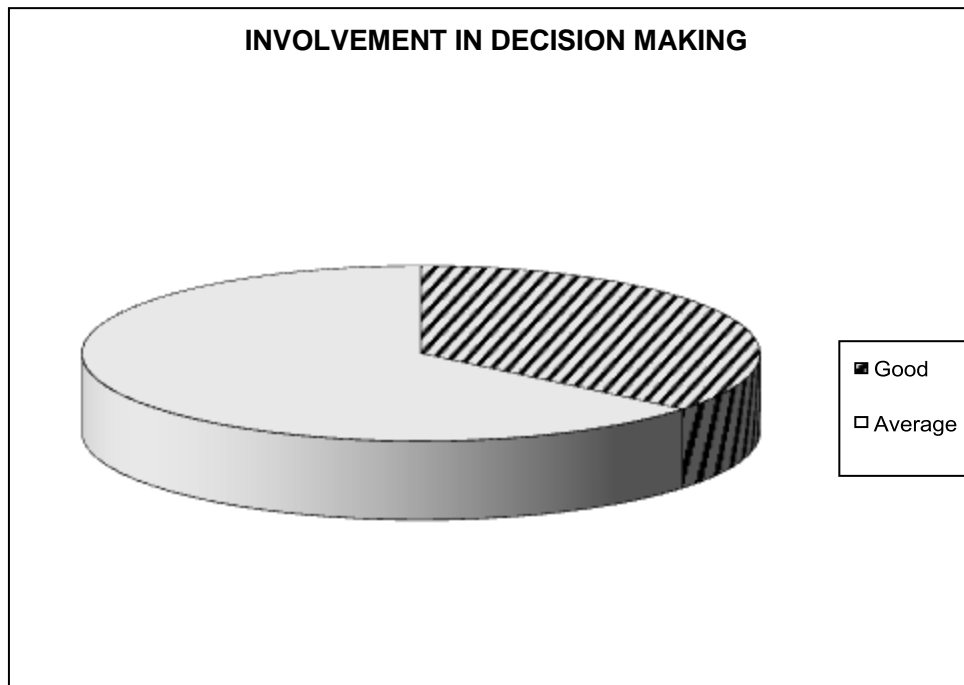
Career development in the company is limited only to ambitious and achievement oriented employees for improving their skills. 70 % of the employees feel that their career growth in RCMS - Radiant Cash Management Services is dissatisfactory. Out of the 30 % satisfied employees, only 2 % feels that they have excellent career growth opportunities in RCMS - Radiant Cash Management Services.

Table 3.11

**INVOLVEMENT IN DECISION
MAKING**

Satisfaction	Frequency	Percentage
Excellent	0	0
Good	18	36
Average	32	64
Total	50	100

Chart 3.11



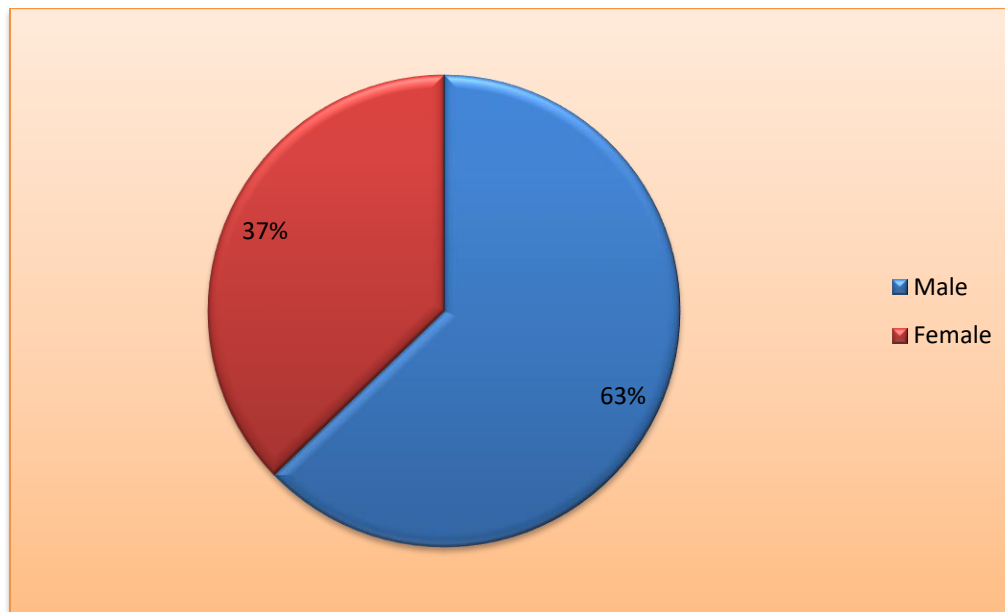
Source : Primary data through questionnaire

