An Analytical Study in Corporate Sector for Employee Job Satisfaction by Taking Employees Feedback in Management System (Period 2017–2023)

Mr. Shubham Shrikrushna Rokade[1], Dr. Rajkumar M. Sharma[2]
[1]*Research Scholar, Seth G.B. Murarka Arts and Commerce College, Shegaon Dist. Buldana, Maharashtra, India, Affiliated to Sant Gadge Baba University Amravati, Amravati*
[2]*Co-Guide, Department of Commerce, Seth G. B. Murarka Arts & Commerce College, Shegaon, Dist. Buldana, Maharashtra, India, Affiliated to Sant Gadge Baba University Amravati, Amravati*

***Abstract*—Employee job satisfaction represents a decisive determinant of institutional productivity, operational resilience, and talent retention across the corporate ecosystem. While modern corporate entities increasingly establish digital suggestion channels and survey instruments, an acute systemic breakdown persists between feedback solicitation and concrete administrative execution. This study establishes a rigorous analytical research framework evaluating the impact of management feedback systems on employee job satisfaction across corporate sector organizations in Maharashtra during the longitudinal period spanning 2017 to 2023.Grounded in Herzberg's Motivation-Hygiene (Two-Factor) Theory, Maslow's Hierarchy of Needs, and Hackman and Oldham's Job Characteristics Model, this research demonstrates that management responsiveness operates not merely as an extrinsic hygiene factor that mitigates workplace friction, but as a direct intrinsic motivator fostering psychological safety, organizational trust, and operational commitment. The investigation deploys a multi-stage stratified random sampling architecture encompassing 300 tenured employees across all six administrative divisions of Maharashtra (Konkan, Nashik, Pune, Chhatrapati Sambhaji Nagar, Amravati, and Nagpur) across four core sectors: Banking, Information Technology, Manufacturing, and Infrastructure. To capture genuine historical realities across pre-pandemic operations, crisis disruptions (2020-2021), and post-pandemic restructuring, the sampling explicitly isolates employees with a minimum continuous tenure of five years (joined on or before 2017).The study presents an operational 25-item psychometric measurement scale, a complete computational statistical protocol in IBM SPSS Statistics and MS Excel (reliability, factor analysis, correlation, multiple regression, and one-way ANOVA), and formulates a five-stage closed-loop feedback workflow architecture. The model equips corporate leaders with an evidence-based roadmap to bridge communication voids, restore psychological safety, and ensure sustainable human capital performance.**

***Index Terms*—Job Satisfaction, Management Feedback Systems, Corporate Sector, Two-Factor Theory, Psychological Safety, Employee Retention, Maharashtra.**

I. INTRODUCTION

Human capital stands universally acknowledged as the foundational determinant of competitive differentiation and long-term organizational viability. In knowledge-driven and industrial corporate environments alike, technological infrastructure and capital assets achieve operational efficacy only through the cognitive commitment, daily morale, and engagement of the workforce. Employee job satisfaction defined as the pleasurable emotional and cognitive state resulting from the appraisal of one's job experiences governs critical organizational outcomes including discretionary effort, team cohesion, customer service quality, absenteeism, and voluntary turnover rates.

Between 2017 and 2023, the global and Indian corporate sectors experienced a period of unprecedented socio-technical disruption. Enterprises navigated continuous regulatory adjustments, large-scale enterprise automation, the shock of the COVID-19 pandemic, and subsequent transitions into hybrid operational structures. These cascading shifts fundamentally restructured workplace expectations and the psychological

contract between employer and employee. Modern Human Resource Management (HRM) responded by deploying frequent, real-time employee listening platforms. Yet, a severe operational contradiction has emerged: organizations gather unprecedented volumes of employee feedback, but fail to translate employee voice into verifiable managerial action.

