

Volume 7, Issue 6, June 2019

# International Journal of Advance Research in Computer Science and Management Studies

Research Article / Survey Paper / Case Study

Available online at: [www.ijarcsms.com](http://www.ijarcsms.com)

## *Study of Job Satisfaction among employees of Automobile Industry*

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### I. JOB SATISFACTION

High Job Satisfaction on the other hand gladdens the heart of administrators because it tends to be connected with positive conditions that administration wants. High Job Satisfaction is the representation of well managed organization as it cannot be persuaded to existence or even bought. It furnishes a measure of the progress that has been made in developing a sound behavioural climate in an organization.

#### Job Satisfaction in Organizations

Job satisfaction is the favourable or unfavourable with which employees view their work. It results when there is a fit between job profile and the wants of employees. It expresses the amount of the congruence between the employees expectations of the job and the rewards that the job provides. Since job satisfaction involves expectations compared with rewards. Job satisfaction may refer to either a person or a group.

Job Satisfaction can be more accurately interpreted in terms of the general emotional tone of employees. Some employees, for example, may be very satisfied with their home and community life, but they think their jobs are average. In this instance their job satisfaction is relatively low because it is below their other satisfactions. Other employees may be loaded with home and community dissatisfactions but they also feel that their jobs are average. This means that their job satisfaction is relatively high. In order to relate general emotional tone specifically to job satisfaction, some organizations survey both job satisfaction and life satisfaction so that the two conditions may be compared. Job satisfaction and life satisfaction are often closely related. This is known as the spill over effect, meaning that one spills over to the other. A different and less prevent relationship is that people compensate for low job satisfaction by trying to achieve high life satisfaction.

Although it is possible to have high productivity with low job satisfaction, it is doubtful that extremes of this condition can be maintained in the long run. In a relatively free society, if a large enough group is affected, resistances and restrictions develop that lead eventually to lower productivity. People being what they are, they resist and avoid which brings them dissatisfaction and lack of fulfilment.

Relation of Job Satisfaction to other Variables Job Satisfaction tends to correlate with a number of other variables in organisation which are –

- a) Turnover - As might be expected, job satisfaction consistently correlates with turnover. Those employees who have low job satisfaction are more likely to leave their employer. The same relationship applies for absenteeism. If employee have low job satisfaction, they are likely to be absent from their jobs more often.
- b) Age - There is a positive correlation between age and job satisfaction. As workers become older they tend to become more satisfied with their jobs, probably because of increasing adaptation on the basis of experience. Younger workers, on the other hand, tend to have excessively high expectations of promotion and other job conditions: so when they first experience employment, they tend to be dissatisfied with it.
- c) Occupation - Studies have shown a consistent relationship between occupational level and job satisfaction. Higher - level occupations report increased job satisfactions, on the other hand low level of occupations decreased the job satisfactions.
- d) Community Conditions - One feature of job satisfaction is that it is influenced by community conditions. It might be reasoned that poor community conditions pull down job satisfaction, while better community conditions lift it, but this is not the case. What usually happens is that employees compare their job conditions with community conditions. If they have average job conditions surrounded by poor community conditions, these circumstances tend to lift their satisfactions because they see themselves relatively well off.

#### Benefits of Job Satisfaction

- a) Increased profits
- b) Higher Productivity
- c) Lower Turnover
- d) Loyalty Automobile Industry

The Automobile Industry comprises a wide range of companies and involved in the design, development, manufacturing, marketing and selling of motor vehicles. The industry is one of the world's largest industries by revenue (from 16% such as in France up to 40% to countries like Slovakia). It is also the industry with the highest spending on research & development. The word Automobile comes from the Greek word Autos (self), and Latin word Mobil (of motion), referring to any form of self powered vehicle. This term was proposed by Elmer Sperry (1860-1930), first came into use with reference to automobiles in 1898.

The Automobile Industry was started in the 1860s with hundreds of manufacturers that pioneered the horseless carriage. For many decades, the United States led the world in total automobile production. In 1929, before the Great Depression, the world had 32,028,500 automobiles in use, and the U.S. automobile industry produced over 90% of them. At that time, the U.S. had one car per 4.87 persons. After 1945, the U.S. produced about 75 percent of world's auto production.

**II. LITERATURE REVIEW****● Determinants of Job Satisfaction**

The studies related to Determinants of Job Satisfaction or say Factors influencing Job Satisfaction were conducted by Radhika Kapur (2018), Md Zahir Uddin Arif and Mohammad Maksudul Karim (2017), Subhasini Durai (2017), Javed and Premarajan (2011), Chiun Lo and Ramayah (2011), Amburgey (2005), Bavendum (2000), Kowang Owee Tan (2018) all concluded the factors in their own ways. Which are mentioned below

Radhika Kapur (2018) studied about the factors influencing Job Satisfaction and stated that Job Security, Opportunities to make use of Skills and Abilities, People Management, Compensation and Pay, Supervisor Support, Working Conditions, Educational Qualifications, Environmental Conditions, Flexibility to Balance Life and Work Issue, Job Duties, Relationship with the Co-workers, Job Characteristics are the factors that directly influences the job satisfaction level of the employees and also stated that Job satisfaction is regarded to be a significant factor especially concerning the employees within the working environment. Employees who possess higher levels of job satisfaction are less likely to be absent from work, they are less likely to leave their jobs, are more productive, resourceful and diligent, more likely to display organizational commitment and they are more likely to be satisfied with their lives.