64 % of the employees are of the opinion that their involvement in decision-making is just average in RCMS - Radiant Cash Management Services. Greater involvement in decision-making will also increase their job involvement

3.1 DATA INTERPRETATION

1.1 GENDER WISE DISTRIBUTION

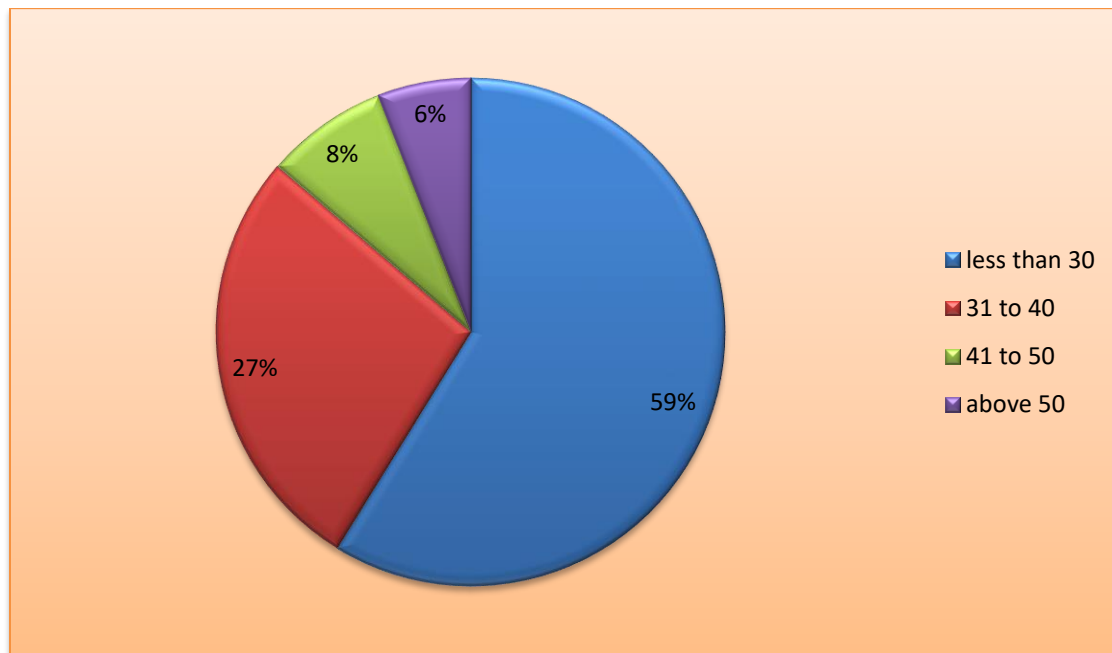
Chart 1: GENDER WISE DISTRIBUTION



Description: We infer that from the above we find that about 63% of the respondents are Male whereas 37% are Female.

