



A Study on Work Simplification with Job Satisfaction to Improve the Productivity in Indian Automobile Industries

KEYWORDS

EEi = Effort and Ergonomics index , RD = Radial Drilling , M/C =Machine t

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ABSTRACT *Work performance is the norms, values, beliefs, expected way of behaviour of people in the same work group and job satisfaction. But work simplification can not be ignored by a superior because this influences the job satisfaction to improve the performance of productivity by reducing physical and mental stress. Job satisfaction and work simplification play vital roles and should be treated as two hands of the organisation to be get excellence in productivity. The work performance and job satisfaction of an organisation reflects various forms of job simplification along with job satisfaction. Today, Indian industries are facing challenges in two sides i.e. one side in competitiveness of technology and the other side in shortage of technically sound professionals to simplify the work nature. This paper highlights the relationship between the employees job satisfaction and work simplification for improving productivity.*

1. Introduction

The down time in business normally the companies are taking austerity measure to control the cost. Due to this every one in the organisation are forced to contribute their effort positively for saving money. The optimum recourses utilisation and workers productivity are contributing positive outlook to the business excellence. The rapidly changing environment conditions are continuously creating challenges for the organizations. Because of the rising costs and falling productivity, many organizations are facing serious issues on work force policies. It has been commonly observed that most of the employees have moderate involvement in their jobs due to lower job satisfaction and difficulties in task. This affects productivity. It is essential for every organization to have a well planned approach to strengthen the employees involvement in their work.

Job simplification is making daily tasks easier in order to reduce stress and strain, or to decrease the amount of human fatigue to complete an activity. Occupational therapists often combine work simplification techniques for people to reduce chronic pain conditions. This leads to job satisfaction which in turn improves the productivity. Today, creativity of engineers and technology plays a vital role in job simplification. But in India it is difficult to reach such levels because the level of technology, creativity and work culture are vastly different from western countries. There are various factors which influences a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the fairness of the promotion system within a company, the quality of the working conditions, leadership style, relationship of management. But at the same time job satisfaction is not the same as motivation and compensation, as it is clearly indicated that job satisfaction related to job design with simplification of working methods.

Reward-based systems are certainly the more common practice for attempting to influence motivation with an organisation, but some employees strive to simplify the work itself to be more conducive. There are multiple ways an organisation can leverage job design and simplification in method which increase motivation. The job should be provided intellectual stimulation, opportunity for creativity and greater discretion over work-related activities.

This paper projects a case study of Indian employees productivity with job satisfaction. This paper examines the productivity differences with work simplification and job satisfaction in an automobile industry in India. There are wide differences

in productivity in the terms of physical stress, mental stress, relationship between management and employees, method of performance, appraisal at various levels, accepting changes etc. These are great challenges for Indian industries to perform efficiently on par with International standards. Human fatigue reduction is a key factor which influences productivity and improves the organisation's performance. It is measured in scientific method to find the real value of fatigue rather than assumption in the terms of EEi index value. This guides the designers in quantifying methods for simplifying the process and method in a job. The designer can easily understand the realistic working nature of the process and its impacts and this facilitates increasing productivity with job satisfaction.

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2. Review of literature

Wanda J. Smith, Human Factors Centre International Business Machines Corporation San Jose, California The Human Factors and Ergonomics Society Annual Meeting October 1979 vol. 23 no. 1362-366

He stressed that the design of workstations with visual displays has become more valuable to contribute for joy at work. He was exposed about work station improvement for fatigue reduction and effects of illumination in the work place. The concept of "flow" describes when individuals are engaged in a state of productivity that is meaningful to the point that intrinsic rewards are more important than external rewards (Csikszentmihalyi, 1990, 1999).

Work has transitioned to knowledge work where it is outsourced to employees in virtual or remote locations. This begs the question as to whether the psychological contract, the sense of mutuality between worker and employer, will evolve into a more trusting and secure relationship. Industrial-organizational psychology seeks to practically apply the concepts of psychology in the work environment. The area of industrial/organizational psychology that deals with the selection and evaluation of personnel, and other job aspects

such as morale, satisfaction, and relationships between managers and workers in the workplace. a psychological state where a person is fully immersed and focused on an activity or task The Effects of Satisfaction on Productivity.

