

An Empirical Analysis Between Employees' Job Satisfaction Level And Working Environment: With Special Reference To Indian Automobile Industry

¹Dr. Sangeeta, ²Dr. Varinderjeet Singh, ³Dr. Sunil Manoharrao Ikharkar,
⁴Dr Anshul Arora, ⁵Ms. Anupriya, ⁶Deepak Kumar

Abstract

This study focuses on how employee turnover in the automotive industry is affected by working environment in the organisation. A number of job satisfaction variables influence an employee's productivity within the company. Employee dissatisfaction arises from the lack of certain elements, such as growth opportunities, job security, working conditions, and compensation. This study is based on primary data from Indian automotive industry. The main components of job happiness that this study focuses on are those whose presence inspires workers and lowers employee turnover. This study also suggested that firms should give their workers a good working environment that benefits both the workers and the employers. This study also aids in pinpointing areas where management should make improvements and reduce employee intention to leave.

Keywords: - Automobile Industry, Job satisfaction, working environment.

Introduction

The term "job satisfaction" describes an employee's general feelings regarding their employment. The level of happiness someone has with their position is known as job satisfaction. Workers may think the organization can accommodate their demands on pay, benefits, and work schedules. Job satisfaction is defined as an individual's contentment or positive attitude on their employment. It's a person's positive outlook on their work environment. If a man says he is happy with his work, it suggests that he values his job. One important tactic for motivating employees is job satisfaction. The adage "a happy employee is a productive employee" is another one we might consider. A happy person is generally one who finds fulfilment in their work. Since a person spends the majority of their time at work, job happiness is essential. An individual's overall quality of life is impacted by job satisfaction as well.

Satisfaction is the feeling one has when their wants and needs are fulfilled. Job satisfaction is largely determined by the alignment between an employee's expectations and the perks of his position. (Amsaveni, 2009)

People work for people, not companies, which we forget from time to time. When people are unhappy, they are less reliable in their attendance, less productive, and their work quality suffers. Even though job satisfaction is typically sufficient to retain

¹ Assistant professor, Management Education and Research Institute, New Delhi-India.

² Assistant Professor, Department of Management (UICM), Sant Baba Bhag Singh University, Jalandhar, Punjab-India.

³ Associate Professor and Head MBA, Kamla Nehru Mahavidyalaya, Nagpur, Maharashtra-India.

⁴ Associate Professor, Global Institute of Technology and Management, Gurugram, Haryana-India.

⁵ Assistant Professor, Department of Management Studies, St. Andrews Institute of Technology & Management, Gurugram, Haryana-India.

⁶ Assistant Professor, Department of Management Studies, St. Andrews Institute of Technology and Management, Gurugram, Haryana-India.

employees, it is insufficient to guarantee productivity. Employees can be satisfied with their jobs without being engaged in the work. Employee engagement can develop on a foundation of employee satisfaction. We can compare highly engaged employees to volunteers “who are willing to give their time and energy to support a cause that they are completely committed to because they go above and beyond the core duties listed in their job descriptions.” (Sirajudeen, 2019)

Overall, the emotions, sentiments, and attitudes that an employee experiences while performing his or her duties are what lead to job satisfaction.

The way an individual feels about his or her work experience is a major contributor to his or her overall job satisfaction. These considerations matter greatly in terms of overall job satisfaction. Things like working conditions, remuneration, safety, security, productivity, working relationships (both up and down), and communication are all examples. The degree to which each of these things contributes to an employee's happiness on the work varies. While financial compensation is often cited as the primary element in determining whether or not an employee is happy in their job, some argue that other factors, such as the quality of the workplace, are more significant.

According to Locke's theory, a person's feelings, not the satisfaction of their needs, determine whether they are satisfied in their job. In order to let employers know how satisfied they are with their work, employees should provide feedback. A person may find his job more fulfilling if he is recognized for doing a good job. Good working conditions and employee advancement are both examples of appreciation. The social influence of money, among all incentives, makes it one that significantly affects job satisfaction. Additionally, commitment to an organization is influenced by job satisfaction. Healthy or productive behaviour are signs of commitment, so a satisfied individual is more likely to be both of these. The same study also indicates that high output is related to high job satisfaction. Additionally, a poor indicator of organizational commitment is absenteeism and violence within the workplace, which are both caused by job dissatisfaction. “Therefore, one of the key factors in an organization's success is employee satisfaction.” Employees who are happy with their jobs feel that their employers value their hard work and see the big picture.