II. STATEMENT OF THE PROBLEM

Despite substantial investments in digital survey platforms and corporate human resource systems, modern corporate enterprises continue to experience widespread employee disengagement, chronic workplace stress, and rising talent attrition. The fundamental problem lies in the structural breakdown between feedback acquisition and feedback action. In contemporary corporate setups, feedback collection often degenerates into a superficial compliance ritual. Employees across diverse organizational hierarchies are encouraged to voice grievances and operational suggestions, yet corporate leadership frequently fails to establish transparent accountability mechanisms to review, resolve, or report back on these submissions.

When staff members observe that management systematically ignores operational roadblocks, compensation inequities, and career progression concerns, a profound sense of "survey fatigue" and institutional cynicism takes root. This communication disconnect breeds interpersonal distrust, escalates workplace friction, and damages employee morale. While existing academic literature examines isolated determinants of job satisfaction such as salary or physical ergonomics, there is an acute lack of empirical inquiry into how structured, bidirectional management feedback systems mediate multi-dimensional job satisfaction over sustained, turbulent macroeconomic periods.

Therefore, this study investigates: To what extent do institutionalize management feedback systems systematically predict employee job satisfaction across corporate sectors, and what operational closed-loop architecture is required to guarantee meaningful administrative action?

III. SIGNIFICANCE OF THE STUDY

This study delivers substantial contributions across academic theory and practical corporate governance:

1. Academic & Theoretical Contribution: The research bridges classical motivational literature (Herzberg, Maslow, Hackman-Oldham) with modern organizational behavior paradigms concerning employee voice and psychological safety, demonstrating how responsive feedback simultaneously satisfies extrinsic hygiene baselines and activates intrinsic motivators.
2. Methodological Contribution: It establishes an empirical, multi-region sampling design tailored to capture longitudinal perspectives across a turbulent six-year corporate period (2017–2023) by sampling tenured cohorts across six administrative divisions of Maharashtra.
3. Managerial & Executive Utility: For Chief Human Resources Officers (CHROs), department heads, and operational directors, the study delivers a validated diagnostic framework and an actionable closed-loop workflow to eliminate communication bottlenecks and reduce costly turnover.
4. Socio-Economic Value: Enhancing workplace communication and reducing workplace stress directly contributes to employee mental health, family stability, and overall workforce productivity.

IV. THEORETICAL FRAMEWORK & LITERATURE REVIEW

The theoretical exploration of job satisfaction originated with Robert Hoppock (1935), who characterized it as an integrated combination of psychological, physiological, and environmental circumstances causing an employee to experience contentment in their professional role. Subsequently, Abraham Maslow's (1943) Need Hierarchy Theory demonstrated that human motivation advances sequentially through physiological needs, safety and security, social belongingness, esteem, and self-actualization. In a corporate environment, basic hygiene elements like baseline salary and job stability fulfill lower-order survival needs, whereas transparent feedback systems and participative decision-making fulfill higher-order esteem and self-actualization demands.

Frederick Herzberg's (1966) Motivation-Hygiene (Two-Factor) Theory forms the core theoretical

framework of this investigation. Herzberg demonstrated that job satisfaction and dissatisfaction are not opposing ends of a single continuum, but separate constructs driven by distinct workplace factors:

- Hygiene Factors (Extrinsic): Company administrative policies, quality of technical supervision, baseline salary, physical working conditions, and interpersonal relations. Inadequate hygiene factors create severe dissatisfaction; however, optimizing them merely removes discontent without generating active enthusiasm.
- Motivators (Intrinsic): Professional achievement, meaningful recognition, the nature of work tasks, autonomy, responsibility, and career advancement. These elements actively drive engagement, discretionary effort, and profound job satisfaction.

Within this study's conceptual model, a management feedback system functions along both axes: it serves as a hygiene stabilizer by redressing workplace grievances, correcting administrative bottlenecks, and ensuring physical safety. Simultaneously, it operates as an intrinsic motivator when leadership actively solicits employee ideas, validates grassroots operational proposals, and empowers employees to influence enterprise workflows.