Determining staff perceptions about quality of work life is an important consideration for employers interested in improving employee job satisfaction. Kreuger et al. (2002) found that, depending on the organization, between 15 and 30 of the 40 potential predictor variables were found to be statistically associated with job satisfaction (univariate analyses). Logistic regression analyses identified the best predictors of job satisfaction and these are presented for each of the six organizations and for all organizations combined. The findings indicate that job satisfaction is a multidimensional construct and, although there appear to be some commonalities across organizations, some predictors of job satisfaction appear to be organization- and context-specific.

Furthermore, a large study that explored levels of employee engagement discovered that companies with engaged employees, as opposed to not-engaged or actively-disengaged employees, were significantly more successful (Harter, Schmidt, & Hayes, 2002). Taken together, these findings speak to the importance of companies carefully structuring their employment organization and compensation, as well as indicate how critical it is for employers to engage in the livelihoods of their employees. Because employment is a major part of our lives, life satisfaction (or lack thereof) will be partially derived from a person's place of work. Those who consider their job to be a calling, as opposed to a job or career, tend to report the highest levels of satisfaction among the employed (Wrzesniewski et al., 1997, 2001).

The concept of flow describes when individuals are engaged in a state of productivity that is meaningful to the point that intrinsic rewards are more important than the external rewards (Csikszentmihályi, 1990, 1999). Flow is the mental state of operation in which a person in an activity is fully immersed in a feeling of energized focus, full involvement, and success in the process of the activity. Proposed by Mihály Csikszentmihályi, the positive psychology concept has been widely referenced across a variety of fields.

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Edwin A. Lockes Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main focus of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (i.e. the degree of autonomy in a position) and moderates how satisfied/dissatisfied one becomes when expectations are/are not met. When a person values a particular facet of a job, his satisfaction is greatly influenced positively (when expectations are met) and negatively (when expectations are not met), compared to one who does not value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

(Judge & Locke, 1992). highlighted the long noted conceptual connection between work and overall life satisfaction, observing the "part-whole" relationship between work and the rest of life.

Volvo, Sweden, Case Code: HROB062, period-1973-1999,

publication date 2004, case length 13 pages, highlighted a case study which discussed about the Swedish automobile company's (Volvo) work conditions and its facilities through job enrichment programs. The case study focussed on the employees turn over and absenteeism which was reduced by innovative HR practices. Volvo introduced innovative job enrichment programs including job rotation, management employee councils, small work groups, change implementation and employee oriented facilities. These programs helped the company to understand the importance of designing its facilities according to the work design and employees' requirements. Volvo was one of the first automobile companies to deviate from the traditional assembly line system and adopt a more employee-centric approach for manufacturing automobiles..

Weiss (2007) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviour. This definition stressed that we should form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviour.

Olumide Ljose, 2008, Slippery Rock University of Pennsylvania, Journal of International Business and Cultural Studies, Culture and Adoption of Practices, Page 5, the title of the paper highlights that the "Culture and the Adoption of Practices": in an Assessment of the U.S. Automotive Manufacturing Sector. His study focussed towards analysis on this direction by providing a theoretical and conceptual discourse of the relationship between culture and successful adoption of organizational practices. He stressed that organizational culture play a vital role to improve the relationship between management and employees. In the year 2008, Stephen E. Humphrey, an assistant professor of management at Florida State University, published a new study in the Journal of Applied Psychology. Titled "Integrating Motivational, Social, and Contextual Work Design Features: A Meta-Analytic Summary and Theoretical Extension of the Work Design Literature," the study indicates that various efforts to increase efficiency by simplifying workers' job responsibilities may in fact be leading to lower employee job satisfaction and productivity over time. "In a globally competitive marketplace, companies are trying to introduce efficiencies wherever they can to improve their financial performance for stockholders," Humphrey said. "One way they do that is by designing, or redesigning, jobs to make them more narrowly focused on specific tasks. However, while this may improve productivity in the short term, it appears to create a new set of problems in the longer term." Humphrey collaborated on the study with Frederick P. Morgeson, a professor of management at Michigan State University, and Jennifer D. Nahrgang, a doctoral student at Michigan State. In conducting their study, the three summarized the results of more than 40 years of earlier research, comprising 259 studies and almost 220,000 workers, to analyze the effects of work design on employee attitudes and productivity. They noted several important findings. Among them:

