



A STUDY ON JOB SATISFACTION OF EMPLOYEES IN A AUTOMOBILE COMPANY

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ABSTRACT

Employees of every organization will be continuously working hard and contribute in achieving organization objectives only if they are satisfied well. The objectives is to study the behavioral differences between employees who are appreciated and not appreciated to identify the most effective means of rewarding and promotion, to understand the extent to which employees perform, to identify what the effect of motivation is on the individual and to study organizational development if rewards and promotions the result of the emotional conflicts between the employees. Qualitative research design has been adopted for this study. Various employees from the companies are the respondents.

Keywords: Employee, Motivation, Satisfaction, Involvement, Commitment, Retention, Rewards, Promotion

Introduction:

Employee is a back bone of every organization without employee no work can be done so employees satisfaction is very important. employees will be more satisfied if they get what they expected job satisfaction relates to inner feelings of workers. Stressful environment to employee in job satisfaction is critical to the success of any organization or industry. They are more productive, efficient and effective, contributing to success of the company. Job satisfaction is a very important attribute which is frequently measured by organization. Most of the industries will spend a lot of time and money in developing the best customer service in order to keep their customers happy. What many companies forget is that happy employees equal to happy customer. Job satisfaction refers to how employees feel about their compensation, benefits, work environment, career development and relationship with co-workers, supervisors and management.

The Indian auto industry is one of the largest in the world. The Indian automobile industry contributes almost 6.4% of India's GDP and 35% of manufacturing GDP and is a leading employment provider. The Two Wheelers segment with 81 percent market share is the leader of the Indian Automobile market owing to a growing middle class and a young population. The overall Passenger Vehicle (PV) segment has 13 percent market share. India is also a prominent auto exporter and has strong export growth expectations for the near future. Several initiatives by the Government of India and the major automobile players in the Indian market are expected to make India a leader in the Two Wheeler (2W) and Four Wheeler (4W) market in the world by 2030.

Review of literature:

Srivastava (1987) studied the relationship of job satisfaction and organization climate for which he selected 50 junior management level officers and 50 middle management level managers from various ministries and departments of Central Government located in Delhi. He found significant relationships between job satisfaction and organization climate in junior and middle level officers but the difference was statistically insignificant in terms of perception of climate and job satisfaction.

Joshi and Sharma (1997) have investigated the role of job and organizational related factors in job satisfaction among managerial employees of a private sector organization. They found from the study that only two variables, i.e. job content and training were the best predictors of job satisfaction. It was also found that Job content, training, scope for advancement, grievance handling, monetary benefits, participation, objectivity, recognition, welfare activities, support and warmth, communication, top management commitment, performance appraisal were positively and significantly related to managerial satisfaction.

Yadav and Halyal (1999) have investigated the influence of job involvement and family involvement on marital and job satisfaction. A sample of 500 male college teachers who had at least five years of married and teaching experience, at least one child, and unemployed wife were administered the questionnaire. Analysis of the data indicated that psychological identification with job and family were positively correlated with job and marital satisfaction. Job involvement and family involvement were positively correlated to each other, having an additive interactive influence on job satisfaction and marital satisfaction.

Brown and Lam (2008) in their meta-analysis study on relationships linking employee satisfaction to customer responses indicated statistically significant and substantively important relationships linking employee satisfaction to customer satisfaction and perceived service quality. They found that the employee satisfaction is consistently important driver of customer responses

Thekedam (2010) has tested factors that influence job satisfaction in Kerla, India and reported that individual characteristics are important predictor of job satisfaction which are not limited to demographic variable but include psychological and attitudinal characteristics as well. He mentioned that attainable goals will result greater job satisfaction. He has reported lower job satisfaction among females is probably because of their attempt to cope with work and family responsibility.

Need for the Study:

The job satisfaction is psychological feeling of person. It is a personal feeling of an employee towards his job. It is difficult to evaluate the satisfaction level of an employee. Because it is intangible and complex assemble of cognitions and emotional and also differs from one person to another person. From the available tools, an attempt is made to evaluate the satisfaction level among the employees.

Objectives of the study:

1. To assess the satisfaction level of employees.
2. To identify the factors which influence the job satisfaction of employees.
3. To identify the factor this improves the satisfaction level of employees.
4. To suggest the factors that makes an employees to satisfy are their job.