A high selection ratio is found among happy workers. However, some researchers, including Lawyer and Porter, claimed that job satisfaction is a unidirectional construct. This means that, generally speaking, you are either satisfied or dissatisfied with your job, workplace, supervision, or pay scale. Maintaining employment is a result of job satisfaction rather than a symptom. Employee expectations, career advancement opportunities, and job security are all factors that influence employee retention. Additionally, compared to satisfaction, dissatisfaction has more drawbacks. Additionally, the perceived value of a job's satisfaction or unhappiness is determined by the degree of the employee's attribution of importance to it in relation to his expectations and the job's actual results.

Employees are the Backbone of any business; without them, nothing would get done. Working adults typically devote the greater part of their working years to earning a living and providing for their family. Because most people spend the majority of their waking hours at work, it follows that if humans are perpetually seeking happiness, they should make an effort to find it in their jobs. Therefore, it is crucial that workers be happy in their jobs. (V. Archana, A. Seema., 2014)

Factors of Job Satisfaction

Job satisfaction is related to the psychology of an employee. A happy & content employee at a job is always motivated to contribute more. On the other hand, a dissatisfied employee is lethargic, makes mistakes & becomes a burden to the company. The elements & factors which contribute to job satisfaction are:

1. Compensation & Working conditions

One of the biggest factors of job satisfaction is the compensation and benefits given to an employee. An employee with a good salary, incentives, bonuses, healthcare options etc. is happier with their job as compared to someone who doesn't have the same. A healthy workplace environment also adds value to an employee. Salary & incentive motivate employees to perform better to achieve goals. Employee's goals are indirectly related to organizational goals.

2-Work life balance

Every individual wants to have a good workplace which allows them time to spend with their family & friends. Job satisfaction for employees is often due a good work life balance policy, which ensures that an employee spends quality time with their family along with doing their work. This improves the employee's quality of work life. Employee who spends quality time with family they also perform well in organization. Human is social being he required some time to spend with family and society otherwise he frustured with work or dissatisfied with life or work both. Healthy and happy person performance good and better from others. Hence, Work life balance is also crucial factor for Job satisfaction.

3. Respect & Recognition

Any individual appreciates and feels motivated if they are respected at their workplace. Also, if they are awarded for their hard work, it further motivates employees. Hence recognition is one of the job satisfaction factors.

4. Job security

If an employee is assured that the company would retain them even if the market is turbulent, it gives them immense confidence. Job security is one of the main reasons for job satisfaction for employees. Job satisfaction levels decrease when an employee feels threatened by a lack of job security. A worker is filled with feelings of discontent and uncertainty when his future at the company is uncertain, which leads to resentment. However, an employee with job security is able to envision his future at the organization, making him feel valued and satisfied with his current position.

5. Challenges

Monotonous work activities can lead to dissatisfied employees. Hence, things like job rotation, job enrichment etc can help in job satisfaction of employees as well.

6. Career Growth

Employees always keep their career growth part as a high priority in their life. Hence, if a company helps groom employees and gives them newer job roles, it enhances the job satisfaction as they know they would get a boost in their career.



Figure 1: Factors of Job Satisfaction

Literature Review

The philosophy, procedures, and metrics for gauging employee pleasure at work are revealed through research on job satisfaction. Numerous studies have been done on the subject of employee job satisfaction, but they have all tended to concentrate on similar broad issues. According to **(Oshwiki, 2019)** Despite this, the researcher found a dearth of studies or a lack of research in the banking sector. Due to the vast variety of variations in working circumstances, pay, and incentives, different levels of an organization's hierarchy have various levels of job satisfaction. Your ability to advance professionally depends on how satisfied you are at work. It enhances convenience and productivity. As an internal factor, job satisfaction can be viewed as a psychological adaptation to one's working environment. Therefore, if a person like their job, they would be content with it. However, if a person's work satisfaction is low, it's probable that they don't enjoy what they do for a livelihood and would prefer to seek a different career.