1.2 AGE WISE DISTRIBUTION

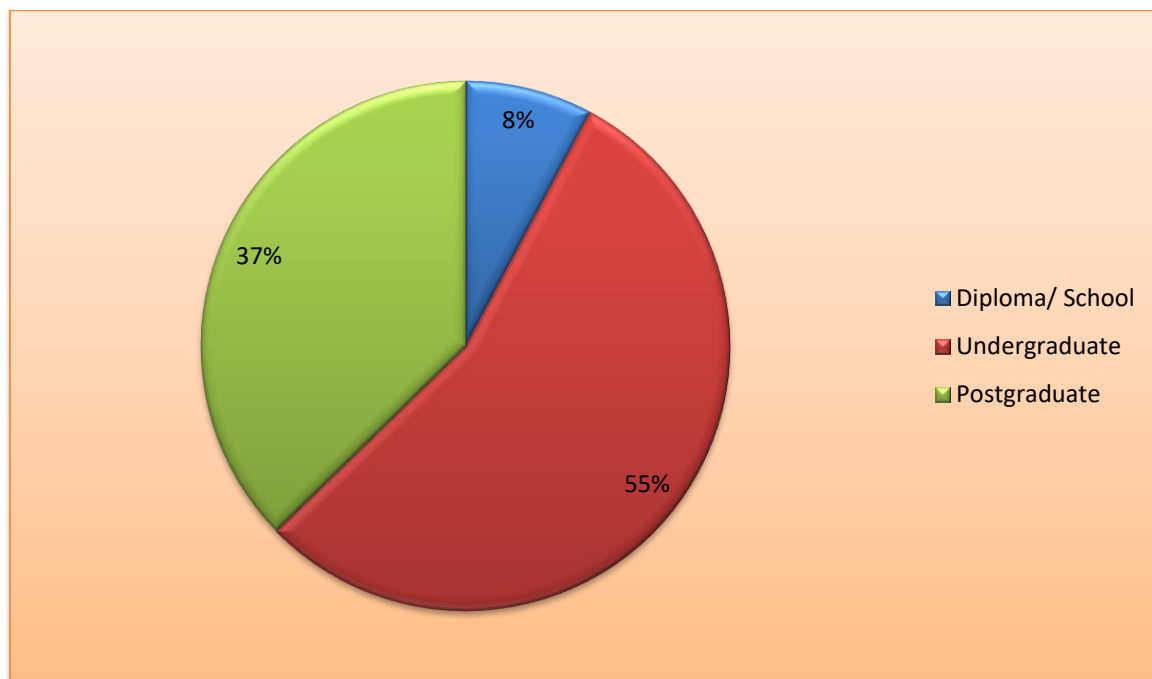
Chart 2: AGE CHART



Description: We infer that from the about 59% of the respondents belong to Less than 30 age group category. Above 27% of them belong to 31-40 age group category. 8% of them are from 41 to 50 age group category and 6% of them are above 50 age group category.