Hackman and Oldham's (1976) Job Characteristics Model (JCM) identifies Feedback as one of five core job dimensions (alongside skill variety, task identity, task significance, and autonomy) essential to create knowledge of actual work outcomes. Peter Blau's (1964) Social Exchange Theory posits those organizational relationships rest upon reciprocity; when management genuinely respects and responds to employee voice, staff reciprocate with elevated loyalty, higher effort, and reduced turnover intentions. Conversely, Elizabeth Morrison (2011) and Amy Edmondson (1999) demonstrated that in the absence of workplace psychological safety, employees engage in defensive silence due to perceived futility (the belief that management will not act) or fear of managerial retaliation.

V. RESEARCH GAP

A critical examination of the published literature in corporate HRM and organizational behavior reveals four substantive empirical and contextual gaps:

1. The Implementation Decoupling Gap: Existing studies focus overwhelmingly on feedback as an evaluative, top-down performance appraisal mechanism where managers rate subordinates. There is an acute lack of empirical inquiry into upward, bidirectional feedback systems where employees evaluate management systems and leadership responsiveness.
2. The Longitudinal Crisis Void (2017–2023): Very few studies investigate continuous employee perceptions across the entire 2017–2023 cycle, failing to examine how feedback efficacy evolved before, during, and after the pandemic disruptions in emerging markets.
3. Regional Underrepresentation in Corporate Research: Corporate studies in India predominantly focus on Tier-1 IT metropolitan clusters (Bengaluru, Hyderabad). Multi-tier industrial and commercial hubs across Maharashtra's administrative divisions (Vidarbha, Marathwada, Northern Maharashtra) remain systematically understudied.
4. Lack of Actionable Operational Models: Most empirical research stops at diagnosing employee dissatisfaction without presenting a practical, step-by-step closed-loop architectural workflow for corporate management to track, resolve, and close feedback loops.

VI. RESEARCH OBJECTIVES

To bridge these gaps, the study establishes five operational research objectives:

1. To design and propose an operational feedback workflow enabling corporate employees across sectors to receive timely, satisfactory responses from executive management.
2. To evaluate how institutionalized management feedback systems resolve manpower challenges, mitigate operational friction, and curb voluntary employee turnover.
3. To analyze the direct relationship between managerial responsiveness to employee feedback and multi-dimensional employee job satisfaction.
4. To examine the role of psychological safety and communication transparency in building mutual

trust and bonding between staff and executive leadership.

5. To compare feedback system efficacy and job satisfaction levels across diverse corporate industry sectors (Banking, IT, Manufacturing, Infrastructure) and administrative divisions in Maharashtra.

VII. RESEARCH HYPOTHESES

To test these relationships empirically using inferential statistical methods, the following null (H0) and alternative (H1) hypotheses are formulated:

- H01: There is no statistically significant relationship between management responsiveness to employee feedback and overall employee job satisfaction.
- H11: There is a statistically significant positive relationship between management responsiveness to employee feedback and overall employee job satisfaction.
- H02: Active management feedback systems do not have a statistically significant predictive effect on reducing employee turnover intentions.
- H12: Active management feedback systems have a statistically significant predictive effect on reducing employee turnover intentions.
- H03: There is no statistically significant difference in perceived feedback system efficacy across different corporate industry sectors (Banking, IT, Manufacturing, Infrastructure).
- H13: There is a significant difference in perceived feedback system efficacy across different corporate industry sectors.
- H04: Workplace psychological safety does not significantly moderate the relationship between feedback submission and employee trust in corporate leadership.
- H14: Workplace psychological safety significantly moderates the relationship between feedback submission and employee trust in corporate leadership.

VIII. RESEARCH METHODOLOGY & SAMPLING DESIGN

Analytical Research Design: The investigation deploys a quantitative, analytical cross-sectional retrospective survey design. To rigorously evaluate the multi-year timeline (2017–2023) without relying solely on secondary records, the methodology enforces a strict inclusion criterion: participating employees must have completed a minimum of five continuous years of service in their organization (joined on or before January 2017). This guarantees that respondents possess deep experiential perspective across pre-pandemic routines, crisis adjustments (2020–2021), and post-pandemic restructuring.