- Simplifying tasks generally to get rid of lower performance ratings and improve the worker satisfaction in job.
- Having more autonomy on the job was related to better performance, higher satisfaction, and lower feelings of exhaustion.
- Having a socially supportive workplace was related to greater job satisfaction, lower feelings of exhaustion, and strongly reduced the likelihood of wanting to leave the job.
- People who work interdependently with others have better performance ratings, lower stress, lower turnover intentions, and greater work and organizational satisfaction.
- Receiving frequent feedback from others increased job satisfaction, reduced stress and turnover intentions, and increased performance

"The results of this research clearly show that organizations which focus on providing simplification of work turns to job satisfaction and this will contribute to higher productivity .

European Journal of Business and Management, ISSN 2222-1905(paper)ISSN 2222-2839 (on line) vol.5.No2,2013,DEPARTMENT OF BUSINESS ADMINISTRATION,FACULTY OF SOCIAL AND MANAGEMENT SCIENCES, AJAYICROWTHER UNIVERSITY, OYO, P.M.B.1066, OYOSTATE published in the title of " influence of perception of organizational policies on Job satisfaction" recommended among others that employees should endeavour to job satisfaction and minimize incidence of job satisfaction.

Journal of public affairs , administration and management , volume 3, issue, 2009 Pakistan Ahimma Hameed ,Research associate, Department of managements sciences, COMSATES INSTITUTE OF INFORMATION TECHNOLOGY, Abbottabad, Pakistan,amina7h@yahoo.com Shehla Amijad, Professor, department of management Sciences, COMSATS Institute of Information Technology , stressed that effort and ergonomics play a vital role to improve the productivity .The finding of this study show that office design is very vital in terms of increasing employees productivity . Comfortable and ergonomic office design motivates the employees and increase their performance.

3 .Job satisfaction:

It describes the amount of an individual's involvement in a particular job. The general measurement of job satisfaction indicates on Job security, level of compensation and relationship with immediate supervisors. The father of scientific management Taylor's (1911) approach to job satisfaction was based on almost pragmatic & essentially pessimistic philosophy that man is motivated by money alone. That workers are essentially phlegmatic and they would be satisfied with work if they get a higher economic benefit. But with the passage of time Taylor's solely monetary approach has been changed to a more humanistic approach

Today, money has a more realistic but complex approach to job satisfaction and difficult to measure objectively. A wide range of variables relating to individual, social, cultural organizational and environmental factors affect the level of job satisfaction. Specifically: nature of the job condition that go into job satisfaction, joy at work and productivity. Job satisfaction relates to simplifying work and reducing stress and strain .

3.1 Working Conditions

Every day employees spend long hours at their work environment. The outcome of productivity and job satisfaction is based on adequate facilities in working conditions, lighting, ventilation, providing productivity tools and upgraded technology. These contribute to ensure favourable working conditions which help to accomplish employees task more efficiently and contribute to maximum job satisfaction with productivity.

The high involvement work practices can develop the positive attitudes associated with employee engagement, and that these practices can be geared kinds of discretionary behaviours that lead to enhanced performance. Employee engagement has three related components namely a cognitive , an emotional , and a behavioural concerns, these three factors and whether they have positive or negative attitude in an organisation which turn to work in the form of performance of production and quality. Job simplification concept helps entrepreneurs to improve the strength of business by reducing fatigue which turns to leads productivity

3.2 Fatigue and Stress .

Excess fatigue and stress are major contributing factors which contribute an employee's job satisfaction. These erode even

the most dedicated employee's mind. The stress level of workforce decides the relationship between employees and supervisors which may rise due to conflicts between them because of over load and heavy fatigue. In fact, the level of productivity and job satisfaction decides work simplification. This means joy at work rather than monetary benefit, rewards, recognition, welfare etc. These are playing major role to achieve lean manufacturing in an organisation . The workers are suffering in mental, physical and psychological stress in the work force . these are contributing adverse effects on workforce . Among this , human fatigue plays a vital role because its contribute lesser productivity and poor performance , subsequently , the organisation will suffer to sustain its business performance . This impacts causes increasing over head and lesser profit, also workers are getting over burdened which causes tired or lack of energy This will prevents functioning as usual. It is identified that fatigue is one of the key parameter when we get physically or mentally overburdened . But it can be resolved quickly by doing flexible work schedule and methods improvements .

