

**A STUDY ON THE EFFECTIVENESS OF JOB SATISFACTION OF EMPLOYEES
IN**

AUTOMOBILE INDUSTRIES

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

By

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SCHOOL OF BUSINESS ADMINISTRATION

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade “A” by NAAC | 12B Status by UGC | Approved by AICTE

Jeppiaar Nagar, RAJIV GANDHI SALAI, CHENNAI - 600 119

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **PRAVEEN KUMAR G REG.No:39410154** who have done the Project work entitled “**A STUDY ON THE EFFECTIVENESS OF JOB SATISFACTION OF EMPLOYEES IN AUTOMOBILE INDUSTRIES**” under my supervision from January 2021 to March 2021.

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DECLARATION

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ABSTRACT

Happy workers are productive workers and productive workers are likely to be happy. Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management. This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance. This paper outlines the broad contours of various variables responsible for employee satisfaction and various ways by which one can maximize employee satisfaction. The research is conducted among 120 employees by collecting responses through surveys consisting of 23 questions from the employees in various automobile industries and it is inferred that there must be an improvement in the allowance and career growth, empowerment and transparency within the organization.

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CHAPTER 1

1.1 INTRODUCTION

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job. Job satisfaction relates to the total relationship between an individual and the employer for which he is paid. Satisfaction means the simple feeling of attainment of any goal or objective. Job dissatisfaction brings an absence of motivation at work.

Research workers differently describe the factors contributing to job satisfaction and job dissatisfaction. Hoppock describes job satisfaction as, "any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job."

There are three important dimensions to job satisfaction:

- 1) Job satisfaction refers to an individual employee's feeling towards his/her job. It can only be inferred but not seen.
- 2) Job satisfaction can also be determined by how well outcomes meet or exceed expectations. This results into increased commitment in the fulfilment of formal performance requirements.
- 3) The terms, job satisfaction and job attitudes are often used synonymously. Both indicate positive and affirmative orientations of the individuals towards their job.

Majority organisations today realise that a 'satisfied' employee is not necessarily the 'best' employee in terms of loyalty and productivity. It is only an 'engaged employee' who is intellectually and emotionally bound with the organisation, feels intense about its goals and is committed towards its values. He goes the extra mile beyond the basic job responsibility and is associated with the actions that drive the business. Moreover, in times of decreasing loyalty, employee engagement is a potent retention strategy.

MEASURING JOB SATISFACTION

Job satisfaction can be measured using various methods, and the Majority common method for collecting the data regarding job satisfaction is Likert scale. Other common approaches for assessing job satisfaction is by questionnaire, checklist and forced choice answers. The Job Descriptive Index measures one's satisfaction in five facets: pay, promotion and opportunities, co-workers, supervision and the work. The job in general index is an overall measurement of job satisfaction. Various studies have been conducted to find out the factors which determine the job satisfaction and the way it influences the productivity in the organization.

MODELS OF JOB SATISFACTION There are various methods and theories of measuring job satisfaction level of employees in the organization.

AFFECT THEORY Edwin A. Locke's Range of Affect Theory (1976) is arguably the Majority famous job satisfaction model. The main premise 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 moderates. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

DISPOSITIONAL THEORY Another well-known job satisfaction theory is the Dispositional Theory that suggests people have innate dispositions that cause them to have tendencies towards certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction. A significant model that narrowed the scope of the Dispositional Theory was the Core Self-Evaluations Model. The four Core Self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general, self-efficacy, locus of control, and

neuroticism. This model states that higher levels of self-esteem and general self-efficacy lead to higher work satisfaction. Having an internal locus of control leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction

TWO-FACTOR THEORY (MOTIVATOR-HYGIENE THEORY) Frederick Herzberg's Two-factor theory also known as Motivator Hygiene Theory attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors: motivation and hygiene factors, respectively. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction. These motivating factors are considered to be intrinsic to the job, or the work carried out. Motivating factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions. Furthermore, the theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors. Finally, the model has been criticised in that it does not specify how motivating/hygiene factors are to be measured.

1.1.1 Sources of job-satisfaction

Benefits of Employee job satisfaction: One benefit of Employee job satisfaction survey is that they Give management an indication general levels of satisfaction in a company. Surveys also indicate specific areas of satisfaction or dissatisfaction (as with employee services) and particular groups of employee. In other words, a survey tells how employees feel about their jobs, what parts of their jobs these feeling are focused on, with department are particularly affected, and whose feelings are involved (for example, supervision, employee or staff specialists). The survey is powerful diagnostic instrument for assessing employee problems.

1. An unexpected benefit from an employee job satisfaction survey is improved attitudes. For some employees, the survey is a safety valve, an emotional release, and a chance to get things off their chest. For others, the survey is a

tangible expression of management's interest in employee welfare, which gives employees a reason to feel better towards management.

2. The employee job satisfaction survey can help discover the causes of indirect productivity problems, such as absenteeism, turnover and poor quality of work. If an organization is disturbed by a high rate of absenteeism or turnover, it might opportunities, unchallenging jobs, unjust treatment and the like. Without proper survey, there could be random guessing on the part of management employee job satisfaction survey help management both to get a better handle on why employees are lagging and to plan better handle solutions to problems.
3. Another benefit of satisfaction survey is that help management assess training needs. Usually, employees are given on opportunity how they feel this supervisor performs certain parts of the jobs, such as delegating work and giving adequate job instruction. Since employees experience these supervisory acts, their perception may provide useful data about the training of their supervisors
4. One of the best uses of employee job satisfaction survey is in the evaluation of the impact of organizational changes on employees attitudes. For example, the management wants to whether the job redesign program recently implemented in the organization has resulted in increased satisfaction to the employees. By comparing pre-change data and post- change data, it is easy to determine what impact the redesigned work has on employee attitudes. But the benefit discussed above would be realized subject to certain prerequisites. Following are the conditions:
 - Top management actively supports the survey
 - Employees are fully involved in planning the survey.
 - A clear objective exists for conducting the survey.
 - The study is designed and administered consistent with standards of sound research.

- Management is capable and willing to take follow up action.
- Both the results and action plans are communicated to employees.

Ways of Measuring Employee Job Satisfaction:

There are a number of ways of measuring Employee Job Satisfaction. This is not surprising since hundreds of studies have been conducted over the past three and half decades, employing varied techniques. The Majority common ways of measurement include rating scales, critical incidents, interviews, and action tendencies. Measurement of employee job satisfaction has come to acquire the same fate as the measurement of intelligence. We can measure employee job satisfaction by questionnaire. Perhaps the earliest of all the known scales of measuring employee job satisfaction is that by Hop pock.

Other Effects of Employee Job Satisfaction:

In addition to the above, it has been claimed that satisfied employees tend to have better mental and physical health and learn new employee related tasks quickly.

Two faces of Employee Job Satisfaction:

Employee job satisfaction has both functional and dysfunctional consequence. The positive consequences of employee job satisfaction have already been stated above. An often- overlooked dimension of employee job satisfaction is its relationship to employee health. Employee who are dissatisfied with their jobs are prone to managers, this means that even if satisfaction did not lead to less voluntary turnover and absence, the goal of a satisfied workforce might be justifiable because it would reduce medical or costs and the premature loss of valued employees by way of heart Disease or strokes.

The effect of employee job satisfaction goes beyond organizational setting. When employees are happy with their jobs, their lives away from jobs will be better off. In

contrast, the dissatisfied employee carries that attitude home. Some benefits of employee job satisfaction accrue to every citizen. These people will hold a more positive attitude towards life in general and make for a society of more psychologically health people.

The employee job satisfaction helps management in terms of reduced turnover, reduced absences, reduced job stress and reduced medical and life insurance costs. Additionally, there benefits for society in general. Satisfied employees are happy and better citizens. However, employee job satisfaction has been overemphasized. Its benefits to the management are contingent upon fulfilment of several other variables. Take turnover for instance. Employee job satisfaction may not directly lead to reduced turnover, other facto like age, financial position, number of dependents and like will have their own say. It seems that only academician and researchers are interested in employee job satisfaction. For them employee job satisfaction is a good topic for survey. For them employee job satisfaction is important and they expect that it is important for others too. For many people, job is only a source for earning, nothing more, and nothing less. A dissatisfied employee has any number of off the job activities to find satisfaction.

Non job oriented people tend not to be emotionally involved with their work this relative indifference allows them to accept frustrating condition at work more willingly. Unfortunately, the number of non job oriented people is more than those who take job as everything in life.

Determinants of Employee job Satisfaction:

Employee job satisfaction is critical concept to measure the employees organizational behaviour. There are a number of factors influencing the employee's job satisfaction. Refers to a set of some commonly experienced stable characteristics of organizations, which constitutes the uniqueness of that organization and differentiates it from others. We face some difficulties in identifying this set of characteristic we do not yet know the various dimensions or factors of Employee job satisfaction on which

we should look for these characteristics. Some of these common dimensions are described below.

Mentally challenging work:

Employees tend to prefer jobs that give them opportunities to use skills and abilities and offer a variety of tasks, freedom and feedback on how well they are doing are some of the most important ingredients of a satisfying job.

Working conditions:

Employees are concerned with their work environment for personal comfort and for doing a good job. Temperature, light, noise and other environmental factors should not be extremes.

Company policies:

If the company has policies that can help the employee on the job and off the job then the employee does his duty effectively. It provides the employee to improve the attitude of dedication and co-operation.

Job security:

For employees the main aspects of his job are security. If the employee feels that in the company where he is working then he will be satisfied and performs his duties with commitment.

Communication:

Communication includes both the transference and understanding of meaning. Good communication is essential to any group or organization's effectiveness. Poor communication is probably the most frequently cited source of interpersonal conflict. An idea, no matter how great, is useless until it is transmitted and understood by others. Perfect communication, would exist when a thought or an idea was transmitted so that

the mental picture perceived by the receiver was exactly the same as that envisioned by the sender.

Compensation and Rewards:

An employee reward system consists of an organization's integrated policies, processes and practices for rewarding its employee in accordance with their contribution, skill and competence and their market work. It is developed within the framework of organization's reward philosophy, strategies and policies and contains arrangement in form of processes, structures and procedures which will provide and maintain appropriate types and levels of pay, benefits and other forms rewards.

Safety and Health:

Safety, in simple terms, means freedom from the occurrence or risk of injury or loss. Industrial safety or employee safety refers to the protection of workers from the danger of the industrial accidents. An accident-free plant enjoys certain benefits. Major ones are substantial savings in cost, increase productivity, moral and legal grounds. The well-being of the employee in an industrial establishment is affected by accidents any by ill health physical as well as mental. The need healthy the workers and health services are to be provided by the management to ensure the continuing good health of their employees.