Research methodology:

The study is an empirical research base on both primary data and secondary data. First hand data have been collected from the hospital employees with the help of interview schedule. Secondary data is also collected from various studies, books, journals, magazines and websites to supplement the present study.

Sources of data The present study is based on primary data and secondary data. The data are collected from every possible source.

Primary Data The primary data were collected from the sample respondents through a questionnaire.

Secondary data The secondary data needed for this study are collected from journals, books, magazines, articles, government records, and websites and so on.

Sampling Design The researcher has used convenient sampling method. Total number of respondents in this study sample size is 100.

Data analysis and Interpretations:

Table -1 Demographic Factors

Socio Demographic Factors	Categories	No. of Respondents	Percentage
Gender	Male	64	64%
	Female	36	36%
Age	< 30 Years	35	35%
	31 - 40 Years	37	37%
	41 - 50 Years	13	13%
	> 50 Years	15	15%
Educational Qualification	Inter/Diploma	16	16%
	Graduation	48	48%
	Post Graduation	24	24%
	Others	12	12%
Managerial Level	Junior Level	36	36%
	Middle Level	45	45%
	Senior Level	19	19%
Work Experience	Up to 5 years	34	34%
	5 to 10 years	46	46%
	Above 10 years	20	20%

Source: Primary Data

According to the above table, 64% are male respondents and 36% are female respondents. The majority of respondents are male. Among 100 respondents, 35% of respondents are below 30 years of age, 37% of respondents are between 31-40 years of age, 13% of respondents are between 41-50 years of age and 15% of respondents are above 50 years.

Hence majority of respondents are below 40 years. Educational qualification of 16% respondents is inter/diploma, 48% respondents are graduated, 24% respondents are post graduated and 12% respondents are other qualifications. Hence majority of respondents are graduates. Among 100 respondents, junior level are 36%, middle level are 45% and senior level are 19%. Among 100 respondents, 34% are up to 5 years of experience, 46% are 5 to 10 years experience and 20% are above 10 years of experience. Majority of respondents are having 5 to 10 years of work experience.

Table 2

(SA: Highly Satisfied, S: Satisfied, A: Average, D: Dissatisfied, HD: Highly Dissatisfied)

S. No:	Attributes	HS	S	A	D	HD	Mean	S. D.
1	Work environment	16%	27%	30%	19%	7%	3.26	0.86
2	Conflicts resolution	22%	37%	26%	10%	6%	3.61	0.84
3	Fringe benefits	21%	32%	30%	13%	4%	3.53	0.82
4	Role of training program	18%	30%	25%	22%	5%	3.34	0.78
5	Compensation management	26%	27%	18%	22%	7%	3.42	0.94
6	Communication and information flow	22%	35%	16%	18%	9%	3.45	0.77
7	Recognition	18%	34%	22%	16%	10%	3.32	0.97
8	Job Satisfaction	14%	32%	21%	21%	12%	3.16	1.04

Source: Primary data

The above table indicates that the work environment provided by the organisation (43%), conflicts resolution techniques followed by the organization (59%), Fringe benefits (53%) and role of training program in job satisfaction (48%) of respondents were agreed. The organization compensation provided to employees (53%) and communication and information flow (57%) of its employees. According to the above table, conflicts resolution techniques followed by the organization was high mean and communication and information flow was low standard deviation among all attributes.

Findings:

- The study revealed that majority of employees satisfied with the working conditions and work environment within organization.
- Three fourth of the respondents opinioned that fringe benefits provided by the organization were satisfactory.
- According to study, three out of four employees felt satisfactory with training program organized in the company to improve employee's skills.
- From the study, it was found that majority of the employees were satisfied for the recognition for their contribution.



- Approximately two third of employees only satisfied with the current job and dissatisfied employees may dent the prospect of the organization.

Suggestions:

- The art of making all employees feel comfortable in the work in the work environment must be trained to training all managers which will not result in emotional conflict between employees.
- Most employees demand monetary benefits in reward and promotion, so organizations' should adopt more financial incentives to rewarding the employees.
- Formulation and implementation of all policies, especially with respect to employees who should be transparent and properly communicating the reward and recognition.
- Non-financial factors like; Good communication channels, value employees, positivity and secrecy of employees' issues must be taken care properly by the management.
- Encouraging teamwork, propagating job security and good retirement plans.
- Employees' welfare services such as lunch, tea, good furniture, spacious & ventilated offices and a distinct corporate image will be good for the professional pride.

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