Md Zahir Uddin Arif and Mohammad Maksudul Karim (2017) studied about the Job Satisfaction level through the method of primary data collection that is Questionnaire method from which they concluded that employee productivity is very crucial. To enhance this productivity, the employee attitude has to be understood and it needs to motivate the employees in better ways. Because employee job satisfaction is the precondition of highly-motivated workforces who are the most valuable resources.

Subhasini Durai (2017) studied the Job Satisfaction level through The Rule of Thumb for the reliable results. Organizations often neglect the impact of job satisfaction towards the gravity of employees. It was observed that there is a strong correlation between the levels of job satisfaction and of Performance of an employee, in both Supervisor and Worker groups of the Automobile Industry. Job satisfaction was observed higher in the supervisors' level rather than that of the Employees in workers level.

Javed and Premarajan (2011) examined the influence of distributive and procedural justice on pay and Job Satisfaction. They provided that distributive justice and procedural justice had differentiating impact on Job Satisfaction and four facets of pay satisfaction i.e. level, raise, benefits and administration. Their survey carried out among 122 Indian managers.

Chiun Lo and Ramayah (2011) examined the relationship between mentoring the employee's job satisfaction among employees from small and medium enterprises in Malaysia. A total of 156 Malaysian executives from 21 selected small and medium enterprises were participated in this study. The results show that there was a positive relationship between career mentoring and all dimensions in job satisfaction such as co-workers, job itself, promotions and supervisors. On the other hand, no significant relationship was found between psychosocial mentoring and three aspects of employee's job satisfaction, namely co-workers, job itself and promotion.

Amburgey (2005) job satisfaction is a critical component of organizational success. Employees that are satisfied with their jobs put forth greater effort to complete their tasks and advance the organization's goals. An

organization with employees who have high job satisfaction can retain and attract employees with the skills that it needs.

Bavendum (2000) argues that increasing job satisfaction is important for its humanitarian values and its financial benefits due to its effect on employee behaviour. He notes that employees with higher job satisfaction believe that the organization will be satisfying in the long run, care about the quality of their work, are more committed to the organization. and have higher retention rates, and are more productive.

Kowang Owee Tan (2018) studied factors influencing job satisfaction levels and concluded that Some of the organizations are facing constant high employee turnover which accompanied with unsatisfactory performance and low productivity. High turnover and low productivity are the most obvious indicators of job dissatisfaction. Thus for better understanding on the factors which influence job satisfaction is very crucial for all organizations. Through the understanding of the factors, organizations can be aware of the symptoms beforehand and take precaution to support and increase the job satisfaction level of employees. In order for an organization to sustain and grow its business, job satisfaction is the long-term solution for talent retention and increased performance and productivity.

### III. RESEARCH METHODOLOGY

#### Objectives of the Study

- 1) To determine the factors affecting the Job Satisfaction among the employees of Automobile Industry.
- 2) To compare the identified factors in different companies of Automobile Industry.
- 3) To provide recommendations regarding the improvement of Job Satisfaction among the companies of Automobile Industry.

#### Methodology

Methodology followed in pursuing the study provides information given below in the caption naming Sample, Procedure of Data Collection and Data Analysis.

#### Sample

This study was conducted in Automobile Industry and 4 companies were selected using Random Sampling Technique from the 50 Nifty Companies which were amongst top 50.

#### Procedure of Data Collection

The data for the study was collected using Questionnaire Method where the questionnaire was having 20 selective type questions. Four companies were selected for the study to be done.

#### Data Analysis

The data was analysed using the percentile calculated from the collected data to get a clear view to interpret results.