Rewards and recognition:

An employee reward system consists of an organization's integrated policies, processes and practices for rewarding its employees and practices for rewarding its employees in accordance with their contribution, skill and competence and their market work. It is developed within the framework of organization's reward philosophy, strategies and contains arrangement in form of processes appropriate types and levels of pay, benefits and other forms rewards.

Career Development:

A career can define as a sequence but related work activities that provides continuity, and meaning in a person's life. Careers are both individually, perceived and society constrained; not only do people make careers out of their particular experience, but career opportunities in society also influence and make people.

Performance Appraisal: Performance Appraisal is deemed by many to be an essential part of the executive job. A systematic and periodic appraisal process is deemed superior to a casual, intuitive, and at the absence of such preplanning. Systematic performance appraisal is that which provides information of great assistance in making and enforcing decisions such subject as promotions, pay increases, layoffs and transfers. It provides such information in advance of time when it may be needed, they by avoiding spot judgment when a decision must be made.

Training & Development: Training is the formal and systematic modification of behavior through learning, which occurs as a result of education, instruction, and development and planned experience. The fundamental aim of guiding is to help the organization achieve its purpose by adding value to its key resource- the people it employee. Training means investing its people to enable them to perform better and to empower them to make the best use of their natural abilities. Individuals with guidance, encouragement and health from their managers as required carry out personal development are planning. A personal development plan sets out the action. People to take to learn and develop themselves.

Empowerment: Empowerment is the process of giving employees more power to exercise control over, and take responsibility for their work. It provides greater space for individual to use their abilities by enabling and encouraging them to take decisions close to the point of impact. Empowerment is about engaging both the hearts and minds of people so that they can take the opportunities available to them for greater responsibility. Jobs are so structured that individuals can plan, execute and evaluate a complete operation in the total process personally.

1.2 INDUSTRY PROFILE:

AUTOMOBILE INDUSTRY

Automobile industry, the business of producing and selling self-powered vehicles, including passenger cars, trucks, farm equipment, and other commercial vehicles. By allowing consumers to commute long distances for work, shopping, and entertainment, the auto industry has encouraged the development of an extensive road system, made

possible the growth of suburbs and shopping centres around major cities, and played a key role in the growth of ancillary industries, such as the oil and travel businesses. The auto industry has become one of the largest purchasers of many key industrial products, such as steel. The large number of people the industry employs has made it a key determinant of economic growth. Although steam-powered road vehicles were produced earlier, the origins of the automotive industry are rooted in the development of the gasoline engine in the 1860s and '70s, principally in France and Germany. By the beginning of the 20th century, German and French manufacturers had been joined by British, Italian, and American makers. The history of the automobile industry, though brief compared with that of many other industries, has exceptional interest because of its effects on history from the 20th century. Although the automobile originated in Europe in the late 19th century, the United States completely dominated the world industry for the first half of the 20th century through the invention of mass production techniques. In the second half of the century the situation altered sharply as western European countries and Japan became major producers and exporters.

1.2.1 INDIAN AUTOMOBILE INDUSTRYThe Indian automobile industry is the fourth largest in the world with an annual turnover of \$100 billion and employs 32 million people. The two-wheeler industry in India is the largest in the world. India is also the largest tractor manufacturer and the eight largest commercial vehicles manufacturer in the world.

The automobile industry includes two-wheeler, four-wheeler, passenger vehicle and commercial vehicles. In 2018-19, 4.06 million cars were manufactured and at present around 32 million cars run on Indian streets. The two-wheeler segment dominates the industry with a share of 80 per cent.

The automobile sector currently contributes about 50 per cent of the manufacturing gross domestic product (GDP) in India, 26 per cent of the industry GDP and 7.1 per cent of overall GDP, up from 2.7 per cent in 1992-93. The sector contributes approximately 13 percent of excise revenue to the government.

The total investment in this sector is around \$40 billion in the last decade. The decade of

2001-2010 saw a compounded annual sales growth of 15.67 per cent, which included 10 percent exports. The yearly growth of exports was 23 per cent from 2000 to 2015 due to constant government support

1.2.2 TWO-WHEELER INDUSTRY IN INDIA

The Two-Wheeler Industry in India entered the manufacturing course in the early 1950s when Automobile Products of India (API) started manufacturing scooters in India. In 1948, Bajaj Auto began importing Vespa scooters in India. In 1960, Bajaj started a shop to manufacture scooters in India in collaboration with Piaggio of Italy. The collaboration ended in 1971. Even the motorcycles segment also started with three manufacturers viz Enfield, Ideal Jawa, and Escorts. In the '80s the market for two-wheeler motorbikes opened up and it buzzed the market by storm. It resulted in the expansion in the market where TVS Suzuki and Hero Honda occupied the top two spots in the Indian motorcycles segment. Since then throughout the last four decades, we have seen splendid growth in the Indian two-wheeler segment year on year basis. Moving forward from starting in the 1950s to the current time, India is the largest market for the two-wheeler segment right now.

The second highest populated country in the world, India, comprises of a lot of middle and lower class segment. With transportation still being a challenge in India, a lot of people in these segments look forwards to the 2-Wheeler Industry in India. This industry includes various vehicles like Motorbikes, scooters, and mopeds, which come in a varied range from affordable to classy bikes.

1.2.3 HISTORY OF THE INDUSTRY

India is the second largest manufacturer and producer of two-wheelers in the world. It stands next only to Japan and China in terms of the number of two-wheelers produced and domestic sales respectively. This distinction was achieved due to variety of reasons like restrictive policy followed by the Government of India towards the passenger car industry, rising demand for personal transport, inefficiency in the public transportation system etc. The Indian two-wheeler industry made a small beginning in the early 50s when Automobile Products of India (API) started manufacturing scooters in the country. Until 1958, API and Enfield were the sole producers. In 1948, Bajaj Auto began trading in imported Vespa scooters and three-wheelers. Finally, in 1960, it set up a shop to manufacture them in technical collaboration with Piaggio of Italy. The agreement expired in 1971.

In the initial stages, the scooter segment was dominated by API, it was later overtaken by Bajaj Auto. Although various government and private enterprises entered the fray for scooters, the only new player that has lasted till today is LML. Under the regulated regime, foreign companies were not allowed to operate in India. It was a complete seller market with the waiting period for getting a scooter from Bajaj Auto being as high as 12 years. The motorcycles segment was no different, with only three manufacturers viz Enfield, Ideal Jawa and Escorts. While Enfield bullet was a four-stroke bike, Jawa and the Rajdoot were two-stroke bikes. The motorcycle segment was initially dominated by Enfield 350cc bikes and Escorts 175cc bike. The two-wheeler market was opened to foreign competition in the mid-80s. And the then market leaders - Escorts and Enfield - were caught unaware by the onslaught of the 100cc bikes of the four Indo-Japanese joint ventures. With the availability of fuel efficient low power bikes, demand swelled,

resulting in Hero Honda - then the only producer of four stroke bikes (100cc category), gaining a top slot. The first Japanese motorcycles were introduced in the early eighties. TVS Suzuki and Hero Honda brought in the first two-stroke and four-stroke engine motorcycles respectively. These two players initially started with assembly of CKD kits, and later on progressed to indigenous manufacturing. In the 90s the major growth for motorcycle segment was brought in by Japanese motorcycles, which grew at a rate of nearly 25% CAGR in the last five years.

The industry had a smooth ride in the 50s, 60s and 70s when the Government prohibited new entries and strictly controlled capacity expansion. The industry saw a sudden growth in the 80s. The industry witnessed a steady growth of 14% leading to a peak volume of 1.9mn vehicles in 1990. The entry of Kinetic Honda in mid-eighties with a variometric scooter helped in providing ease of use to the scooter owners. This helped in inducing youngsters and working women, towards buying scooters, who were earlier inclined towards moped purchases. In the 90s, this trend was reversed with the introduction of scooterettes. In line with this, the scooter segment has consistently lost its part of the market share in the two-wheeler market. In 1990, the entire automobile industry saw a drastic fall in demand. This resulted in a decline of 15% in 1991 and 8% in 1992, resulting in a production loss of 0.4mn vehicles. Barring Hero Honda, all the major producers suffered from recession in FY93 and FY94. Hero Honda showed a marginal decline in 1992. The reasons for recession in the sector were the incessant rise in fuel prices, high input costs and reduced purchasing power due to significant rise in general price level and credit crunch in consumer financing. Factors like increased production in 1992, due to new entrants coupled with the recession in the industry resulted in companies either reporting losses or a fall in profits. India is one of the very few countries manufacturing three-wheelers in the world. It is the world's largest manufacturer and seller of three-wheelers. Bajaj Auto commands a monopoly in the domestic market with a market share of above 80%, the rest is shared by Bajaj Tempo, Greaves Ltd and Scooters India. The total number of registered two-wheelers and three-wheelers on road in India, as on March 31, 1998 was 27.9mn and 1.7mn respectively. The two-wheeler population has a majority doubled in 1996 from a base of 12.6mn in 1990.

1.2.4 TWO WHEELERS used in India

Currently there are around 10 two-wheeler manufacturers in the country, they being

- Bajaj,
- Hero,
- Hero Honda,
- Honda,
- Indus,
- Kinetic,
- Royal Enfield,
- Suzuki,
- TVS, and
- Yamaha.

1.2.5 Market Insights:The two-wheeler market has witnessed a significant growth over the last decade. An increased demand in urban and semi-urban areas, and a relatively low cost of ownership are some of the leading factors propelling the growth of the market in India. Being the preferred alternative to public transports and four-wheelers also adds to its popularity. Lately, the industry has been facing headwinds and is showing signs of weakness with rising fuel prices, growing safety issues, multiple road accidents, higher insurance charges and uncertainty regarding the electrification of bikes. These are the reasons impeding the industry's growth.

1.2.6 Market Segmentation Analysis:The two-wheeler market in India is segmented on the basis of scooters, motorcycles, and mopeds. The motorcycle segment occupies two-third market share of the two-wheeler market in India, and is followed by the scooters and mopeds segments. The market share of the motorcycles segment increased by 5% year-on-year during the FY 2018-FY 2019 period, while that of the scooters segment decreased marginally during the same period. In 2018, the top products in the Motorcycles segment were Hero Splendor, Hero HF Deluxe, Honda CB Shine, Bajaj CT100, and Hero Passion, while for the Scooters segment Honda

Activa, TVS Jupiter, Suzuki Access, Honda Dio, and Hero Maestro were the major products.

1.2.7 Government Initiatives: With the introduction of the government-backed program, Amma Bikes Scheme, which entitles every working woman in Tamil Nadu for a subsidy of 50% up to INR 25,000 on the purchase of a two-wheeler, the sale of two-wheelers in the state has gone up. However, the conversion of conventional bikes (up to 150 cc) into electric ones had an adverse impact on top players in the two-wheeler market. Two-wheelers, with a capacity of up to 150 cc, account for approximately 88% of the overall two-wheelers production in India. The target to electrify all these two-wheelers produced by 2025 is a major challenge for giant companies as more than 90% of their businesses are constituted of such bikes. Therefore, the transition will lead to a substantial monetary loss for the companies.