1.3 EDUCATION WISE DISTRIBUTION

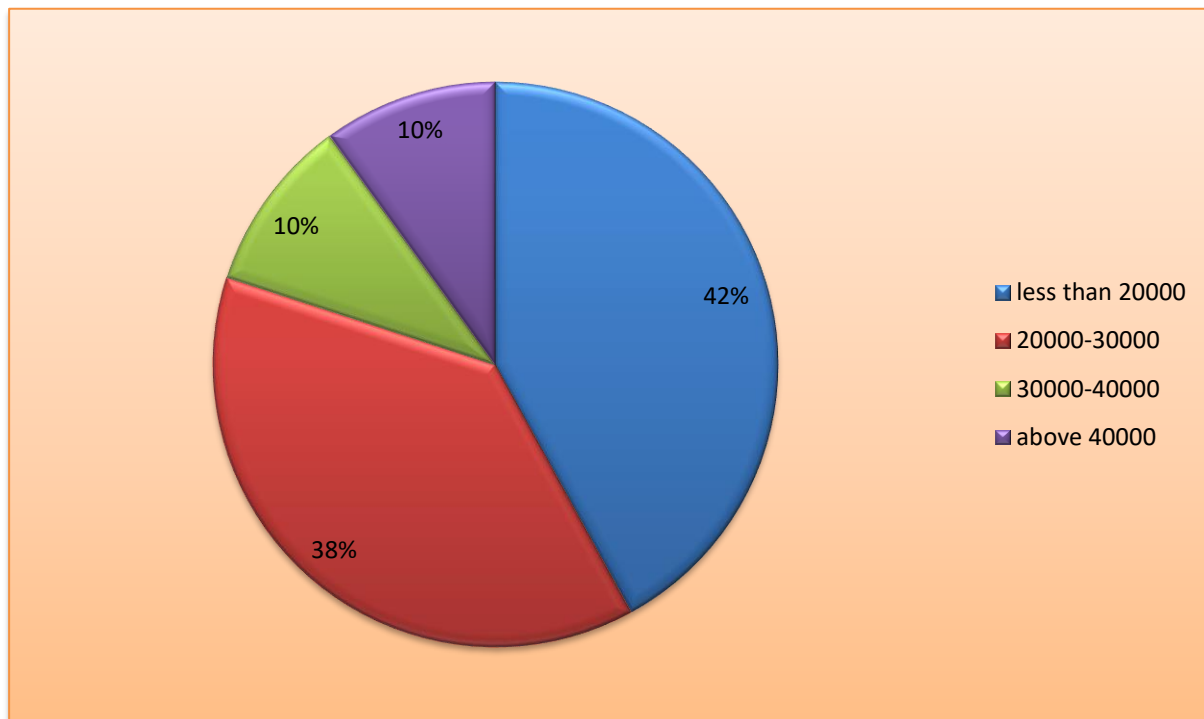
Chart 3: EDUCATION WISE DISTRIBUTION



Description : We infer that from the above 55% of the respondents are Undergraduates. 37% of the respondents are postgraduates and 8% of the respondents are diploma/ school.