### IV. RESULTS AND INTERPRETATIONS

#### Analysing Collected Data

Where:

SA- Strongly Agree

A-Agree

N- Neutral

D- Disagree

SD- Strongly Disagree

Statements	SA	A	N	D	SD	Interpretations
1. I get reasonable allowance with salary.	15%	20%	40%	20%	5%	Many employees are having neutral opinion and some employees agree and some disagree with the statement that they get reasonable allowances with salary.
2. I get other benefits such as Insurance or PF with salary.	15%	10%	30%	15%	30%	Many employees strongly disagree that they get other benefits such as insurance and PF.
3. My Work and Salary are proportional.	15%	25%	10%	40%	10%	Many of the employees are disagreeing the statement that their work and salary paid to them are not proportional i.e not equal.
4. I have a Secured job.	10%	10%	20%	45%	15%	Many of the employees disagree with the statement that they have secured job whereas there are a very less number of employees who agrees with the statement of secured job. That means they are not having job security.
5. I get Promotional opportunities at regular intervals.	30%	27%	23%	10%	10%	Majority of the employees agree with the statement that they get promotional opportunities on regular interval so that their motivation level always stay high.
6. Transfer policy applied in the organization is reasonable.	25%	30%	10%	20%	15%	Majority of the employees are happy or satisfied with the transfer policy that is applied in the organization.
7. I have freedom to use my own opinion.	5%	20%	48%	17%	10%	Majority of the employees are at neutral state besides that most of them disagrees with the given statement.
8. I face workload several times.	16%	14%	10%	38%	22%	Majority of the employees agree with the statement that means they do not face workload whereas few employees face workload.
9. Workload given is manageable.	25%	15%	20%	21%	19%	It can be seen that mixed responses are recorded for the statement given, besides that half majority is in favour and half majority is not in favour that their workload is manageable by them.
10. Several times I get work other than routine job.	4%	16%	26%	30%	24%	Majority of the employees disagree with the statement which means they do not get work other than their routine job, but few still gets some side work.
11. I got enrolled in training programmes arranged by the organization.	23%	20%	30%	10%	13%	Majority of the employees are neutral on the given statement but keeping neutral responses aside many of the employees agrees with the statement which means that they got enrolled in the training programmes.
12. The training programmes helped me in improving my efficiency.	20%	33%	10%	30%	7%	Majority of the employees agrees that training programmes helped them to improve their efficiency.
13. I use latest technology in my routine working.	15%	30%	20%	20%	15%	It can be seen that mixed responses are recorded for the given statement but here majority of the employees agree with the statement that they use latest technology in their routine working.
14. This technological factor gives some relief in my Work.	25%	23%	14%	18%	20%	It can be seen that majority of the employees agree with the statement that they get some relief in their work because of the help of technology they are using.
15. The work environment in the organization is good.	15%	10%	40%	25%	10%	Majority of the employees are neutral on the given statement that the work environment in the organization is good, besides that many of them disagrees with the statement which means working environment is not good.

16. The organization has several policies for dealing with the work environment within the organization.	20%	13%	10%	37%	20%	Majority of the employees disagree with the statement that organizations have no specified policies to deal with the work environment within the organization.
17. The Organization have reward system for excellent work done by the employee.	18%	31%	26%	10%	15%	Majority of the employees agree with the statement that organization have reward system for the excellent work done by the employees which means organization take care about the achievements of the employees.
18. I am able to meet my daily needs or expenses from the salary.	13%	25%	38%	18%	6%	Majority of the employees are neutral on the given statement but many agree with the statement that they are able to meet their daily needs and expenses from the salary.
19. The present job enhances my social status in the society.	7%	44%	19%	17%	13%	Majority of the employees agree with the statement that their present job enhances their social status in the society.
20. Job is Satisfactory.	10%	27%	48%	12%	3%	It can be seen that in the matter of satisfactory job majority of the employees are neutral for the given statement and many agrees with the statement that their job is satisfactory or they are satisfied with their job.

## V. FINDINGS AND SUGGESTIONS

### Findings

The following were the findings from the study:

- 1) Good reward systems can improve the motivation level of the employees leading to high level of job satisfaction.
- 2) Low/Less allowances with salary decreases the job satisfaction level of the employees.
- 3) Job security is an essential component that directly impacts job satisfaction level of the employees.
- 4) Promotional opportunities when provided on a regular interval to the employees leads to higher job satisfaction level of the employees.
- 5) Manageable workload plays an important role in employees job satisfaction level.
- 6) Training programmes provided to the employees helps them to increase their efficiency which increases employees job satisfaction level.
- 7) Technological factor helps employees to get some relief from the work that leads to maximum job satisfaction level of the employees.
- 8) Work environment within the organization when not managed properly leads to minimize the job satisfaction level of the employees.

### Suggestions

From the findings mentioned above I will suggest following things that will help to get maximum job satisfaction among the employees:

- 1) It is that organizations should pay more attention to the work environment within the organization to increase the job satisfaction level of their employees.

- 2) I think organizations should provide security of the job to the employees so that employees would retain and stay loyal towards to the organization and also this will definitely increase the job satisfaction level of their employees.
- 3) More emphasis should be given on the allowances that are given to the employees.

## VI. CONCLUSION

From the study the conclusion drawn is that there are many factors that contribute or say influence the job satisfaction of the employees that are allowances, job security, technological factors, reward systems, promotional opportunities, trainings, workload which are directly linked with the job satisfaction level of the employees are these needs much attention that is given now a days. From correcting these factors any organization can achieve efficiency and loyal employees.

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