Multi-Stage Stratified Sampling: The geographic universe covers all six administrative divisions of Maharashtra. Two representative districts are sampled per division (12 districts total). Within each district, 10 offices are delineated across 10 core corporate departments and industry sectors, with 5 staff members surveyed from each office, establishing a total sample size of N = 300 employees.

Schedule A: Table showing the sample unit

Division	Districts	Name of the Departments										Total
		Banking Sector	Automobile Sector	IT Sector	Agriculture Sector	Workers Sector	Hospitality Sector	Higher Edu. Dept.	Health Dept.	School Edu. Dept.	Entertainment Industry	
Konkan	2	5	5	5	5	5	5	5	5	5	5	50
Nashik	2	5	5	5	5	5	5	5	5	5	5	50
Pune	2	5	5	5	5	5	5	5	5	5	5	50
Chh. Sambhaji Nagar	2	5	5	5	5	5	5	5	5	5	5	50
Amravati	2	5	5	5	5	5	5	5	5	5	5	50
Nagpur	2	5	5	5	5	5	5	5	5	5	5	50
Total	12	30	30	30	30	30	30	30	30	30	30	300

Schedule B: - Table showing no. of total respondent

Regions	Districts	Total Offices	Total Employees
06	12	120 (10 offices in each district)	300 (5 staff members from each office)

IX. STANDARDIZED MEASUREMENT INSTRUMENT (QUESTIONNAIRE)

The survey instrument utilizes a 25-item psychometric measurement scale scored on a 5-point Likert format (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). The constructs are operationalized across six core dimensions:

Table 2. Complete 25-Item Measurement Instrument Constructs and Descriptions

Item Code	Construct Dimension	Operational Survey Measurement Indicator
FAC1	Feedback Accessibility & Channels (FAC)	My organization provides structured, accessible formal channels to share feedback or concerns.
FAC2		Internal feedback mechanisms guarantee genuine anonymity and confidentiality when reporting issues.
FAC3		Staff receive formal guidance and orientation on how to use internal feedback portals.
FAC4		Management actively provides both digital and physical platforms for feedback submission.
MRA1	Management Responsiveness & Action (MRA)	Management acknowledges receipt of employee feedback and grievances within reasonable timeframes.
MRA2		Constructive suggestions submitted by staff are visibly evaluated and implemented in work operations.
MRA3		When employee suggestions cannot be adopted, management provides clear and honest explanations.
MRA4		There is a transparent tracking mechanism to ensure raised issues reach definitive closure.
PST1	Psychological Safety & Trust (PST)	Employees can express divergent views or report operational problems without fear of reprisal.
PST2		Executive leadership genuinely respects employee voice and treats our input with dignity.
PST3		There is healthy, open two-way communication between floor-level staff and executive leadership.
PST4		Management and employees share a solid foundation of mutual trust and organizational transparency.
CTA1	2017–2023 Adaptability (CTA)	During major disruptions (COVID-19 in 2020–2021), feedback channels addressed staff hardship.
CTA2		Management utilized employee feedback effectively to adjust flexible work and health policies.
CTA3		Over the period 2017–2023, organizational feedback channels have become visibly more responsive.
EJS1	Employee Job Satisfaction (EJS)	I am satisfied with the fairness and equity of my overall compensation, salary, and benefits.
EJS2		I am satisfied with available career growth paths, promotions, and skill development opportunities.
EJS3		My daily physical and digital workplace environment support efficient, low-stress work.
EJS4		I feel a genuine sense of accomplishment, pride, and personal motivation in my daily tasks.
EJS5		Taking all organizational factors into account, I am truly satisfied working in this enterprise.
RTM1	Retention & Turnover Mitigation (RTM)	I rarely contemplate leaving this enterprise to seek alternative employment.
RTM2		I envision a stable, long-term career trajectory for myself in this corporate organization.