1.2.8 Competition Analysis: In FY 2019, Hero MotoCorp Limited (formerly Hero Honda Limited) maintained its leadership position in the Indian two-wheeler market, followed by Honda Motorcycle and Scooter India Private Limited. TVS Motor Company Limited and Bajaj Auto Limited maintained the third and fourth positions, respectively.

Other significant players in the sector include Eicher Motors Limited, India Yamaha Motor Private Limited, and Suzuki Motorcycle India Private Limited. All major players are currently going through a transitional phase to launch electric bikes because of the recent Niti Aayog directive.

EMPLOYEE DESIGNATION:

- Officer
- Supervisor
- Tire technician
- Vehicle inspector
- Auto instructor
- Auto body repair technician
- Sales Reps
- Administrative Support
- Customer Service
- Auto sales manager
- Auto engineer
- Process engineer
- Auto designer
- Quality testing engineer

1.3 NEED OF STUDY

Employees are the central forces of an industry and only with their efficiency, an organisation can move into success. Only with a group of satisfied employees the company can lead into success. For employees satisfaction the company must provide adequate welfare measures. By conducting a job satisfaction survey we can analyse whether the employees are satisfied or not and also whether they are motivated by the general, welfare, financial and other related factors.

1.4 SCOPE OF THE STUDY

- The research measures the effectiveness of job satisfaction among employees
- To identify different methods which can be used to improve the satisfaction of the employees
- To help the management to know more about the job satisfaction and enhance productivity among the employee's working in the organization.

1.5 OBJECTIVE OF THE STUDY

- This project is designed mainly to identify and evaluate the employees response towards the effectiveness of job satisfaction among the employee in automobile industry

PRIMARY OBJECTIVE

- To investigate the effectiveness of job satisfaction among the employees in automobile industry in Chennai.

SECONDARY OBJECTIVE'S

- To determine the level of satisfaction of the respondents regarding their job
- To identify the various factors that motivates the employees
- To study the attitude of the employees towards their work
- To give suggestions for the growth and perspective of the company
- To study the employee's perception towards organization

1.6 LIMITATIONS OF THE STUDY

- The analysis of the present study has been carried out based on the information has collected from the employee working in automobile industry.
- The study is an opinion survey; caution may have to be exercised while extending the result to other areas.
- Due to time constrict only 120 numbers of respondents were considered.
- The result fully depends on the information given by the respondents which may be based.

CHAPTER 2

Review of literature

Adriana AnaMaria Davidescu , Simona-Andreea Apostu , Andreea Paul and Ionut Casuneanu (2020) Work Flexibility, Job Satisfaction, and Job Performance among Romanian Employees. This paper aims to examine the impact of different types of flexibility—contractual, functional, working time, and workspace flexibility—in order to highlight the relevance of employee development and employee flexibility as important aspects of sustainable HRM in increasing the overall level of employee job satisfaction. In order to make this possible, an “employee flexibility composite indicator,” which takes into account different types of flexibility, has been developed using feedback from Romanian employees, which was gathered by a national representative survey using multiple correspondence analysis. Furthermore, the impact of both individual and employee flexibility on overall level of job satisfaction has been quantified using binary logistic regression models. Within the research, there is a particular focus on the impact of new types of workspaces (flex office, co-working, total home office, partial home office—FO, CW, HOT, HOP) on job performance, job satisfaction, organizational performance, professional growth and development, social and professional relationships, and personal professional performance as well as on the overall level of work motivation. The empirical results revealed that these new types of workspaces are highly appreciated by employees, generating a growing interest among them. Partial home working, the mix between working from home and working in a company’s office, has been considered an optimal solution in increasing organizational performance, social and professional relationships,

Dziuba, Szymon & Ingaldi, Manuela & Zhuravskaya, Marina. (2020). Employees’ Job Satisfaction and their Work Performance as Elements Influencing Work Safety. System Safety Job satisfaction has a big impact on how an employee performs his job. Both elements have an impact on job safety and employee perception of it. A satisfied employee devotes himself to work, performs orders better, cares for others

and for himself. He feels safe in the enterprise. The aim of the paper was to assess employees' job satisfaction and their work performance with use of simply survey. In order to achieve this aim, a survey was conducted among employees of a chosen metallurgical enterprise who were asked to assess level of their job satisfaction. The employees defined their job satisfaction by referring to 20 statements describing this satisfaction and evaluating three factors that were used to compute the satisfaction index. The survey allowed for indication the general level of employee satisfaction.

Abuhashesh, Mohammad & Aldmour, Rand & Masa'deh, Ra'Ed. (2019). In order to help the Jordanian industrial sector to minimize the amount of time and money currently spent on recruiting and training new employees due to the rapid employee turnover rate, this study aims to identify the factors which encourage employees to remain in their jobs for a long-term as opposed to those that create negative sentiments thus, leading employees to quit. The factors under focus are wages, organizational culture, benefits, job satisfaction, stress, training and development, promotion prospects, and job security. The study measures the impact of each factor on employee satisfaction. The research population is the body of employees in Jordan's industrial sector, with a random sample of industrial employees representing the population. The quantitative method is used to examine the research question. The study found that Jordanian employees care the most about their salaries and position more than any other factors. Therefore, we recommend that Jordanian manufactures consider studying the range of salary for each position, so they do not miss out on talented people or lose a good employee.

Tharu, Ramesh. (2019). Multiple regression model fitted for job satisfaction of employees working in saving and cooperative organization. The research study aims to identify the significant factors affecting job satisfaction of employees working in saving and cooperative organization in Nepalgunj sub-metropolitan city of Bank District, Nepal; with the help of multiple linear regression model. This study has applied a cross-sectional and descriptive statistical research designs entirely based on primary data. A representative sample of size 161 was collected by using a

structured questionnaire to each employee. F-ratio's have been calculated to test the overall significance of the coefficients of fitted multiple regression model (i.e. to test the goodness of fit of the multiple regression model). The fitted multiple linear regression model has shown that the factors pay facilities, working environment, training courses, encouragement factors and motivation factors have significant impact on job satisfaction of the employees under the study. The findings reveal that all the significant variables have positive impact on job satisfaction. Although, the variables like supervision, relationship with co-employees and carrier development opportunities are not significant in the final model but it is important variable and is significant while correlating with job satisfaction.

Dr. V.Lavanya ,October (2017), A Study on Employee Job Satisfaction in Manufacturing Sector. Job satisfaction represents one of the Majority complex areas when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. There is a considerable impact of the employee's perceptions for the nature of his work and the level of overall job satisfaction. Financial compensation also has a great impact on the overall job satisfaction of employees. Job satisfaction represents one of the Majority complex areas when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. There is a considerable impact of the employee's perceptions for the nature of his work and the level of overall job satisfaction. Financial compensation also has a great impact on the overall job satisfaction of employees.

R. Naga Bhavya Sree , R. Satyavathi (2017), Employee Job Satisfaction In order to increase efficiency, effectiveness, productivity and job devotion of employees, the business must satisfy the needs of its employees by providing good working conditions. The objective of this paper is to analyse the impact of working

environment on employee job satisfaction. The study employed a quantitative methodology. Data was collected through a self-administered survey questionnaire. The questionnaire is adopted from a previous validated assessment. The target population consists of educational institutes, banking sector and telecommunication industry operating in the city of Hyderabad . Simple random sampling is used for collection of data from 80 employees. The results indicates a positive relationship between working environment and employee job satisfaction. The study concludes with some brief prospects that the businesses need to realize the importance of good working environment for maximizing the level of job satisfaction. This paper may benefit society by encouraging people to contribute more to their jobs and may help them in their personal development and development. Hence, it is vital for an organization to motivate their employees to work hard for achieving the organizational goals and objectives.

Subhashini.D PhD Research Scholar (2017), Anna University, Chennai, A study on the impact of Job Satisfaction on Job Performance of Employees working in Automobile Industry. This is an exploratory research, attempting to discover how the dimensions of job satisfaction are significantly related to the job performance of an employee. The data were collected from employees working in Automobile industry, Punjab having experience of above or below 10 years, so as to ensure relatively accurate responses on performance evaluation at different groups of employees in the Automobile industry. The result shows the existence of a positive correlation between the dimensions of job satisfaction and performance of employees at both supervisors and workers levels working in the Automobile industry. The idea behind this study is to give organizations an insight about the significance of job satisfaction with respect to the performance of its employees and how they can be leveraged to obtain the desirable results. Thus the results of this study may be experimented in other types of organizations also.

Mantri, Sheetal & Narkhede, Parag. (2014). Job satisfaction: a comparative study between information technology industry and automobile industry. Job Satisfaction is most indispensable factor for long term survivability of organization. Management

has to play a crucial role in improving Job satisfaction among the employees. This study focuses on study of Job Satisfaction in IT industry and Automobile industry. The researches were conducted among 602 employees from Automobile and Information Technology Industries in Pune city with the help of questionnaire. Data has been analyzed with the help of SPSS package. Result shows that IT employees are more satisfied and motivated than Automobile employees.

Bakotic, D., & Babic, T. B. (2013, February). Relationship between Working Conditions and Job Satisfaction Job satisfaction is a complex concept that is influenced by many factors. The aim of this paper is to analyze the impact of working conditions to job satisfaction. For that purpose the empirical research has been conducted in 2012 in one Croatian shipbuilding company. The research results show that there is no statistically significant difference in overall job satisfaction between workers who work under difficult working conditions (at the facility) and those who work in normal working conditions (in the administration); workers who work in normal working conditions are more satisfied with working conditions than workers who work under difficult working conditions; in the case of workers who work under difficult working conditions, the working conditions are important factor of their overall job satisfaction.

Tansel, Aysit & Gazioglu, Saziye. (2013). Management-Employee Relations, Firm Size and Job Satisfaction. This paper investigates the job satisfaction in relation to managerial attitudes towards employees and firm size using the linked employer-employee survey results in Britain. We first investigate the management-employee relationships and the firm size using maximum likelihood probit estimation. Next various measures of job satisfaction are related to the management-employee relations via maximum likelihood ordered prohibit estimates. Four measures of job satisfaction that have not been used often are considered. They are satisfaction with influence over job; satisfaction with amount of pay; satisfaction with sense of achievement and satisfaction with respect from supervisors. Main findings indicate that management-employee relationships are less satisfactory in the large firms than in the small firms. Job satisfaction levels are lower in large firms. Less

satisfactory management-employee relationships in the large firms may be a major source of the observed lower level of job satisfaction in them. These results have important policy implications from the point of view of the firm management while achieving the aims of their organizations in particular in the large firms in the area of management-employee relationships. Improving the management-employee relations in large firms will increase employee satisfaction in many respects as well as increase productivity and reduce turnover. The nature of the management-employee relations with firm size and job satisfaction has not been investigated before.