1.4 INCOME WISE DISTRIBUTION

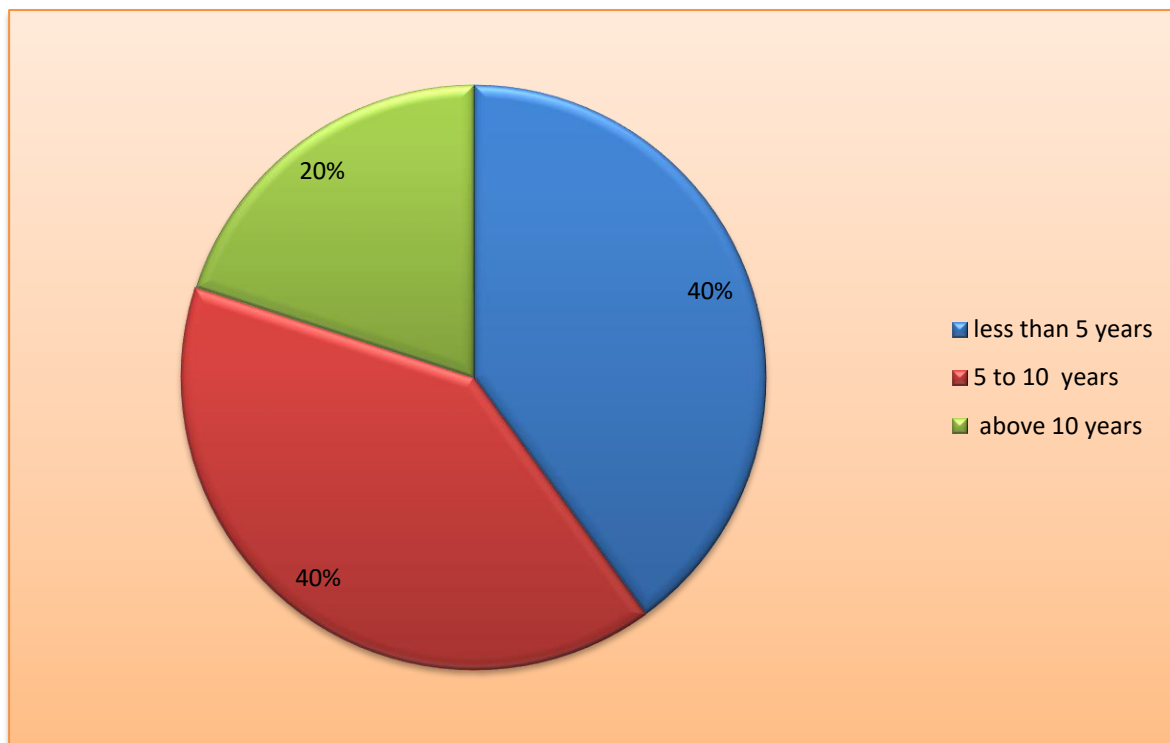
Chart 4: INCOME WISE DISTRIBUTION



Description: From the above pie chart it is inferred that 42% of the respondents are less than 20000Rs salary. 38% of the respondents belong to Rs.20000 to Rs.30000 salary. 10% of the respondents belong to Rs. 30000 to Rs. 40000 salary and remaining 10% belong to above 40000rs salary.

1.5 EXPERIENCE WISE DISTRIBUTION

Chart 5: EXPERIENCE WISE DISTRIBUTION



Description: From the above pie chart it is inferred that 40% of the respondents are 5 to 10 years experienced . 40% of the respondents are less than 5 years of experience. 20% of the respondents are above 10years of experience.

3.2 DATA ANALYSIS

HYPOTHESIS TESTING : 1

H₀: Satisfaction of employee relationship with supervisors is not greater than 3.

H₁: Satisfaction of employees relationship with supervisors is greater than 3.

Table 1 :Employees Satisfaction with supervisor

One-Sample Test						
	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Satisfaction with Supervisor	9.686	49	.000	.82400	.6530	.9950

Result: the table shows significance level is 0.000 which is lesser than 0.01. Hence we accept null hypothesis and reject alternative

HYPOTHESIS TESTING : 2

H0: Satisfaction with wages and allowance is not greater than 3.

H1: Satisfaction with wages and allowance is greater than 3.

Table 2: Employees satisfaction with pay

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Satisfaction With Pay	3.111	49	.003	.32000	.1133	.5267

Result: the table shows significance level is 0.003 which is lesser than 0.01. Hence we accept null hypothesis and reject alternative

HYPOTHESIS TESTING : 3

H0: Satisfaction of work environment with supervisors is not grater than 3.

H1: Satisfaction of work environment with supervisors is greater than 3.

Table 3: Employees satisfaction with work environment

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Satisfaction With Work environment	5.722	49	.000	.57200	.3711	.7729

Result: the table shows significance level is 0.000 which is lesser than 0.01. Hence we accept null hypothesis and reject alternative

HYPOTHESIS TESTING : 4

H0: Satisfaction with training is not greater than 3.

H1: Satisfaction with training is greater than 3.

Table 4: Employees satisfaction with training

One-Sample Test						
	Test Value = 3					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Satisfaction with training	6.961	49	.000	.54400	.3870	.7010

Result: the table shows significance level is 0.000 which is lesser than 0.01. Hence we accept null hypothesis and reject alternative

CHAPTER –IV

CONCLUSION

4.1 CONCLUSION

After a thorough study and analysis of the questionnaire, feedback given by clients some useful finding were stated. It has helped in a great way to complete the project work. The project was successful at the end of the internship and it was great experience in RADIANT CASH MANAGEMENT SERVICES PVT LTD.

From this study I have concluded most of employees are satisfied with their jobs in RADIANT CASH MANAGEMENT SERVICES PVT LTD. Analysis of all facts and figure the observation gives a positive conclusion or impression regarding the job satisfaction of employees.