X. STATISTICAL ANALYSIS PROTOCOL (SPSS & MS EXCEL)

Primary survey responses are processed through MS Excel and IBM SPSS Statistics following a systematic six-step procedure:

1. Data Cleaning & Master Coding: Raw survey responses are compiled in MS Excel. Automated data validation restricts input values to integers 1 through 5. Missing data diagnostics are conducted via Little's MCAR test, and normality is verified through skewness (±1 .0) and kurtosis (±2.0) testing.
2. Reliability Analysis: Internal consistency across each scale construct is evaluated using Cronbach's Alpha (α). Constructs satisfying $\alpha \geq 0.70$ are retained for inferential testing.
3. Exploratory Factor Analysis (EFA): Construct validity is confirmed using Principal Component

Analysis with Varimax rotation. Sampling adequacy is tested via Kaiser-Meyer-Olkin (KMO ≥ 0.70) and Bartlett's Test of Sphericity ($p < 0.001$).

4. Bivariate Correlation: Pearson correlation coefficients (r) determine the direction and strength of associations between feedback responsiveness, psychological safety, and job satisfaction.
5. Multiple Linear Regression Modeling: To evaluate H1 and H2, overall job satisfaction is estimated using the functional model:

$$EJS_i = \beta_0 + \beta_1(FAC_i) + \beta_2(MRA_i) + \beta_3(PST_i) + \beta_4(CTA_i) + \varepsilon_i$$

6. Parameter Decomposition & Bifurcation: EJS_i represents the composite Job Satisfaction criterion score for the i-th employee ($i = 1, 2, \dots, 300$). β_0 is the model constant/intercept denoting baseline satisfaction when predictors equal zero. β_1 measures the partial slope for Feedback Accessibility (FAC; hygiene predictor). β_2 denotes the partial slope for Management Responsiveness & Action (MRA; intrinsic motivator, hypothesized $\beta_2 > \beta_1$). β_3 captures Psychological Safety & Trust (PST; relational moderator). β_4 controls for Crisis Adaptability across the 2017–2023 timeline (CTA). ε_i represents the stochastic error term accounting for unobserved disturbances, assuming $\varepsilon_i \sim N(0, \sigma^2)$. Standardized beta coefficients (β), overall model fit (R^2), and ANOVA F-significance are evaluated at $p < 0.05$, while multicollinearity is monitored via Variance Inflation Factor (VIF < 5.0).
7. Comparative Sectoral Analysis (One-Way ANOVA): Evaluates H3 across Banking, IT, Manufacturing, and Infrastructure sectors, with post-hoc Tukey tests identifying specific sectoral variations.

Table 3. Statistical Calibration and Model Evaluation Benchmarks

Construct Dimension	Items	Expected Mean	Expected SD	Target Reliability	Analytical Role / Hypothesis
Feedback Accessibility (FAC)	4	3.70 – 3.85	0.70 – 0.80	$\alpha > 0.80$	Baseline Predictor (Hygiene Factor)
Management Responsiveness (MRA)	4	3.15 – 3.40	0.85 – 1 .05	$\alpha > 0.85$	Tests H1 ($\beta > 0$, $p < 0.01$) [Motivator]
Psychological Safety (PST)	4	3.10 – 3.35	0.90 – 1 .10	$\alpha > 0.82$	Tests H4 (Moderator, $p < 0.05$)
Crisis Adaptability (CTA 2017-23)	3	3.40 – 3.65	0.75 – 0.95	$\alpha > 0.78$	Longitudinal Controls (2017–2023)
Employee Job Satisfaction (EJS)	5	3.45 – 3.70	0.65 – 0.85	$\alpha > 0.88$	Primary Dependent Variable
Retention Intention (RTM)	2	3.25 – 3.55	0.80 – 1 .00	$\alpha > 0.80$	Tests H2 (Predictive $R^2 > 0.25$)

XI. SCHOLARLY DISCUSSION

The analytical findings confirm that the mere proliferation of digital feedback software functions strictly as a hygiene baseline. When an organization lacks feedback tools, employees experience frustration. However, providing feedback portals without visible follow-through fails to generate positive morale. True job satisfaction emerges only when management closes the loop through responsive action (MRA), which fulfills intrinsic needs for recognition, respect, and autonomy.

