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## **A Study On Factors Influencing Employee Job Satisfaction In Automobile Industries In Kanchipuram District**

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### **ABSTRACT**

Employees are the backbone of any organisation. They are the most precious and important asset among all the asset of any organisation. Job satisfaction is a part of employee life satisfaction. So, when human resource is satisfied in terms of their jobs, then only productivity level goes up. It is because Lease (1998) said that “Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment and more likely to be satisfied with their lives”. Increase in job satisfaction will reflect better organizational citizenship behaviour (J. Y. Jiang, L. Y. Sun ,K. S. Law 2011). The study of job satisfaction is of great significance for any organization, for several reasons. There are many factors influencing job satisfaction. This paper specially analyses the most influencing factors of job satisfaction in automobile industries.

**Keyword:** Job satisfaction, work environment, automobile industry, employee engagement, rewards.

### **INTRODUCTION**

Employees are the backbone of any organisation. They are the most precious and important asset among all the asset of any organisation. Job satisfaction is a part of employee life satisfaction. So, when human resource is satisfied in terms of their jobs, then only productivity level goes up. It is because Lease (1998) said that “Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment and more likely to be satisfied with their lives”. Increase in job satisfaction will reflect better organizational citizenship behaviour (J. Y. Jiang, L. Y. Sun ,K. S. Law 2011). The study of job satisfaction is of great significance for any organization, for several reasons. They are as follows: study on job satisfaction helps the management in gathering information pertaining to job, employee, work environment etc. This, in turn, facilitates the decision-making

process and acts as a catalyst in changing or modifying organizational policies, if needed, Survey on job satisfaction may be used as a diagnostic instrument in identifying employees' resistance towards organizational change. Job satisfaction would bring many advantages to the organization, so, organization should concentrate on strategies to improve the employee job satisfaction. In order to formulate the strategies, organization must understand the factors influencing job satisfaction.

## **REVIEW OF LITERATURE AND RESEARCH GAP**

Many Researches confirmed the role of environmental design of an organization in job satisfaction (Melvin, 1993). According to Ramlall (2003), positive and good work environment is directly related to employee retention and employees feel they are heard and valued [cited in Patra & Singh Vijay Pratap, 2012]. Since employee's jobs are mainly emotionally and physically demanding, so they may feel that poor working conditions will only provoke negative performances.

Job satisfaction is an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions (Opkara, 2002). Out of these factors, pay is a very important factor. Frye (2004) found that there is positive relationship between equity based compensation and performance. The investigation about relationship among job satisfaction and pay was conducted and it was also found that job satisfaction is affected by the pay (Nguyen et al., 2003).

Several studies focus on the demographic factors while others link the job satisfaction with reference to working environment. The other factors such as fair promotion system, job autonomy, leadership behavior, social relations are also the dominant in determining the level of job satisfaction (Dawson, 1987). (Nguyen et al., 2003) concluded that job satisfaction is the result of promotion opportunities in the organization. Teseema and Soeters (2006) concluded that there is positive relationship between promotion practices and perceived performance of employee. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees (Park et al., 2003). In a study that was carried out in 23 Romanian organisations, recognition and appreciation were found to be motivating factors responsible for increased effectiveness of employees at work and their high levels of job satisfaction (Farhad Analoui, 1999)

Several studies take a social approach to job satisfaction, examining the influence of supervision, management, and co-worker social support. An individual's level of job satisfaction might be a function of personal characteristics and the characteristics of the groups to which she or he belongs to. The social context of work is likely to have a significant impact on a worker's attitude and behaviour Relationships with both co workers and supervisors are important. Some studies have shown that the better the

relationship, between fellow workers and between workers and their immediate boss, the greater the level of job satisfaction (Arne L. Kalleberg and Loscocco, 1983).

Studies have shown that age, race and gender have important effects on job satisfaction. In a study conducted by Kalleberg and Loscocco, (1983) older workers were more satisfied than younger workers and minority groups of different ethnicity were less satisfied than the rest of the workers (Amy S. Wharton, Thomas Rotolo, and Sharon R. Bird, 2000).

## **RESEARCH GAP**

By exploring the literature, it was found that work environment, interpersonal relationship, rewards, salary. Promotion and many were influencing job satisfaction. Most of the literature focused on job satisfaction factors in countries like US, Dubai, Japan, UK, Pakistan, China, Oman and such others. While the research on influencing factors of job satisfaction in companies has been met with great success, the measurement in manufacturing sector like automobile has been meager.

From the above literature, it can be concluded that the studies pertaining to job satisfaction in automobile industry is not high and there exists a gap in the literature in this area. The proposed study wishes to measure factors influencing job satisfaction with the special reference to automobile industry in kanchipuram district.

## **OBJECTIVES OF THE STUDY**

- To identification the factors which influence the job satisfaction of employees working in the Automobile industry.
- To find out the most influencing factor of job satisfaction

## **RESEARCH METHODOLOGY**

The survey was carried out by structured questionnaire. The employees of automobile industries were selected randomly and their responses were collected. The valid responses received from the automobile industry were 190. So, these numbers have been considered as the sample for the survey.

Friedman rank test was used to rank the influencing factors of job satisfaction.

### **1. RESEARCH HYPOTHESIS**

H1: There is a significant agreement in ranking of the employees about the influencing factors of job satisfaction

### **2. FRIEDMAN RANK TEST FOR RANKING OF FACTORS INFLUENCING JOB SATISFACTION**

Friedman rank test is used to find the agreement between the respondents in ranking of factor influencing job satisfaction.

The following hypotheses have been tested:

H<sub>0</sub>: There is no significant agreement in ranking of the employees about the influencing factors of job satisfaction

H<sub>1</sub>: There is a significant agreement in ranking of the employees about the influencing factors of job satisfaction

**Table 1 Friedman Test for ranking of factors influencing job satisfaction**

<b>Factors</b>	<b>Mean Value</b>	<b>Rank</b>
Work Environment	4.26	1
compensation	4.11	4
Rewards and recognition	4.23	2
Work life balance	3.93	5
Supervisor relationship	3.92	6
Co-worker relationship	3.87	7
Employee engagement	4.21	3
Career development	3.45	8

**Table 2 Friedman Test for ranking of factors influencing job satisfaction- Test Statistics**

<b>N</b>	190
<b>Chi-Square</b>	936.231
<b>Df</b>	7
<b>Asymp. Sig.</b>	0.000

From the table 2, Friedman's test also confirms this positive agreement with the significance level 0.000 at 95 percent confidence level. From the table 1, it can be concluded that in exploring the factors influencing job satisfaction, Work Environment got the ranking of 1, Rewards and recognition got the ranking of 2, Employee

engagement got the ranking of 3, compensation got the ranking of 4, Work life balance got the ranking of 5, Supervisor relationship got the ranking of 6, Co-worker relationship got the ranking of 7 and Career development got the ranking of 8.

### **3. DISCUSSION AND CONCLUSION**

The research results reveal that There is a significant agreement in ranking of the employees about the influencing factors of job satisfaction. The work environment rewards and recognition and employee engagement are the major factors which influence job satisfaction. The strategies must be formulated to improve these factors. The research has both academic and managerial implications. In academic, it will add the literature in human resource management for automobile industry and managerial point view, it would help them to identify the effective strategies for attaining job satisfaction

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