4.2 FINDINGS

- ✧ We find that from the above 63% of the population are male respondents.
- ✧ We find that about 59% of the respondents belong to less than 30 categories.
- ✧ We infer that about majority of the respondents have done undergraduate as their education qualification.
- ✧ We infer that majority of the respondents fall in 20000-30000 category monthly income.
- ✧ We infer that majority of the respondents have 5-10 years of work experience.
- ✧ Analysis shows significance level is 0.000 which is less than 0.01. so, satisfaction of employee relationship with supervisors is greater than 3.

- ✧ Analysis shows significance level is 0.003 which is less than 0.01. so, satisfaction with wages and salaries is greater than 3.
- ✧ Analysis shows significance level is 0.000 which is less than 0.01. so, satisfaction of work environment with supervisors is greater than 3
- ✧ Analysis shows significance level is 0.000 which is less than 0.01. so, satisfaction with training is greater than 3

4.3 SUGGESTIONS

- ❖ From the study it was identified that the most of the employees are satisfied. Majority of the employees are satisfied with the salary structure, promotional programme, working environment, and allowances provided by the organizations.
- ❖ System of reward and recognition may be improved.
- ❖ Remuneration to employees may be improved, if feasible
- ❖ To satisfied the employees mostly suggestions should be taken from them.
- ❖ Superiors should support to employees.

RECOMMEDATIONS

Based on the above findings, the following recommendations are made for improving job satisfaction among employees in Radiant Cash Management Services PVT LTD.

- ❖ Training programs has to be provided based on the job content. It should be job related and knowledge based.

- ❖ More and more opportunities should be provided to employees to promote inter personal relationships.
- ❖ Incentives may be provided to employees who successfully complete courses under company's education assistance scheme.
- ❖ The company should re-introduce the transportation facility to its officers which will reduce cost over-run and savings in income.
- ❖ Job rotation is to be made at least once in three years.
- ❖ The promotion policy should be time bound and uniform in order to keep the morale of the employees high.
- ❖ The grievance handling system should be made more efficient and the company should see that complaints are solved quickly.
- ❖ The employees should be given an opportunity to participate in decision-making. So that the decisions can be smoothly implemented.

CHAPTER-V

ANNEXURE

5.1 BIBLIOGRAPHY

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5.2 QUESTIONNAIRE

A STUDY ON EMPLOYEE SATISFACTION LEVEL

S. No	STATEMENT
1.	Gender <ul style="list-style-type: none"> • Male • Female
2.	Age <ul style="list-style-type: none"> • Less than 30 <input type="checkbox"/> 31-40 <input type="checkbox"/> 41-50 • Above 50
3.	Education Level <ul style="list-style-type: none"> • Diploma/School • Under Graduate • Post Graduate
4.	Monthly Income level (in Rupees) <ul style="list-style-type: none"> <input type="checkbox"/> Less than 20,000 <input type="checkbox"/> 20,000 to 30,000 <input type="checkbox"/> 30,000 to 40,000 <input type="checkbox"/> Above 40,000
5.	Work Experience <ul style="list-style-type: none"> • Less than 5 years • 5 to 10 years • Above 10 years

S. No	Statement	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
6	The trust imposed on employee by superior					
7	Mutual Co operation among people in the organization					
	Free discussion					

8	between the superiors and employees					
9	Freedom of expression of problems in free and informal atmosphere					
10	Encouragement given by seniors in experimenting with new methods of doing my work					

S. No	Statement	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
11	Income for the job I perform					
12	Clarity and ability to understand the incentive system followed by the management					
13	Satisfaction with your annual increment					
14	Over time wages provided					
15	Salaries provided, relevant to your working hours					

S. No	Statement	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
16	Availability of pleasant physical environment					
17	Provision of lighting and ventilation facilities at the work place					
	Adequacy of					

18	working (floor) area to work efficiently					
19	Efficiency of the equipment's and tools at the work place					
20	Availability of canteen or food providing sector					

S. No	Statement	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
21	Training programme by the organization					
22	Usefulness of the training to acquire knowledge and skill					
23	Sufficient , duration of the training programme					
24	Encouragement to participate in the external training courses					
25	The training programme provided in your organization , effective.					