(Bose, 2005) Stated In his Research, looking at an employee's degree of job satisfaction might help determine how mentally comfortable they are at work. Employee happiness at work has been studied by academic disciplines such as psychology, sociology, economics, and management science in an effort to enhance working circumstances. The primary cause of this is the widely held opinion among experts that changes in employee attitude may have an impact on both labor market developments and the amount of effort put forth when doing duties. Two of any company's top priorities are maintaining market share and maintaining employee satisfaction. Each employee should feel content in their employment. The degree of life satisfaction that an employee experience is closely associated with how comfortable they are at work. An employee who is experiencing extreme anxiety won't be able to accomplish their job well. Due to excessive personnel turnover and job dissatisfaction, many firms today are at a disadvantage when it comes to competition. Because of the company's unfavorable and negative attitudes, employees are not happy with their work **(M. Armstrong, 2009)**.

(J. G. and G. R. Jones, 2009) Explain in his research, we refer to this spectrum when we talk about work satisfaction since employees' opinions of their occupations might range

from total joy to absolute dismay. An employee's desire to feel strongly connected to their place of employment is influenced by a number of factors. Job satisfaction is a complicated notion that may be interpreted differently by different people based on their unique situations. Despite being frequently used as a motivational example, job satisfaction is more of a behavioral than a psychological quality. It could be connected, for instance, to a feeling of personal achievement, whether quantified or qualitatively.

The definition of job satisfaction offered by **(Locke, 1976b)** as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" is by far the most commonly used today. According to Locke, the following concept of work pleasure is weak in multiple crucial respects. Among many others, Locke is the most prominent scholar. It was claimed throughout the evaluation process that work satisfaction had a cognitive or evaluative component, whereas an emotional state indicated that it had an effective component. Locke's description is broken down into three parts: strong, analytical, and career-oriented. **(Judge et al., 2008)**

(Harputlu, 2014) Explain several definitions of job satisfaction in the literature, but there is no agreement on what exactly makes an employee satisfied. This is due to the fact that factors such as unique personalities, needs, values, emotions, and expectations all contribute to defining what it means to be content in one's employment. The factors that affect job satisfaction differ from one organization to the next and include things like corporate culture, the nature of the work, and the opportunities accessible to employees.

(Harputlu, 2014) Stated job satisfaction can be defined as "an employee's positive attitude towards the company, co-workers, and, ultimately, the job" Other definitions include "concerning one's feeling or state of mind related with the work" **(Chughati & Perveen, 2013)**. **(Green, 2001)** Stated that Job satisfaction may be defined as "the degree to which an individual's subjective expectations of their work environment are met".

(G. R. Jones & George, 1998) Stated in their study that additionally, as a result of personal development and exposure to new information, an employee's perspective of the business may change over time. Therefore, an employee's perspective of their job has an impact on both their performance and degree of job satisfaction. Additionally, according to the author of Concepts and Review of Related Literature, "job satisfaction data is helpful in evaluating the emotional wellness and mental fitness of employees and so organization can use the information to improve its structure". The extent to which a person enjoys their work, according to **Fogarty, Brunetti and Wharton (2002)**, is known as job satisfaction. If an employee has faith in their company, they are more likely to get along with coworkers.

Most research, according to **Zeffane (1994)** and **Spector (1997)**, identified at least two categories: personal qualities, which are linked to human traits and features, and environmental elements, which are linked to the work itself or work environment **(Ellickson & Logsdon, 2002)**.

(Spector, 1997) Explain in Another method to measure work satisfaction is his research "the extent to which people like satisfied- or dislike/dissatisfied with their job". It is difficult to prevent work dissatisfaction, despite the knowledge that it reduces performance and has severe consequences such as low productivity, absenteeism, and leaving one's job **(Altuntaş, 2014)**. Additional definitions of job satisfaction in this context include "the assessment of an individual's level of satisfaction with how the work environment meets their needs" and "general attitudes of employees toward their jobs". Simply said, employees are more satisfied at work when their needs, values, and personality qualities are mirrored in their workplace **(Ibrahim et al., 2012); (Zaim et al., 2012)**.