Yaghoubipoor, A., Puay Tee, O. and Musa Ahmed, E. (2013), "Impact of the relationship between transformational and traditional leadership styles on Iran's automobile industry job satisfaction", This study aims to look into the ways in which leadership styles including transformational and traditional (independent variable) affect employee job satisfaction (dependent variable), focusing on six production lines in the Iranian automobile industry. The study focused solely on the production line workers and used questionnaires to obtain the relevant data. Implementation of the questionnaires was done using the proportional stratified random sampling method, whereby questionnaires were distributed to the target population over the period June to August 2010. Of the 600 questionnaires distributed 540 were returned completed. The survey results showed the dominant leadership style practiced in the industry to be the transformational styles. The employees reported moderate satisfaction with their jobs. The findings revealed that different employee job satisfaction components were impacted in different ways depending on the leadership style.

Yaghoubipoor, Ali & Tee, Ong & Ahmed, Elsadig. (2012). Job Satisfaction among Man Workers in Automobile Industry The primary aim of the study was to assess the job satisfaction of the men workers working in automobile industry in Iran based on primary survey from 600 man workers. The job satisfaction score was calculated using Maslow's Theory. The result showed that male workers were generally satisfied with their job. A close view of specific job facets indicate that the

highest level of satisfaction occurs in the areas of growth, policy and administration, salary and work conditions. However, relatively more number of men workers was dissatisfied with recognition and supervision

Baah, K., & Amoako, G. K. (2011). Application of Frederick Herzberg's Two-Factor Theory in Assessing and Understanding Employee Motivation at Work: a Ghanaian Perspective. *European Journal of Business and Management*, 3(9), 1-8. This paper critically examines Frederick Herzberg's two-factor theory and assesses its application and relevance in understanding the essential factors that motivate the Ghanaian worker. The two-factor theory of motivation explains the factors that employees find satisfying and dissatisfying about their jobs. These factors are the hygiene factors and motivators. The hygiene factors when absent can lead to dissatisfaction in the work place but when fully catered for in the work environment on their own are not sufficient to satisfy workers whereas the motivators referring to the nature of the job, provide satisfaction and lead to higher motivation. This paper adds to the understanding of what motivates the Ghanaian worker most and creates the platform for a re-evaluation of the thinking and viewpoint that workers rate motivator factors higher than the hygiene factors in the work setting.

Kalluvelil Janardhanan, Anju & George, Sona. (2011). A STUDY ON JOB SATISFACTION OF EMPLOYEES IN BPCL – KOCHI REFINERY LIMITED, AMBALAMUGAL. Job satisfaction is one of the important factors which have drawn attention of managers in the organization as well as academicians. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. Though there is no conclusive evidence that job satisfaction affects productivity directly since productivity depends on so many variables, it is still a prime concern for managers. Job satisfaction is the mental feeling of favorableness which an individual has about his job. It is often said that " A happy employee is a productive employee. " Job satisfaction is very important because most of the people spend a major portion of their life at their working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human

being. A highly satisfied worker has better physical and mental well-being. The study tries to evaluate how human resource factors affect the satisfaction level of employees in BPCL – Kochi Refinery Limited. It assesses how far welfare and financial factors motivate the employees in the company. The study also attempts to analyze the opinion of employees towards the working life in the company.

Gazioglu, S., & Tanselb, A. (2006). Job Satisfaction in Britain: Individual and Job Related Factors. *Applied Economics*, 38(10). In this paper four different measures of job satisfaction are related to a variety of personal and job characteristics. The data used are from the 28 240 British employees in the Workplace Employee Relations Survey, 1997. This data set is larger and more recent than in any previous studies. Four measures of job satisfaction that have not previously been used are considered: satisfaction with influence over job; satisfaction with amount of pay; satisfaction with sense of achievement; and satisfaction with respect from supervisors. The paper contributes to the literature by analysing job satisfaction with respect to industrial composition and occupations. One of the striking findings is that those in the education and health sectors are less satisfied with their pay but more satisfied with their sense of achievement. Further, it is found that employees who received job training were more satisfied than those who had no training opportunities. Unlike previous studies, it is found that married individuals have lower job satisfaction levels than the unmarried. Other results confirm those in the literature, such as women being more satisfied than men, and a U-shaped relationship between satisfaction and age.

Knotzer, Hans & Traweger, Christian & Lederer, Wolfgang & Heidegger, Thomas & Benzer, Arnulf. (2005). Influence of working conditions on job satisfaction in anaesthetists. *British journal of anaesthesia*. 94.. In this study job satisfaction, physical health, emotional well-being and working conditions in 125 Austrian and Swiss anaesthetists. Responses to self-reporting questionnaires were evaluated. Dependent variables included job satisfaction, emotional well-being and physical health. Independent variables included age, sex, marital status, position and working conditions as assessed by the Instrument for Stress-related Job

Analysis. Control over work shows a strong effect on job satisfaction in anaesthetists, for example influence on handling tasks ($P=0.001$), time control ($P=0.002$) and participation ($P=0.001$), whereas task demands and task-related problems did not have any effect. Anaesthetists in leading positions and specialists reported lower job satisfaction ($P=0.012$) than did anaesthetists in non-leading positions. Job satisfaction was associated with better physical health ($P=0.001$) and better emotional well-being ($P=0.005$). The results suggest that a high level of job satisfaction in anaesthetists correlates with interesting work demands and the opportunity to contribute skills and ideas. To improve job satisfaction, more attention should be paid to improving working conditions, including control over decision-making, and allowing anaesthetists to have more influence on their own work pace and work schedule.

Castillo, J. X., & Cano, J. (2004). Factors Explaining Job Satisfaction Among Faculty. *Journal of Agricultural Education*, 45(3), 65-74. The purpose of this descriptive-correlational study was to describe the amount of variance in faculty member's overall level of job satisfaction explained by Herzberg, Mausner, and Snyderman's (1959) job motivator and hygiene factors. Additionally, the study sought to investigate the suitability of a one-item versus a multi-item measure of overall job satisfaction. The faculty were generally satisfied with their jobs. However, female faculty members were less satisfied than male faculty members. The factor "work itself" was the most motivating aspect for faculty. The least motivating aspect was "working conditions." The demographic characteristics were negligibly related to overall job satisfaction. All of the job motivator and hygiene factors were moderately or substantially related to overall job satisfaction. The factors "recognition," "supervision," and "relationships" explained the variability among faculty members' overall level of job satisfaction.

Aiken, Linda & Clarke, Sean & Sloane, Douglas. (2002). Hospital staffing, organization, and quality of care: Cross-national findings. *Nursing outlook*. 50. To examine the effects of nurse staffing and organizational support for nursing care on nurses' dissatisfaction with their jobs, nurse burnout, and nurse reports of quality of

patient care in an international sample of hospitals. Multisite cross-sectional survey. Adequate nurse staffing and organizational/managerial support for nursing are key to improving the quality of patient care, to diminishing nurse job dissatisfaction and burnout and, ultimately, to improving the nurse retention problem in hospital settings.

Belfield, Clive & Harris, R. (2002). How Well Do Theories of Job Matching Explain Variation in Job Satisfaction across Educational Level? Evidence for UK Graduates. *Applied Economics*. 34.. Using ordered probit estimation technique this paper examines the job satisfaction of recent UK graduates. Focusing primarily on explaining job satisfaction in terms of individuals matching to jobs, with the match depending on reservation returns, information sets and job offer rates. Only limited support can be found for the argument that job matching explains higher job satisfaction. In addition, stylizing graduates as a peer group, who form satisfaction levels based on their rankings relative to each other we examine whether or not education quality, which raises peer group status and increases the job offer rate, is systematically related to job satisfaction. The results broadly support the hypothesis that job satisfaction is neutral across graduates of different education qualities. However, our specification tests indicate that ordered probit estimation may not be fully appropriate for identifying the characteristics of those with high job satisfaction. Copyright 2002 by Taylor and Francis Group

Resheske (2001) examined job satisfaction among full time faculty of the College of Human Development at Wisconsin University. Thirty-six full time faculty members were included in the study. The results indicated that overall the faculty of the College of Human Development at UW-Stout was satisfied with their current employment and that group cohesion does play a role in overall job satisfaction.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

- A research design is considered as the framework or plan for a study that guides as well as helps the data collection and analysis of data.

3.1.1 Descriptive Research Design

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study. Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study. Descriptive research is a type of research that describes a population, situation, or phenomenon that is being studied. It focuses on answering the how, what, when, and where questions of a research problem, rather than the why. This is mainly because it is important to have a proper understanding of what a research problem is about before investigating why it exists in the first place.

3.2 SAMPLING TECHNIQUE

3.2.1 Convenience sampling method

A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach. A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach. A convenience sample is a type of non-probability sampling method where the sample is taken from a group of people easy to contact or to reach. For example, standing at a mall or a grocery store and asking people to answer questions would be an example of a convenience sample. This type of sampling is also known as grab sampling or availability sampling. There are no other criteria to the sampling method except that people be available and willing to participate.

In addition, this type of sampling method does not require that a simple random sample is generated, since the only criterion is whether the participants agree to participate.

3.3 SOURCES OF DATA

Primary Data

Primary data, by contrast, are collected by the investigator conducting the research. Primary data, by contrast, are collected by the investigator conducting the research. A project objective describes the desired results of a project, which often includes a tangible item. An objective is specific and measurable, and must meet time, budget, and quality constraints. Objectives can be used in project planning for business, government, non-profit organizations, and even for personal use. A project may have one objective, many parallel objectives, or several objectives that must be achieved sequentially. To produce the Majority benefit, objectives must be defined early in the project life cycle, in phase two, the planning phase.

Questionnaire

The questionnaire tried to capture the responses of the employees mainly on the key deliverables, derived from the survey conducted, and a few questions have been included to gauge the level of opinions employees and to gain insight into employee expectations by the organization.

Secondary Data sources

Secondary data refers to data that was collected by someone other than the user. Common sources of secondary data for Journal, Books, Websites, organisational records and data that was originally collected for other research purposes.

3.4 STRUCTURE OF QUESTIONNAIRE

There are two broad types of questions open ended or open questions, and closed ended or closed questions. Open questions enable respondents to answer as they wish. Closed questions provide respondents with a list of options from which they choose.

3.5 SAMPLE SIZE:

Sample size is the total population considered for the research in which is taken to be 120.

3.6 PERIOD OF STUDY

- The period of study is from January 2021 TO March 2021 which is a three months of study.

