



## A Study on Job Satisfaction Among Employees of Auto Ancillaries

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### ABSTRACT

Any organization, relies on employee for its productivity which is achieved through the employees job satisfaction. Thus satisfied employees can only make contribute to the organizational growth and development. Locke defines job satisfaction as the pleasurable emotional state that results from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Increase in job satisfaction will influence the organizational citizenship behaviour of the employees. The present study thus concludes that a moderate level of job satisfaction was found among the employees and the demographic variables namely age, marital status, education, income and experience do influence the level of job satisfaction. Gender does not influence the level of job satisfaction of the employees.

**KEYWORDS :** Job Satisfaction, Auto Ancillaries, working condition, income

### Introduction

Job satisfaction is the favourableness or un-favourableness with which the employee views his work. It states the agreement between one's expectation of the job and the rewards that the job provides. Job satisfaction plays a major role in life satisfaction. The quality of job is an important part of life as job satisfaction influences the general life satisfaction. Job satisfaction is thus determined by the result of employee attitudes. These attitudes are related to the job factors such as wages, supervisors, work conditions, colleagues, speedy settlement of grievances and fair treatment by employer.

Employee satisfaction is a measure of how happy the others workers are with their jobs and the working environment. There may be factors affecting the organizational effectiveness, but the important is the employee satisfaction.

Happy employees do not negatively affect productivity and can have a positive effect on society; therefore, it still benefits all parties to have happy and satisfied employees. Moreover, job satisfaction is significant because a person's attitude and beliefs may affect his or her behavior. Attitudes and beliefs may cause a person to work harder and vice versa. Job satisfaction also affects a person's general well being for the reason that people spend a good part of the day at work. Consequently, if a person is dissatisfied with his work, this could lead to dissatisfaction in other areas of his life.

So far there have been various researches on Employee Job Satisfaction among employees of different sectors. By the phrase "Automotive Industries" all employees of the first line of management in the automotive industry are considered. Since productivity in an organization depends on employee's job satisfaction, the variable of job satisfaction remains a functional analytical tool in this study. Thus, this study focuses on the job satisfaction of the employees in Auto Ancillaries and the influence of demographic variables on job satisfaction of the respondents.

### Review of Literature

Agho, Mueller and Price (1993). found out that the degree to which an employee likes his job is influenced by a combination of characteristics of the environment (opportunity), the job (routinization and distributive justice), and personality variables (positive affectivity and work motivation). Fifty-seven percent (57%) of the variance in job satisfaction was explained by the revised model, as compared with 49% for the Price-Mueller model.

Anitha R. (2011) showed that only 44% of the employees were satisfied with the working conditions, 31% of them with the welfare facilities, 44% of them with the accident compensation, and 42% of them were satisfied with the rewards provided and 52% of them were satisfied with the grievance handling procedure. This author suggested that the organization may give importance to certain factors such as

canteen, rest room facilities, rewards, recognition and promotion policy so that satisfaction of the employees may be improved further.

Anubhuti Monga, et.al (2015) opined that the results obtained from an analysis of data revealed that salary, inter-personal relationship, communication, attitude of superiors, working conditions and team work have a more powerful bearing than the factors of training and development, rewards and compensation, nature of job, job security, morale and role clarity in determining job satisfaction of employees.

Bidyut Bijoya Neog and Mukulesh Barua (2014) in their study revealed that salary is the most important factor for influencing job satisfaction of employees. In addition to the salary, the influence of supervisor support, healthy working environment, high JS level, proper work-life balance, career opportunities and promotion, proper training and development opportunities are also very important factors for determining the employee's job satisfaction. Data have been collected from 100 respondents by visiting the authorised service workshops of ten automobile manufacturers. The result of this study shows that the level of job satisfaction of employees is average and it calls for management attention towards enhancing the employee job satisfaction level.

Bodur (2002) stated that there are some factors, which are related to job satisfaction that is work substances, age, sex, educational level, work place environment, location, colleagues, income and timing of work. For the purpose of understanding the employee satisfaction, many theories have been developed. The most important theory is Maslow's need theory. It is based on human hierarchical needs.

Prasanta Kumar Padhy and Jasmine Bhuyan (2015) states that significant differences exists between employees of the public sector and the private sector banks regarding various factors of job satisfaction such as pay, supervision, security and acknowledgement. But they are more pronounced in the case of security, promotion, relation with co-workers, employee's empowerment, supervision, and nature of job.

Shallu Sehgal (2012) in her study of private and public sector bank employees in the Shimla district of Himachal Pradesh indicated that socio-economic variables such as age, sex, and income were significantly correlated with job satisfaction of employees. The researcher reported that employees in the old age group category were more satisfied than others.

Suman Devi and Suneja (2013) witnessed significant differences existing between the employees of public and private sector banks in relation to various of job satisfaction factors like pay and fringe benefits, supervision, training and development. But these differences are not significant in case of other factors like relation to co-workers, employee's empowerment, supervision, performance appraisal and nature of job.

**Objectives**

1. To study the demographic profile of the employees.
2. To assess the level of job satisfaction of the employees.
3. To study the influence of demographic variables on the level of job satisfaction of the employees.

**Methodology**

Descriptive design is adopted in the study. The target group was the employees of auto ancillaries in Coimbatore. The researcher used random sampling for the purpose of selecting the samples for the study and the sample size was confined to 70 employees. The sample size was determined using Krejcie and Morgen sample size determination table. The researcher adopted a standardized job satisfaction scale which contained 25 items with a five point scale and the scale was subjected to reliability and validity. The Cronbach's alpha was found to be 0.720. Questionnaire method was adopted for collecting the data from the sample respondents. The data was analysed using mean, standard deviation, ANOVA (F), t-test and chi-square.