Objectives of the Study

To examine the relationship between employees' job satisfaction level and working environment in the Indian Automobile Industry.

Research Methodology

The study design determines the most suitable method for a given set of research objectives and conditions. The research questions established at the outset of the project can be used to develop a comprehensive plan for data collection and analysis. A descriptive research approach is used in this paper. An examination of employees' job satisfaction with respect to working environment, particularly in relation to the Indian automobile sector, both qualitative and quantitative, may be used to conduct descriptive research. Both quantitative and qualitative methods were used by the researchers in this study. It employs a number of different strategies. The phases in the research process that are most important include deciding on the study's goals and objectives as well as gathering and interpreting participant data.

(i) Primary Data

The primary sources of primary data are all Indian Automobile Industry Employees hence, the need for a web-based application (google form). Questionnaires have been used to collect primary data for this research project.

(ii) Sample Size

Several participants were included in order to get a more complete picture from the research. Number of samples collected from India's automobile industry were 210.

(iii) Statistical Tools

Statistical analysis of the survey data was performed using SPSS. It is utilised for graphical representation, frequency distribution, and the application of various statistical methods. Regression analysis, ANOVA, and the t-test are the statistical analyses used to predict the intention to explain the level of job satisfaction in the Indian automobile industry.

(iv) Research Hypothesis

H0: There is no significant relationship between good working environment and Employees' satisfaction level.

H1: There is significant relationship between good working environment and Employees' satisfaction level.

Results and Discussions

Survey on “A Relationship Analysis between Employees' Job Satisfaction Level and Working Environment in the Indian Automobile Industry” was done. Total 210 respondents filled the questionnaire and valid respondents were 210 after elimination of invalid responses, yielding response rate of 100%.

Table 1:- Descriptive Statistics

Gender	Job Role	Educational Level	Type of Organisation	Region of India	Number of employees	Working Experience in Automobile Industry
--------	----------	-------------------	----------------------	-----------------	---------------------	---

N	Valid	210	210	210	210	210	210	210
	Missing	0	0	0	0	0	0	0
Mean		1.19	4.48	1.97	2.87	1.76	1.68	1.90
Std. Deviation		.394	.859	.247	.585	.530	.697	.478

As per below mentioned tables 2, 3 & 4, the regression analysis between dependent variable(Satisfaction level of employees) and one independent variable(working environment)taken together were 0.782. It indicate that the satisfaction level of employees (SLE) is highly affected by the independent variable(working condition). The value of r^2 is 0.612, it indicate that 61.2% of the variation in dependent variable(SLE) is due to highly influenced by the independent variables at 5% level of significance. In the below mentioned table 2, the p value is less than 0.05, hence model is deemed to be fit.

Table 2: - Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.782 ^a	.612	.610	.44976	.612	328.230	1	208	.000

a. Predictors: (Constant), WE_Avg

b. Dependent Variable: SLE_AVG

Table 3:- ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.396	1	66.396	328.230	.000 ^b
	Residual	42.075	208	.202		
	Total	108.471	209			

a. Dependent Variable: SLE_AVG

b. Predictors: (Constant), WE_Avg

Table 4:- Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.995	.156		6.379	.000	.687	1.302
	WE_Avg	.745	.041	.782	18.117	.000	.664	.826

a. Dependent Variable: SLE_AVG

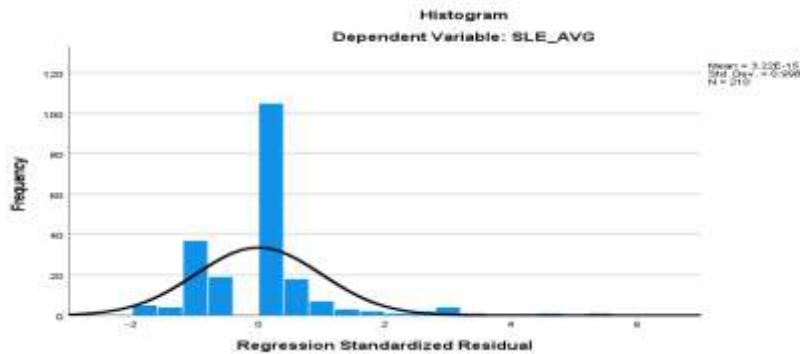


Figure 2: Histogram of Dependent Variable (Satisfaction Level of Employees)