3.7 ANALYTICAL TOOLS

- Percentage Analysis
- ONE WAY ANNOVA in spss
- CORRELATION in spss

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

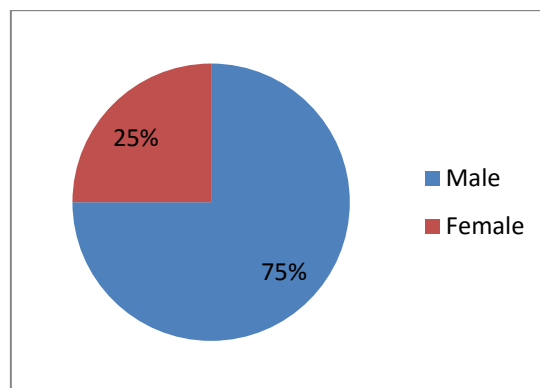
4.1 PERCENTAGE ANALYSIS

TABLE: 4.1.1 GENDER OF THE RESPONDENTS

Particulars	No of Respondents	Percentage of Respondents
Male	90	75%
Female	30	25%
Total	120	100

SOURCE: PRIMARY DATA

CHART: 4.1.1 GENDER OF THE RESPONDENTS



INTERPRETATION

From the above table it can be inferred that 75% of the respondents are Male and 25% of the respondents are Female.

INFERENCE

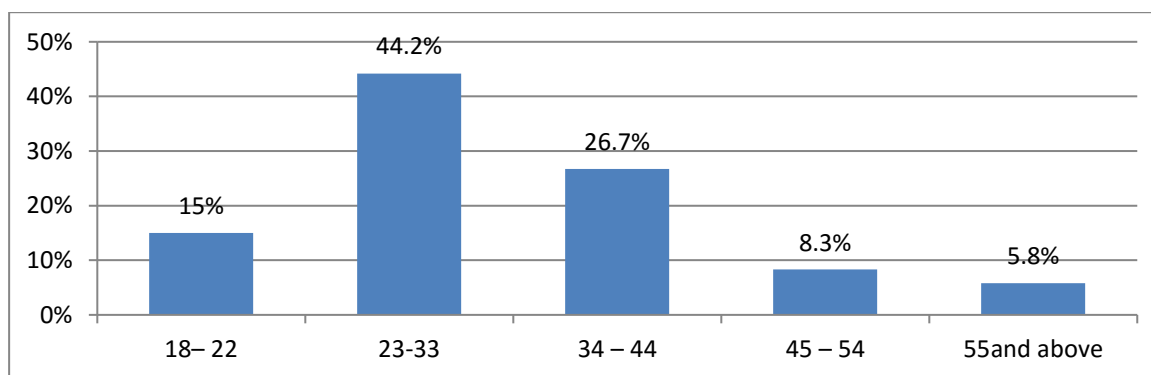
Majority of the respondents are Male.

TABLE: 4.1.2 AGE OF THE RESPONDENTS

Particulars	No of Respondents	Percentage of Respondents
18– 22	18	15%
23-33	53	44.2%
34 – 44	32	26.7%
45 – 54	10	8.3%
55and above	7	5.8%
Total	120	100

SOURCE: PRIMARY DATA

CHART:4.1.2 AGE



INTERPRETATION:

From the above table it can be inferred that 44.2% of the respondents are in the age group between 23-33yrs, 26.7% of the respondents are in the age group between 34-44yrs and 5.8% of the respondents is in the age group 55yrs and above.

INFERENCE

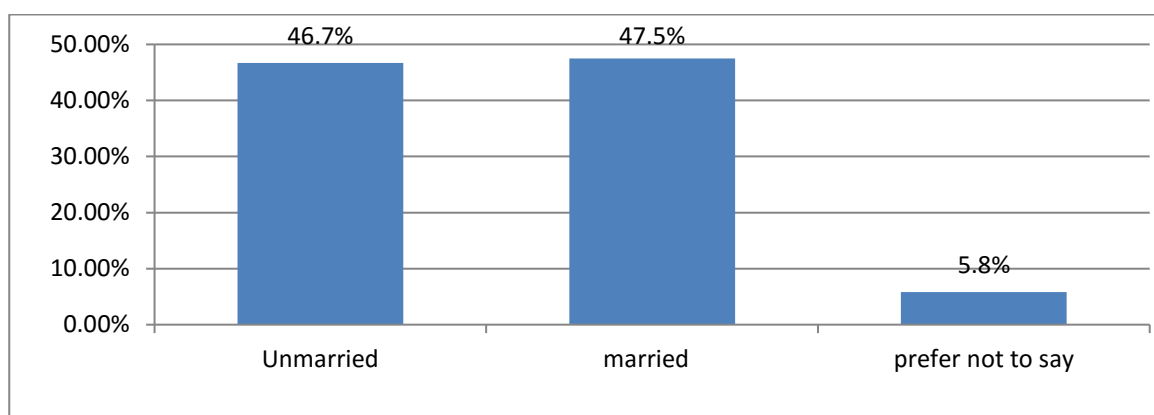
Majority of the respondents are in the age group between 23-33yrs.

TABLE: 4.1.3 MARITAL STATUS OF THE RESPONDENTS

Particulars	No of Respondents	Percentage of Respondents
Unmarried	56	46.7%
married	57	47.5%
prefer not to say	7	5.8%
Total	120	100

SOURCE: PRIMARY DATA

CHART:4.1.3 MARITAL STATUS OF THE RESPONDENTS



INTERPRETATION:

From the above table it can be inferred that 47.5% of the respondents are married, 46.7% of the respondents are unmarried and 5.8% of the respondents are prefer not to say.

INFERENCE

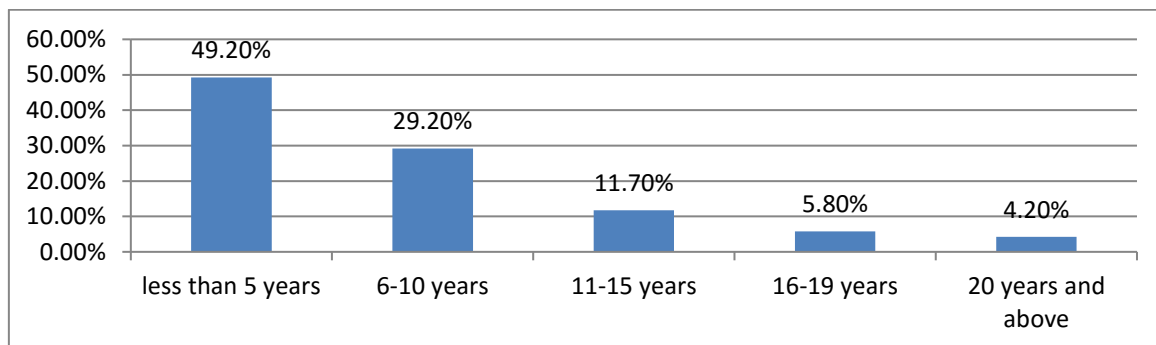
Majority of the respondents are married.

TABLE: 4.1.4 WORK EXPERIENCE OF THE RESPONDENTS

Particulars	No of Respondents	Percentage of Respondents
less than 5 years	59	49.2%
6-10 years	35	29.2%
11-15 years	14	11.7%
16-19 years	7	5.8%
20 years and above	5	4.2%
Total	120	100

SOURCE: PRIMARY DATA

CHART: 4.1.4 WORK EXPERIENCE OF THE RESPONDENTS



INTERPRETATION:

From the above table it can be inferred that 49.2% of the respondents are having less than 5 years experience, 29.2% of the respondents are having 6-10yrs experience and 4.2% of the respondents are having experience 20yrs and above.

INFERENCE

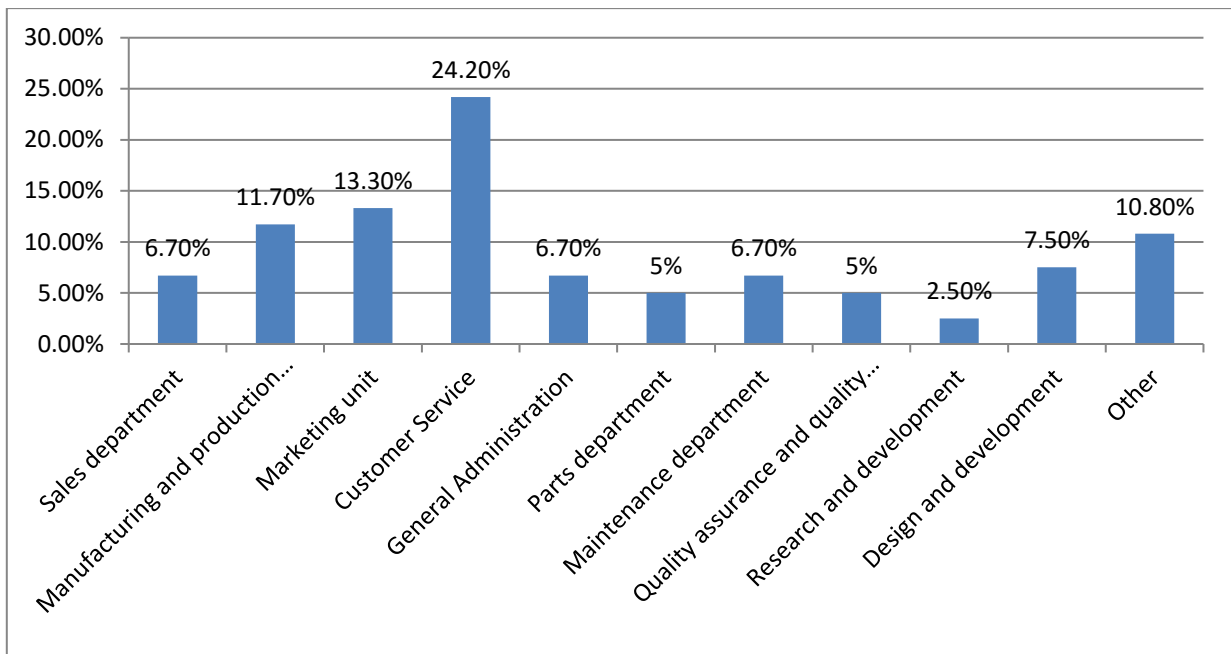
Majority of the respondents are having less than 5 years experience.

TABLE: 4.1.5 DEPARTMENT OF THE RESPONDENTS

Particulars	No of Respondents	Percentage of Respondents
Sales department	8	6.7%
Manufacturing and production unit	14	11.7%
Marketing unit	16	13.3%
Customer Service	29	24.2%
General Administration	8	6.7%
Parts department	6	5%
Maintenance department	8	6.7%
Quality assurance and quality systems	6	5%
Research and development	3	2.5%
Design and development	9	7.5%
Other	13	10.8%
Total	120	100

SOURCE: PRIMARY DATA

CHART: 4.1.5 DEPARTMENT OF THE RESPONDENTS



INTERPRETATION:

From the above table it can be inferred that 24.2% of the respondents are in customer service department, 13.3% of the respondents are in marketing unit department and 2.5% of the respondents are in research and development department.