**Analysis and Interpretation**

**Table 1: Demographic Profile of the Respondents**

Variables	Particulars	No. of Respondents	Percentage
Age	Below 25	22	31.4
	26-30	24	34.3
	31-35	12	17.1
	36-40	9	12.9
	41-45	3	4.3
Gender	Male	61	87.1
	Female	9	12.9
Marital status	Married	39	55.7
	Unmarried	31	44.3
Education	SSLC	3	4.3
	HSC	10	14.3
	ITI	9	12.9
	Diploma	24	34.3
	UG	12	17.1
	PG	6	8.6
	Professional Degree	6	8.6
Monthly Income	Below Rs.10000	19	27.1
	Rs.10001-20000	33	47.1
	Rs.20001-30000	15	21.4
	Rs.30001-40000	3	4.3
Total Experience	0-5	34	48.6
	6-10	24	34.3
	11-15	12	17.1
Experience in present organisation	0-5	52	74.3
	6-10	18	25.7

Table 1 depicts the demographic profiles of the employees. It shows that 34.3 percent of the employees belong to the age group of 26-30 years. The majority of the employees were males, 55.7 percent of the employees were married, 34.3 percent of the employees had completed their diploma, 47.1 percent of the employees were earning an income of Rs.10001-20000 per month and majority of the employees had an experience of below 5 years in the present organisation.

**Table 2: Level of Job Satisfaction**

Variables	Particulars	No. of Respondents	Percentage
Job Satisfaction	Very high	12	17.1
	High	12	17.1
	Moderate	40	57.1
	Low	6	8.6
	Very low	0	0.00

Table 2 depicts the level of job satisfaction of the employees. It shows that 57.1 percent of the employees had a moderate level of job satisfaction, 17.1 percent of them had a very high level of job satisfaction, 17.1 percent of the employees had a high level of job satisfaction and 8.6 percent of the employees had a low level of job satisfaction.

**Table 3: Relationship between Demographic Variables and Job Satisfaction**

Variables	Statistical Test	Value	Result
Age	Chi-square	46.788 p<0.01	Significant
Gender	Chi-square	4.696 p>0.05	Not-Significant
Marital status	Chi-square	9.476 p<0.01	Significant
Education	Chi-square	64.799 p<0.01	Significant
Monthly income	Chi-square	51.585 p<0.01	Significant
Experience	Chi-square	12.720 p<0.01	Significant

Table 3 shows the relationship between the demographic variables and job satisfaction. The chi-square value shows that there is a significant association between age and job satisfaction at 0.01 level of significance. The chi-square value shows that there is no significant association between gender and job satisfaction at 0.05 level of significance. But it shows that there is a significant association between marital status and job satisfaction at 0.01 level of significance, between education and job satisfaction at 0.01 level of significance, between monthly income and job satisfaction at 0.01 level of significance and between experience and job satisfaction at 0.01 level of significance.

**Table 4: Significance (t and F test) Test for Job Satisfaction based on Demographic Variables**

Variables	Statistical Test	Value	Result
Age	F- test	6.022 p<0.01	Significant
Gender	t -test	0.137 p>0.05	Not Significant
Marital status	t-test	1.027 p>0.05	Not Significant
Education	F-test	4.221 p<0.01	Significant
Monthly income	F-test	7.799 p<0.05	Significant
Experience	F-test	4.323 p<0.05	Significant

The ANOVA value shows that there is a significant variation in the level of job satisfaction among the various age groups of employees at 0.01 level of significance. The t-test value shows that there is no significant difference in the level of job satisfaction among male and female employees at 0.05 level of significance and among married and unmarried employees at the same level of significance. The ANOVA value presents that there is a significant difference in the level of job satisfaction among various educational levels of the employees at 0.01 level of significance, among various income groups of the employees at 0.05 level of significance and among various levels of experience of the employees at 0.05 level of significance.

**Salient Findings and Discussion**

The study shows that a moderate level of job satisfaction was found among the respondents. The demographic variables, namely age, marital status, education, income and experience had a significant association with job satisfaction. There is a significant difference in the level of job satisfaction among the different age groups, educational qualification, income groups and experience of the respondents. The finding is supported by Shallu Sehgal (2012), Aarti et al. (2013). Kumar (2008) found that excepting these variables, gender and marital status are not significantly associated with job satisfaction. Kumar and Garg (2010) reported that enhancement in salary, facilities and promotion leads to an increase in one's job satisfaction.

Shahnaz Tabatabaei (2013) found significant differences in the job satisfaction of men and women ( $\alpha=0.005$ ), single and married ( $\alpha=0.036$ ), formal and contract recruitment samples ( $\alpha=0.001$ ) and between groups with different salaries ( $\alpha=0.001$ ). Seyed Hamid Mostafa, et.al (2015) obtained data which suggested that there is a significant relationship between job satisfaction dimensions in terms of gender, supportive and productive sections of various educational groups ( $P < 0.05$ ).

**Suggestions**

The organisation has to provide a fair and adequate compensation to the employees for better results and satisfaction.

A better communication may prevent role ambiguity among the employees which may help them to have a better satisfaction.

Working condition is the most important thing for an employee in an

organisation. How one spends the day at work may have a high impact on his job satisfaction.

The demographic factors also influence job satisfaction. Hence deliberate attention must be paid to the demographic profiles of the employees and suitable measures provided.

Welfare measures and benefits improve the job satisfaction of employees. Hence, the organisation has to provide various welfare measures, benefits and programmes to the employees.

### Conclusion

The study concludes that income, marital status, education and experience are the most important factors in job satisfaction and job satisfaction has been in a positive and desired level in the auto ancillary units. Parvin and Nurulkabir (2011) tried to study how far factors such as age, Gender, marital status, job experience and income influence the job satisfaction of employees.

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