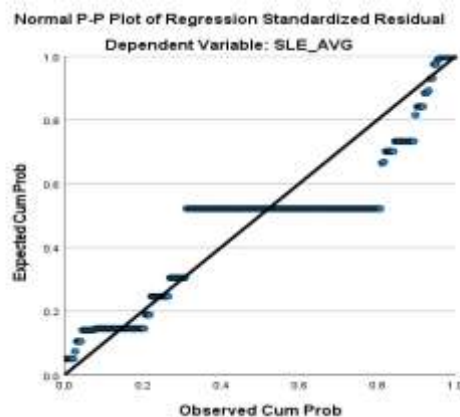


Figure 3: Normal P-P Plot of Regression Standardized Residuals (Satisfaction Level of Employees)

Summary of Findings and Conclusions

An ergonomically sound workplace increases morale and productivity by satisfying employee demands. Employee satisfaction can be impacted by a wide range of office and work environment factors, including design, working hours, workplace hygiene, ventilation, humidity, temperature, tools and equipment, noise level, and lighting. The term "workplace" refers to a wide range of conditions, including the physical, psychological, and social aspects of an office.

More job satisfaction would result from improved working circumstances (**Jyoti, 2013**). Several writers, including (**Pritchard & Karasick, 1973**), have come at the same conclusion. Happy workers and customers would result in an increase in a company's bottom line (**Potterfield, 1999**). Office upgrades boost productivity and morale.

When employees enjoy their workplace, they are happier at work (Berry, 1997). Working environments can be changed to increase worker productivity. Therefore, a company needs to live up to employee expectations if it wants to boost job satisfaction, which will boost productivity and improve the retention rate.

References

1. Amsaveni, C. (2009). A Study on Job Satisfaction of Employees in Le-Shark Global Llp, Palladam. Journal of Business and Management.
2. Berry, L. M. (1997). Psychology at Work. San Francisco: McGraw Hill.

3. Ellickson, M. C., & Logsdon, K. (2002). Determinants of job satisfaction of municipal government employees. *Public Personnel Management*.
<https://doi.org/10.1177/009102600203100307>
4. Goregalla, H. (2018). A PROJECT REPORT ON A STUDY ON EMPLOYEE JOB SATISFACTION. *Academia*. <https://www.academia.edu/>
5. Ibrahim, M., . N. K., . Y. K., . Z. M. A., & . M. K. S. A. K. (2012). Influencing Factors of Job Satisfaction in Technical Organization. *Journal of Economics and Behavioral Studies*.
<https://doi.org/10.22610/jebbs.v4i3.314>
6. Jyoti, J. (2013). Impact of Organizational Climate on Job Satisfaction, Job Commitment and Intention to Leave: An Empirical Model. *Journal of Business Theory and Practice*.
<https://doi.org/10.22158/jbtp.v1n1p66>
7. Oshwiki. (2019). Job satisfaction: theories and definitions: OSHwiki.
8. Potterfield, T. A. (1999). *The business of employee empowerment: Democracy and ideology in the work-place*. Westport, CT: Quorum Book.
9. Pritchard, R. D., & Karasick, B. W. (1973). The effects of organizational climate on managerial job performance and job satisfaction. *Organizational Behavior and Human Performance*.
[https://doi.org/10.1016/0030-5073\(73\)90042-1](https://doi.org/10.1016/0030-5073(73)90042-1)
10. Sirajudeen, S. S. and D. S. A. (2019). A STUDY ON EMPLOYEE JOB SATISFACTION INCREASE COMPANY PRODUCTIVITY. *Journal of Emerging Technologies and Innovative Research*.
11. V. Archana, A. Seema., E. a. (2014). A Study on Employee Job Satisfaction in Jeyamalli Industries Pvt. Ltd, Sipcot, Ranipet. *International Research Journal of Business and Management*.
12. Zaim, H., Kurt, İ., & Tetik, S. (2012). Casual Analysis of Employee Satisfaction and Performance: A Field Study in the Finance Sector. In *International Journal of Business and Management Studies*.