Fatigue clearly impairs work ability and its impacts clearly shows the absenteeism and health-related lost productive work .the effectiveness of fatigue leads to

- Lesser absenteeism and poor concentration
- Repeating job
- Lesser speed in work
- Feeling fatigue at work

Occupational health and safety have ensured the productivity and reduction in absenteeism and employees turn over. Workers productivity and job satisfaction linked with fatigue. So, it is identified as a major challenge task between corporate and operative level management to executive the facilities planning to overcome the barriers .

3.3 Work place posture and ergonomics

The basic task of management is to provide safe working conditions and stress-free work environment for all employees in an organisation. This includes the provision of information and training for employees about workplace posture and ergonomics. Poor posture at work is a major cause of back pain, workplace stress, repetitive strain injury, resulting in time lost, reduced productivity, an employee's poor health, low morale, and higher costs. This will turn in to job dissatisfaction and have an adverse effect on pleasant working culture.

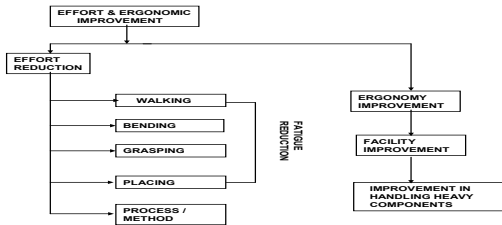
4 .0 Back ground of study :

The work performance and result of output reflects on involvement of work which is subjectively employees job satisfaction. The ergonomic study deals with the relationship between human body movement and engagement in work. Human job satisfaction and work simplification has been explored in many reviews of literature and case studies. Cost of human factor and fatigue risk can be measured in terms of accidents, lower productivity, sickness and absenteeism etc . Human fatigue risk is not resolved solely at an individual level. Effective human factor and fatigue risk management start with risk analysis of work organisation, work scheduling systems, the integration of organisational systems, safety culture, human factor issues and operational performance. The fatigue effort of human activity based on EEi index value guides designers and focuses to simplify the designs of work for minimising it . Higher productivity can not be achieved under excess fatigue in work and dissatisfaction in a job even though higher wages are paid .

Example : Driving plate is a part of clutch assembly in an automobile engine , the weight of the component is 4 kg. Various type of machining process is used for finishing the product. Particularly, RD M/C is using for drilling mounting holes in the driving plate where drilling jig plays key to perform the operation without offset . The function of a drilling

jig is to keep orientation between the component face and machine spindle . It guides the drills to form the holes. The weight of the drilling jig is 17 kg . as per design of work practice , manual lifting is exist in each cycle while loading and unloading the jig. On the observation it has found excess fatigue and abnormal stress has involved in this activity .After unloading it is placed on small work table, bending action is required for every cycle completion to lift the jig from the work table. Due to this production target could not achieved in the long run even though provided attractive monetary benefit has provided . Result –DP lesser production against target, excess fatigue and more stress and lesser friendly attachment to the work

4.1 : Fatigue analysis



Eei formula

- General move = ABG ABP A
- Control move = ABG MXI A
- Tool use move = ABG ABP F ABP A