INFERENCE

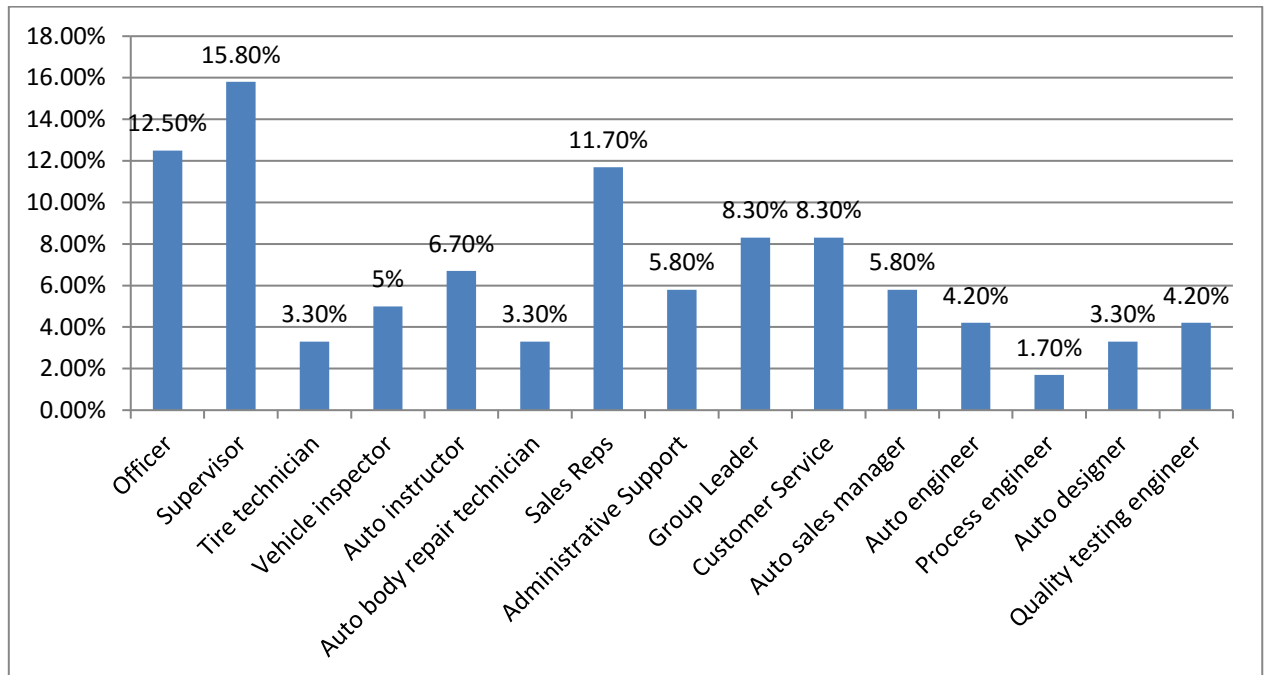
Majority of the respondents are in customer service department.

TABLE: 4.1.6 DESIGNATION OF THE RESPONDENTS

Particulars	No of Respondents	Percentage of Respondents
Officer	15	12.5%
Supervisor	19	15.8%
Tire technician	4	3.3%
Vehicle inspector	6	5%
Auto instructor	8	6.7%
Auto body repair technician	4	3.3%
Sales Reps	14	11.7%
Administrative Support	7	5.8%
Group Leader	10	8.3%
Customer Service	10	8.3%
Auto sales manager	7	5.8%
Auto engineer	5	4.2%
Process engineer	2	1.7%
Auto designer	4	3.3%
Quality testing engineer	5	4.2%
Total	120	100

SOURCE: PRIMARY DATA

CHART:4.1.6 DESIGNATION OF THE RESPONDENTS



INTERPRETATION:

From the above table it can be inferred that 15.80% of the respondents are supervisor, 12.5% of the respondents are officer and 1.7% of the respondents are process engineer.

INFERENCE

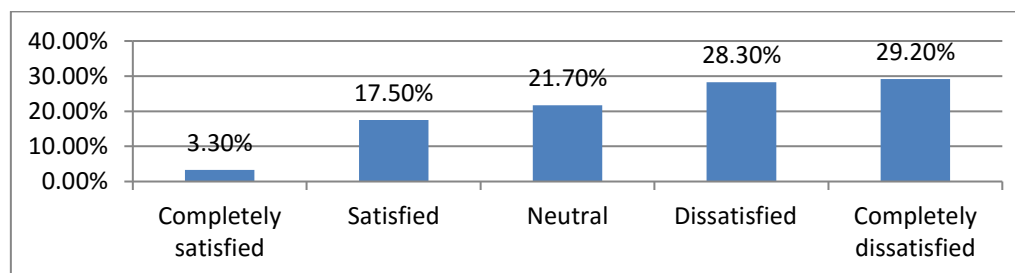
Majority of the respondents are supervisor.

TABLE:4.1.7 SATISFIED BY THE WORK THEY DID IN THE COMPANY

Particulars	No of Respondents	Percentage of Respondents
Completely satisfied	4	3.3%
Satisfied	21	17.5%
Neutral	26	21.7%
Dissatisfied	34	28.3%
Completely dissatisfied	35	29.2%
Total	120	100

SOURCE: PRIMARY DATA

CHART: 4.1.7 SATISFIED BY THE WORK THEY DID IN THE COMPANY



INTERPRETATION:

From the above table it can be inferred that 29.2% of the respondents are completely dissatisfied by the work they did in the company, 28.3% of the respondents are dissatisfied by the work they did in the company and 3.3% of the respondents are completely satisfied by the work they did in the company.

INFERENCE:

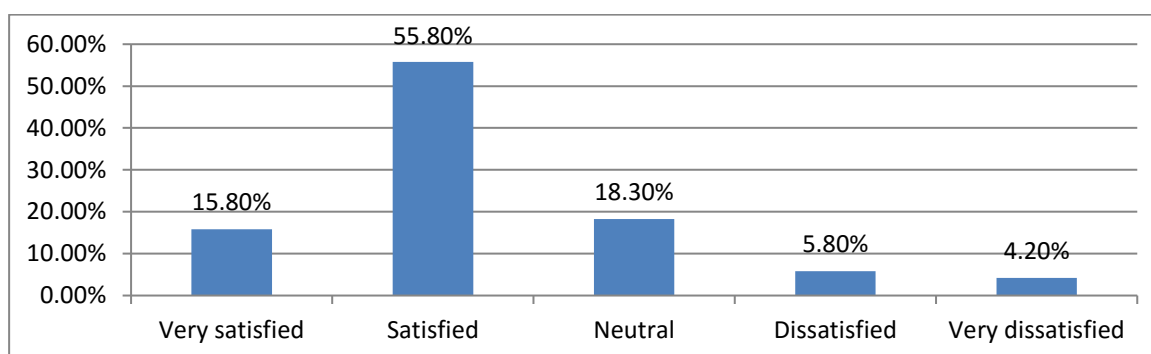
Majority of the respondents are completely dissatisfied by the work they did in the company.

TABLE: 4.1.8 SATISFACTION LEVEL BASED ON THE TRAINING GIVEN BY THE ORGANIZATION

Particulars	No of Respondents	Percentage of Respondents
Very satisfied	19	15.8%
Satisfied	67	55.8%
Neutral	22	18.3%
Dissatisfied	7	5.8%
Very dissatisfied	5	4.2%
Total	120	100

SOURCE: PRIMARY DATA

CHART: 4.1.8 SATISFACTION LEVEL BASED ON THE TRAINING GIVEN BY THE ORGANIZATION



INTERPRETATION:

From the above table it can be inferred that 55.8% of the respondents say they are satisfied on the training given by the organization, 18.3% of the respondents say they are either agree or disagree on the training given by the organization and 4.2% of the respondents say they are very dissatisfied on the training given by the organization.

INFERENCE

Majority of the respondents say they are satisfied on the training given by the organization.

TABLE: 4.1.9 SATISFACTIONS BASED ON THE BASE PAY AND BONUS GIVEN BY THE ORGANIZATION

Particulars	No of Respondents	Percentage of Respondents
Excellent	22	18.3%
Good	42	35%
Fair	41	34.2%
Poor	9	7.5%
very poor	6	5%
Total	120	100

SOURCE: PRIMARY DATA

CHART:4.1.9 SATISFACTIONS BASED ON THE BASE PAY AND BONUS GIVEN BY THE ORGANIZATION



INTERPRETATION:

From the above table it can be inferred that 35% of the respondents say well (good) on the base pay and bonus given by the organization, 34.2% of the respondents say fair on the base pay and bonus given by the organization and 5% of the respondents say very poor on the base pay and bonus given by the organization.

INFERENCE

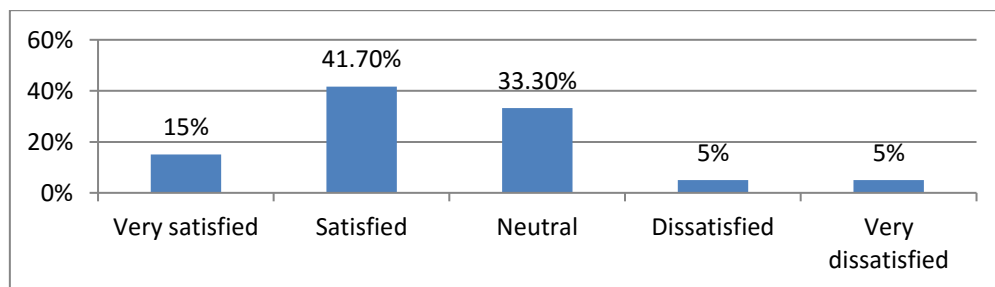
Majority of the respondents say well (good) on the base pay and bonus given by the organization.

TABLE: 4.1.10 SATISFIED WITH CAREER PROGRESSION AT THE COMPANY

Particulars	No of Respondents	Percentage of Respondents
Very satisfied	18	15%
Satisfied	50	41.7%
Neutral	40	33.3%
Dissatisfied	6	5%
Very dissatisfied	6	5%
Total	120	100

SOURCE: PRIMARY DATA

CHART: 4.1.10 SATISFIED WITH CAREER PROGRESSION AT THE COMPANY



INTERPRETATION:

From the above table it can be inferred that 41.7% of the respondents say they are satisfied with their career progression at the company so far, 33.3% of the respondents say they are either satisfied or dissatisfied with their career progression at the company so far and 5% of the respondents say they are dissatisfied & very dissatisfied with their career progression at the company so far.