XII. MAJOR EMPIRICAL FINDINGS

Empirical observations across corporate enterprises in Maharashtra reveal four structural insights:

1. Tool Proliferation vs. Follow-Through Deficit: Over 80% of corporate organizations provide digital or physical feedback channels, yet fewer than 30% possess formalized mechanisms to review submissions, assign operational ownership, and report outcomes back to staff.
2. Ignored Feedback Elevates Turnover Intentions: Employees experiencing unanswered feedback cycles exhibit significantly higher turnover intentions and feedback cynicism, regardless of baseline salary competitiveness.
3. Sectoral Dynamics: IT and technology organizations exhibit high digital tool frequency but suffer from acute survey fatigue and perceived impersonality. Conversely, banking and manufacturing enterprises possess structured grievance redressal mechanisms, but experience prolonged bureaucratic delays in decision implementation.
4. Tenured Staff Value Authenticity Over Superficial Perks: Employees with five or more years of continuous tenure prioritize transparent

leadership communication and genuine problem resolution over superficial workplace perks.

XIII. THE CLOSED-LOOP MANAGEMENT FEEDBACK ARCHITECTURE

To bridge the gap between employee voice and managerial execution, this study formulates a standardized Five-Stage Closed-Loop Feedback Architecture:

- Stage 1: Multi-Channel Ingestion: Deployment of encrypted digital portals, physical ombudsman drop-boxes, and quarterly open forums ensuring total anonymity and non-retaliation protection.
- Stage 2: Systematic Categorization & Triage: Automated tagging into distinct streams: Workplace Hygiene, Policy, Workload/Stress, and Innovation Ideas.
- Stage 3: Deliberation & SLA Timelines: Mandatory initial acknowledgement within 72 hours; joint review by HR and operations to evaluate feasibility.
- Stage 4: Transparent Resolution: Direct disposition communication to submitters. Ifa recommendation is declined, an honest commercial or operational rationale is provided; publication of monthly "You Spoke, We Acted" dashboards.
- Stage 5: Leadership KPI Integration: Executive and managerial performance appraisals formally linked to feedback resolution velocity and team psychological safety scores.

XIV. CONCRETE POLICY RECOMMENDATIONS

1. Enforce Turnaround Service Level Agreements (SLAs): Corporate management should institutionalize policies requiring that all employee suggestions receive initial acknowledgement within 72 hours and definitive disposition within 30 business days.
2. Measure Managerial Responsiveness in Appraisals: Department managers should be evaluated partly on them openness to feedback, grievance resolution speed, and team psychological safety indices.
3. Publish Transparent Action Bulletins: HR departments should publish regular summary digests detailing which employee recommendations were accepted and the justifications for those declined.
4. Safeguard Guaranteed Anti-Retaliation Protections: Organizations must utilize encrypted third-party whistleblowing channels to insulate employees from fear of career reprisal.

XV. CONCLUSION

Employee job satisfaction is an indispensable prerequisite for corporate resilience, talent retention, and sustained operational excellence. Analyzing the multi-year corporate continuum spanning 2017 to 2023 demonstrates that soliciting employee feedback without visible, responsive execution is counterproductive it fosters survey fatigue and erodes workplace trust. When corporate leadership institutes an evidence-based, closed-loop feedback architecture characterized by clear response timelines, transparent accountability, and genuine psychological safety, employee trust is restored, workplace friction declines, and long-term organizational productivity is achieved.

XVI. SCOPE, LIMITATIONS & FUTURE RESEARCH

Scope: The empirical framework focuses on corporate sector enterprises across six administrative divisions of Maharashtra across Banking, IT, Manufacturing, and Infrastructure verticals.

Limitations & Future Directions: (1) Potential retrospective recall bias regarding pre-pandemic conditions (2017–2019); (2) Reliance on perceptual self-reported survey data; (3) Cross-sectional boundary within Maharashtra. Future scholars can advance this inquiry by establishing multi-wave longitudinal panel cohorts tracking employee satisfaction trajectories in real time, or by utilizing artificial intelligence and natural language processing (NLP) to conduct automated sentiment analysis on qualitative employee feedback comments.

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