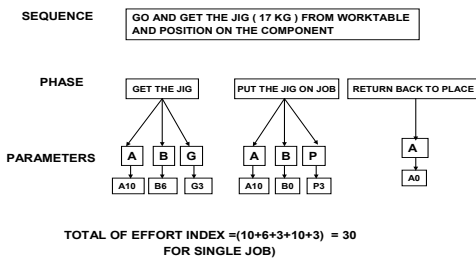
Description of elements

ABG = GET PHASE , ABP = POSITION PHASE , MXI = CONTROL MOVE

A = Return B = Body motion G = Gain control
A = Action distance ,

M = Movement X = Process time I = Second P
= Placement F = Tool used

CONSTRUCTION BEFORE EEI REDUCTION



Eei value for one time (loading and unloading) = 30x2 =60

Eei value for 12 trips (loading and unloading) = 24x60 =1440

4.2. Case study -1 (Before work simplification)

Company : Automobile Industry

Component : Driving plate

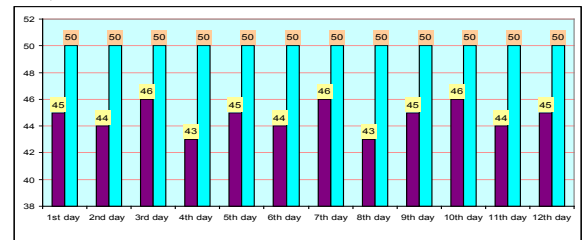
Location : Machine shop

Per shift target : 48 numbers

Two week (12 working day)production trend

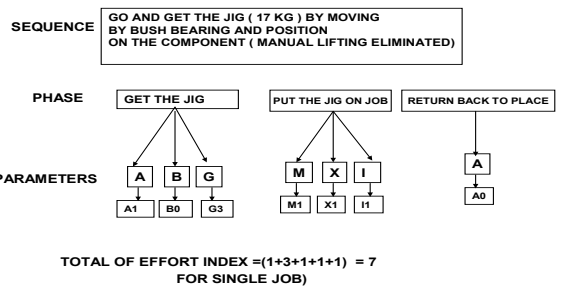
Day	Achieved production	Target	Remark
1 st day	45	50	Excess fatigue
2 nd day	44	50	Excess fatigue
3 rd day	46	50	Excess fatigue
4 th day	43	50	Excess fatigue
5 th day	45	50	Excess fatigue
6 th day	44	50	Excess fatigue
7 th day	46	50	Excess fatigue
8 th day	43	50	Excess fatigue
9 th day	45	50	Excess fatigue
10 th day	46	50	Excess fatigue
11 th day	44	50	Excess fatigue
12 th day	45	50	Excess fatigue

Before EEi improvement ,Production vs target (Target =50 nos)



Result : It shows that the production target could not be achieved due to fatigue and job dissatisfaction .The study was taken for 12 continuous working days , The target fixed 50 numbers per day .Produced 45 numbers against 50 numbers in corresponding 1st, 5th, 9th and 12th working day , produced 43 numbers in corresponding 4th and 8th working day , produced 44 numbers in corresponding 2nd, 6th and 11th working day , 46 numbers produced as highest production in 3rd, 7th and 10th working days which measured in 10.6% of production loss against target .

CONSTRUCTION AFTER EEI REDUCTION



Solution : A hydraulic system introduced in process for easy loading and unloading of jig to avoid manual handling. To calculate EEi value 4 components can be accommodated in each cycle- design is permitted)

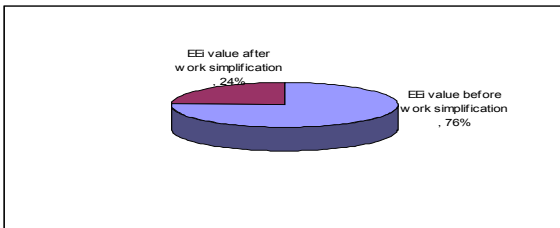
Eei value for one time (loading and unloading) = 7x2 =14

Eei value for 12 trips (loading and unloading) = 24x14 =336

Eei value before work simplification =1440

Eei value after work simplification = 336

Percentage of improvement in fatigue reduction =76 %



4.2. Case study-2 (after work simplification)

Company : Automobile Industry

Component : Driving plate

Location : Machine shop

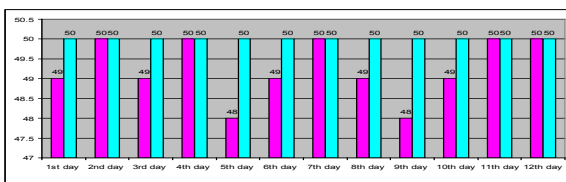
Per shift target : 50 number

Two week production trend (12 continuous working day)

Day	Production achieved	Target	Remark
1 st day	49	50	Low fatigue and job satisfied
2 nd day	50	50	Low fatigue and job satisfied
3 rd day	49	50	Low fatigue and job satisfied
4 th day	50	50	Low fatigue and job satisfied
5 th day	48	50	Low fatigue and job satisfied
6 th day	49	50	Low fatigue and job satisfied
7 th day	50	50	Low fatigue and job satisfied
8 th day	49	50	Low fatigue and job satisfied
9 th day	48	50	Low fatigue and job satisfied
10 th day	49	50	Low fatigue and job satisfied
11 th day	50	50	Low fatigue and job satisfied
12 th day	50	50	Low fatigue and job satisfied

Sample taken for twelve days at regular intervals , observed that productivity increased after reducing fatigue , data shows that the production achieved 48 numbers against 50 numbers in two days, 49 numbers against 50 numbers in five days and remaining 5 days achieved full target (50 numbers).The productivity improved by 9.16% and the fatigue reduced by 52 % .