INFERENCE:

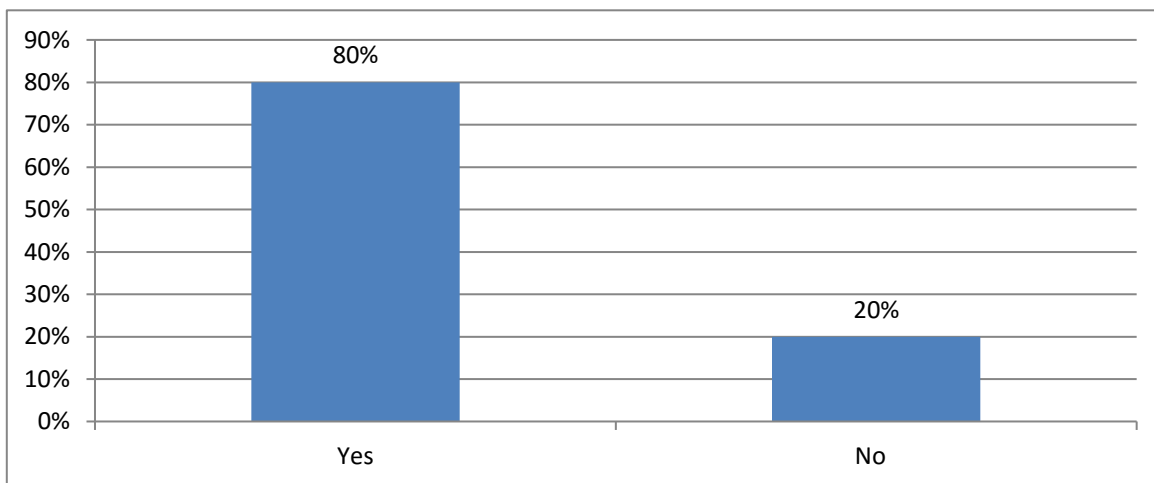
Majority of the respondents say they are satisfied with their career progression at the company so far.

TABLE: 4.1.11 VALUED FOR CONTRIBUTIONS

Particulars	No of Respondents	Percentage of Respondents
Yes	96	80%
No	24	20%
Total	120	100

SOURCE: PRIMARY DATA

CHART: 4.1.11 VALUED FOR CONTRIBUTION



INTERPRETATION:

From the above table it can be inferred that 80% of the respondents feel valued for their contributions and 20% of the respondents not feel valued for their contributions.

INFERENCE

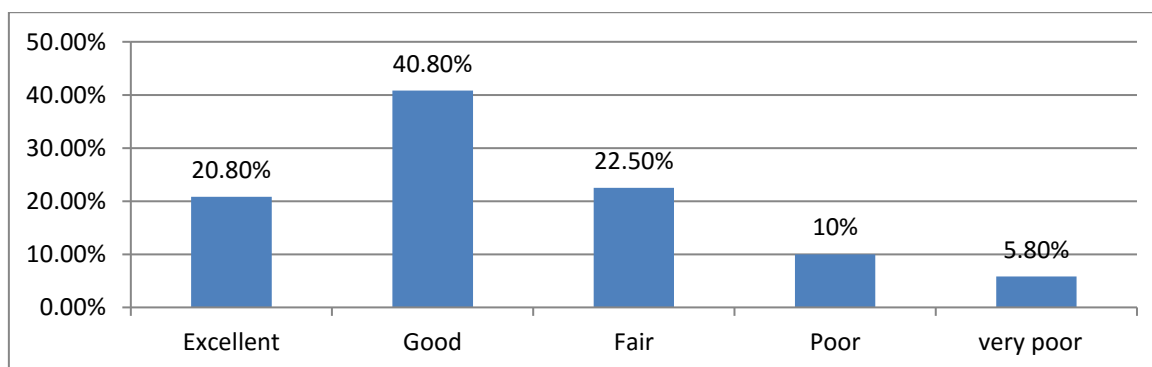
Majority of the respondents feel valued for their contributions.

TABLE: 4.1.12 FEEL THE MANAGEMENT IS TRANSPARENT

Particulars	No of Respondents	Percentage of Respondents
Excellent	25	20.8%
Good	49	40.8%
Fair	27	22.5%
Poor	12	10%
very poor	7	5.8%
Total	120	100

SOURCE: PRIMARY DATA

CHART: 4.1.12 FEEL THE MANAGEMENT IS TRANSPARENT



INTERPRETATION:

From the above table it can be inferred that 40.8% of the respondents feel good that they management is transparent, 20.8% of the respondents feel excellent that they management is transparent and 5.8% of the respondents feel very poor that they management is transparent.

INFERENCE:

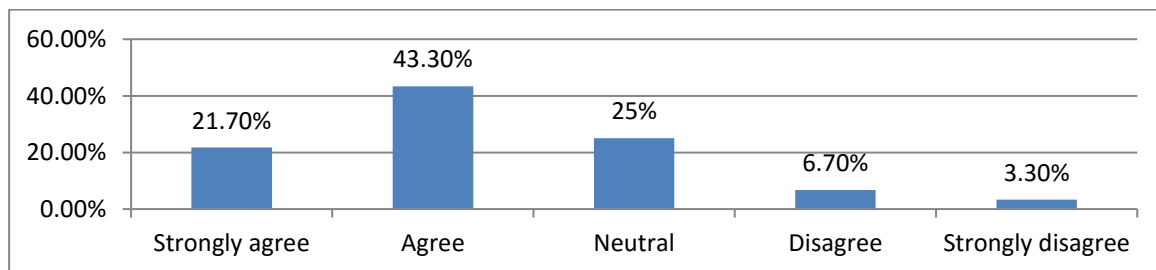
Majority of the respondents feel good that they management is transparent.

TABLE: 4.1.13 THINK THAT THE WORK IS DISTRIBUTED EVENLY ACROSS THE TEAM

Particulars	No of Respondents	Percentage of Respondents
Strongly agree	26	21.7%
Agree	52	43.3%
Neutral	30	25%
Disagree	8	6.7%
Strongly disagree	4	3.3%
Total	120	100

SOURCE: PRIMARY DATA

CHART:4.1.13 THINK THAT THE WORK IS DISTRIBUTED EVENLY ACROSS THE TEAM



INTERPRETATION: From the above table it can be inferred that 43.3% of the respondents agreed that they think that the work is distributed evenly across their team, 25% of the respondents either agreed or disagreed that they think that the work is distributed evenly across their team and 3.3% of the respondents strongly disagreed that they think that the work is distributed evenly across their team.

INFERENCE

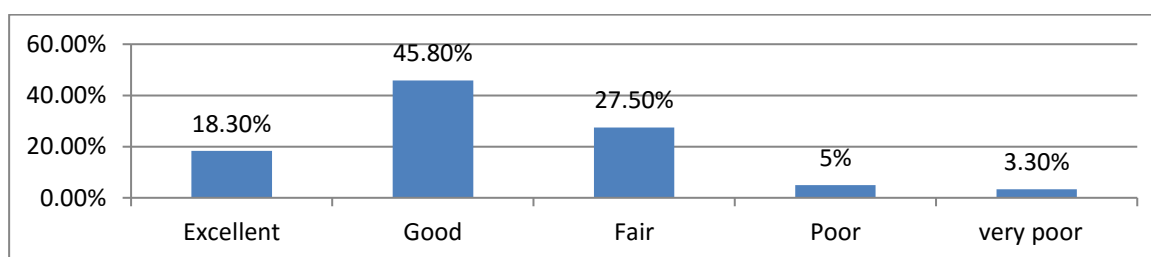
Majority of the respondents agreed that they think that the work is distributed evenly across their team.

TABLE: 4.1.14 RATE THE COMPANY AS THEY OFFER ADEQUATE OPPORTUNITIES FOR PROMOTIONS AND CAREER DEVELOPMENT

Particulars	No of Respondents	Percentage of Respondents
Excellent	22	18.3%
Good	55	45.8%
Fair	33	27.5%
Poor	6	5%
very poor	4	3.3%
Total	120	100

SOURCE: PRIMARY DATA

CHART: 4.1.14 RATE THE COMPANY AS THEY OFFER ADEQUATE OPPORTUNITIES FOR PROMOTIONS AND CAREER DEVELOPMENT



INTERPRETATION: From the above table it can be inferred that 45.8% of the respondents say good that the company as they offer adequate opportunities for promotions and career development, 27.5% of the respondents say fair that the company as they offer adequate opportunities for promotions and career development and 3.3% of the respondents say very poor that the company as they offer adequate opportunities for promotions and career development.

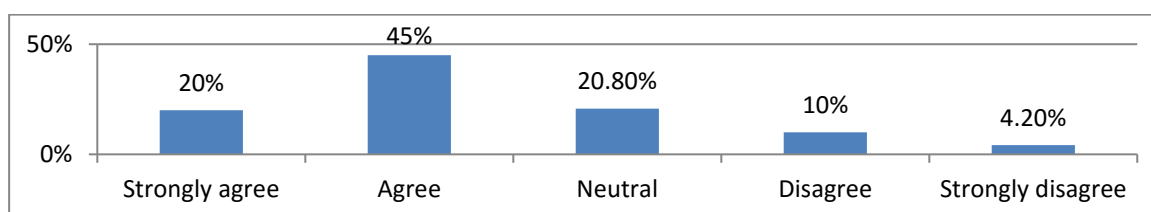
INFERENCE: Majority of the respondents say well that the company as they offer adequate opportunities for promotions and career development.

TABLE: 4.1.15 AGREE THAT THE ENVIRONMENT AT WORK HELPS STRIKE THE RIGHT BALANCE BETWEEN WORK LIFE AND PERSONAL LIFE

Particulars	No of Respondents	Percentage of Respondents
Strongly agree	24	20%
Agree	54	45%
Neutral	25	20.8%
Disagree	12	10%
Strongly disagree	5	4.2%
Total	120	100

SOURCE: PRIMARY DATA

CHART: 4.1.15 AGREE THAT THE ENVIRONMENT AT WORK HELPS STRIKE THE RIGHT BALANCE BETWEEN WORK LIFE AND PERSONAL LIFE



INTERPRETATION: From the above table it can be inferred that 45% of the respondents agreed that the environment at work, helps they strike the right balance between their work life and personal life, 20.8% of the respondents agreed that the environment at work, helps they strike the right balance between their work life and personal life and 4.2% of the respondents strongly disagreed that the environment at work, helps they strike the right balance between their work life and personal life.