Afetrr EEi improvement , Production vs target (Target =50 nos)



4.3 ANOVA test

Hypothesis-1

H₀ : Rewards and recognition influences to increase productivity

Job satisfaction influences to increase productivity

Rating	Semi skilled employee	Skilled employee	Highly skilled employee	Executives	Total	%
Strongly agree	5	6	4	10	25	50
Agree	2	4	3	3	12	24
Neither agree Nor disagree	0	2	2	2	6	12
Disagree	2	1	1	1	5	10
Strongly Disagree	1	0	0	1	2	4

Result : 50 percent of employees strongly agreed that job satisfaction influences increase productivity and 24 percent of the employees agreed to the same content , but 12 percent of employees did not say any thing in this regard. 10 percent of employees did not support productivity by increasing job satisfaction and the remaining 4 percent of employees strongly opposed productivity by increasing job satisfaction

Source of variation	SS	df	MS	Variation ratio	5 % limit
Between the columns (i.e between employees)	39.5	3	39.5/3 =13.1	=13.1/ 2.59 =5.05	F(3,16) = 3.24
Between rows (i.e between rating)	41.5	16	41.5/16 =2.59		

Finding :H₀ is rejected since the calculated value of F is greater than table value . There is significant difference in increasing productivity by providing rewards and welfare to the employees i.e. job satisfaction influences increase in productivity.

Hypothesis -2

H₀ : Incentives influence to increase productivity

Job simplification increases the productivity

Rating	Semi skilled employee	Skilled employee	Highly skilled employee	Executives	Total	%
Strongly agree	5	3	8	4	20	40
Agree	2	3	4	1	10	20
Neither agree Nor disagree	0	2	3	0	5	10
Disagree	3	0	2	5	10	20
Strongly Disagree	2	0	1	2	5	10

Result: 40 percent of employees strongly agreed that job simplification influences increase in productivity and 20 percent of the employees agreed to the same point of view , but 10 percent of employees did not say any thing in this regards, again 20 percent of employees did not support productivity by job simplification and the remaining 10 percent of employees strongly opposed productivity by job simplification.

Source of variation	SS	df	MS	Variation ratio	5 % limit
Between the columns (i.e between employees)	44	(4-1)=3	44/3=14.66	14.66/2.18 =6.72	F(3,16) =3.24
Between rows (i.e between rating)	35	16	35/16=2.18		

Finding :H₀ is rejected since the calculate value of F is greater than table value . There is significant differences for increasing productivity by providing incentives to the employees i.e. job satisfaction influences increase in productivity.

5.0 Conclusion

Many industrial organisations are facing problems today meeting rising competition in business due to globalisation. In order to overcome such problems, it has become necessary that organisations improve their efficiency. To achieve this, employees job satisfaction and job simplification have to play a key role which turns positive in employees morals, attitude and behaviour to improve the productivity. Importance of job satisfaction and work simplification have projected through a lot of case studies at national and international level for supporting and justifying productivity. Fatigue has caused job dissatisfaction and leads to affect the psychological aspects of industrial workforce and can be harmful for business activities. This article has proved through a case

study regarding the impact of work performance involving excess fatigue. This influences the performance of output which has been tabulated. Human fatigue has been measured in a scientific way while engaging work. This modern application guided the designers to modify the process for reducing fatigue which in turn to improve job satisfaction and reaches at a decided level of productivity. In this method, EEi value is quantified and reduced at required level through simplification in process. Joy at work is ensured in process to improve the efficiency and productivity. Report

of this study highlights the method of calculation to find the EEi value in each activity in a job and the result before and after the same is evaluated. The most popular Likert rating scale is used to bring out employees opinion relating to job satisfaction and work simplification, finally ANOVA test is carried out to find the conclusion of productivity after simplifying working methods in process. This article concludes job satisfaction and work simplification helps to improve the productivity in Indian automobile industries.

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