INFERENCE:

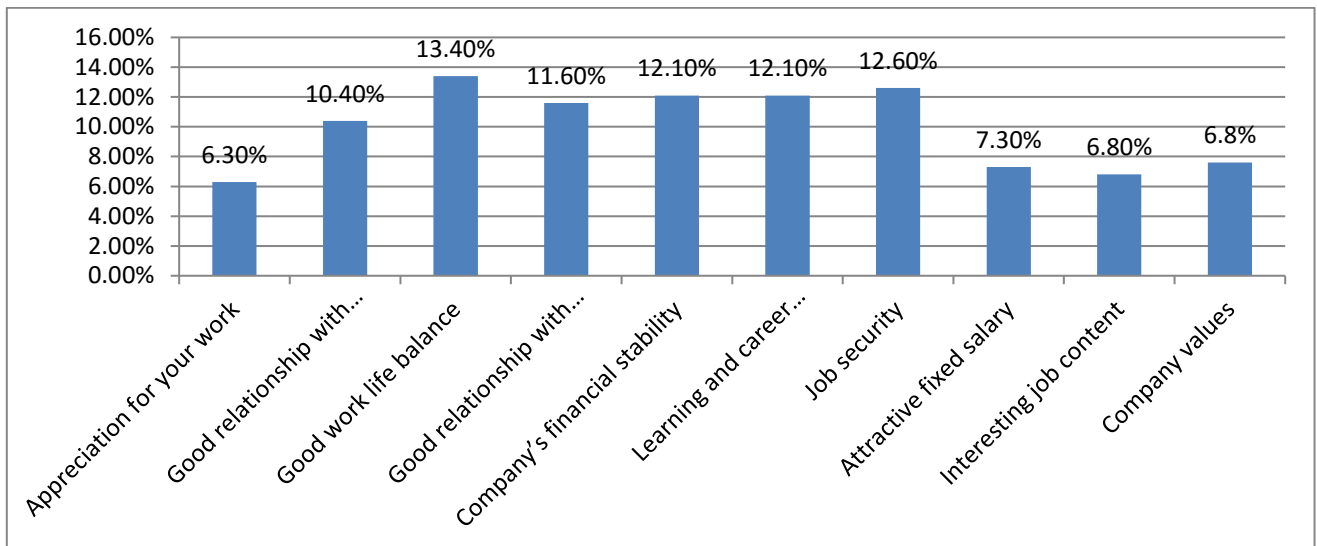
Majority of the respondents agreed that the environment at work, helps they strike the right balance between their work life and personal life.

TABLE: 4.1.16 THE WORK-RELATED FACTORS ENHANCING JOB SATISFACTION

Particulars	No of Respondents	Percentage of Respondents
Appreciation for your work	8	6.3%
Good relationship with colleagues	12	10.4%
Good work life balance	16	13.4%
Good relationship with superiors	14	11.6%
Company's financial stability	15	12.1%
Learning and career development	15	12.1%
Job security	15	12.6%
Attractive fixed salary	9	7.3%
Interesting job content	8	6.8%
Company values	8	6.8%
Total	120	100

SOURCE: PRIMARY DATA

CHART:4.1.16 THE WORK-RELATED FACTORS ENHANCING JOB SATISFACTION



INTERPRETATION:

From the above table it can be inferred that 13.4% of the respondents say good work life balance is the work-related factors enhancing job satisfaction, 12.6% of the respondents say job security is the work-related factors enhancing job satisfaction and 6.3% of the respondent's appreciation for your work is the work-related factors enhancing job satisfaction.

INFERENCE

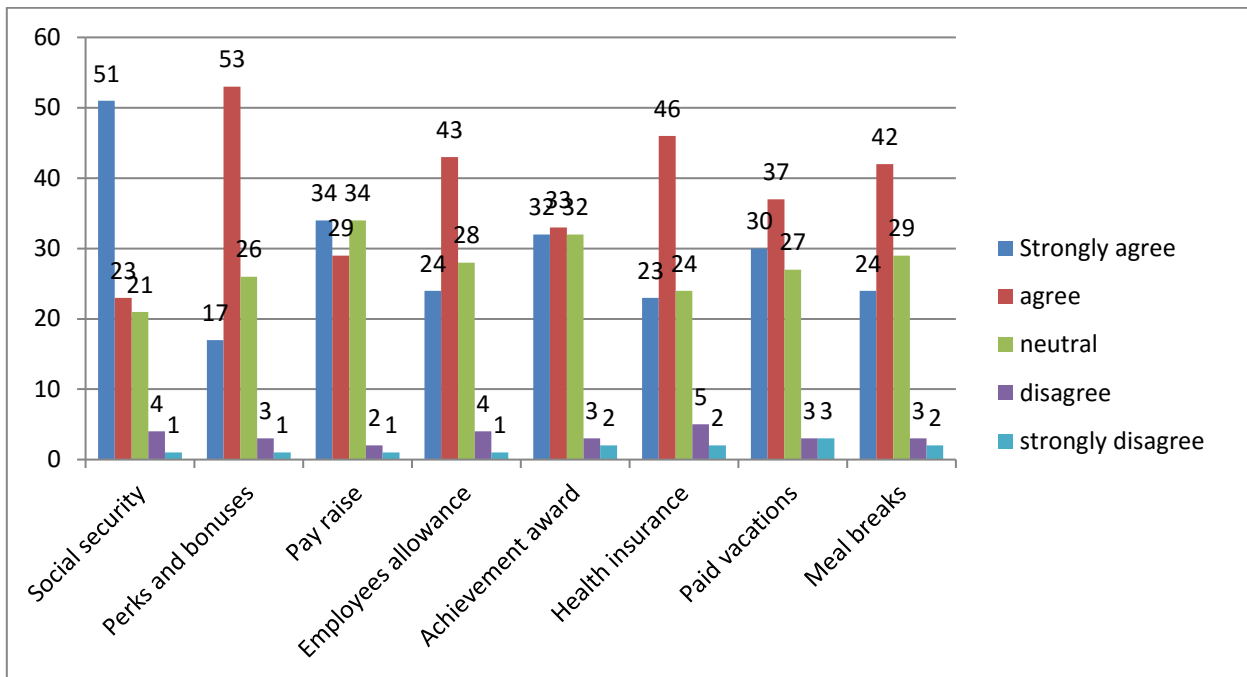
Majority of the respondents say good work life balance is the work-related factors enhancing job satisfaction.

TABLE: 4.1.17 THE EXTRA BENEFITS THAT THE ORGANIZATION PROVIDE TO SATISFY THE EMPLOYEES

Particulars	Strongly agree	%	agree	%	neutral	%	disagree	%	strongly disagree	%	Total
Social security	61	51	27	23	26	21	5	4	1	1	120
Perks and bonuses	20	17	64	53	32	26	3	3	1	1	120
Pay raise	41	34	35	29	41	34	2	2	1	1	120
Employees allowance	29	24	51	43	34	28	5	4	1	1	120
Achievement award	38	32	39	33	38	32	3	3	2	2	120
Health insurance	28	23	55	46	29	24	6	5	2	2	120
Paid vacations	36	30	44	37	32	27	4	3	4	3	120
Meal breaks	29	24	50	42	35	29	4	3	2	2	120

SOURCE: PRIMARY DATA

CHART: 4.1.17 THE EXTRA BENEFITS THAT THE ORGANIZATION PROVIDE TO SATISFY THE EMPLOYEES



INTERPRETATION:

From the above table it can be inferred that 53% of the respondents agree with perks and bonuses are the extra benefits that the organization provide to satisfy the employees, 51% of the respondents strongly agree with social security are the extra benefits that the organization provide to satisfy the employees and 5% of the respondent's disagree with health insurance are the extra benefits that the organization provide to satisfy the employees.

INFERENCE:

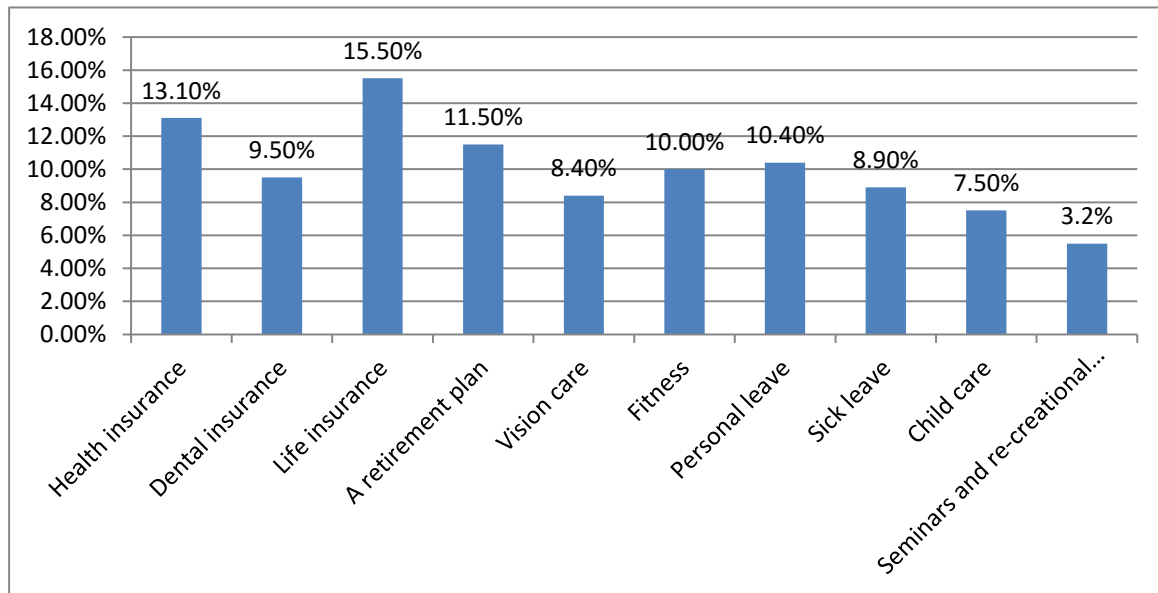
Majority of the respondents agree with perks and bonuses are the extra benefits that the organization provides to satisfy the employees.

TABLE: 4.1.18 THE FACTORS THAT WOULD RECOMMEND THE ORGANIZATION TO ADD ON TO THEIR BENEFITS AND PERKS FOR EMPLOYEE SATISFACTION

Particulars	No of Respondents	Percentage of Respondents
Health insurance	16	13.1%
Dental insurance	11	9.5%
Life insurance	19	15.5%
A retirement plan	14	11.5%
Vision care	10	8.4%
Fitness	12	10.0%
Personal leave	13	10.4%
Sick leave	11	8.9%
Child care	9	7.5%
Seminars and re-creational programs	5	3.2%
Total	120	100

SOURCE: PRIMARY DATA

CHART: 18 THE FACTORS THAT WOULD RECOMMEND THE ORGANIZATION TO ADD ON TO THEIR BENEFITS AND PERKS FOR EMPLOYEE SATISFACTION



INTERPRETATION:

From the above table it can be inferred that 15.5% of the respondents are life insurance factors that they would recommend the organization to add on to their benefits and perks for employee satisfaction, 13.1% of the respondents are health insurance factors that they would recommend the organization to add on to their benefits and perks for employee satisfaction and 3.2% of the respondents are seminars and re-creational programs factors that they would recommend the organization to add on to their benefits and perks for employee satisfaction.

INFERENCE:

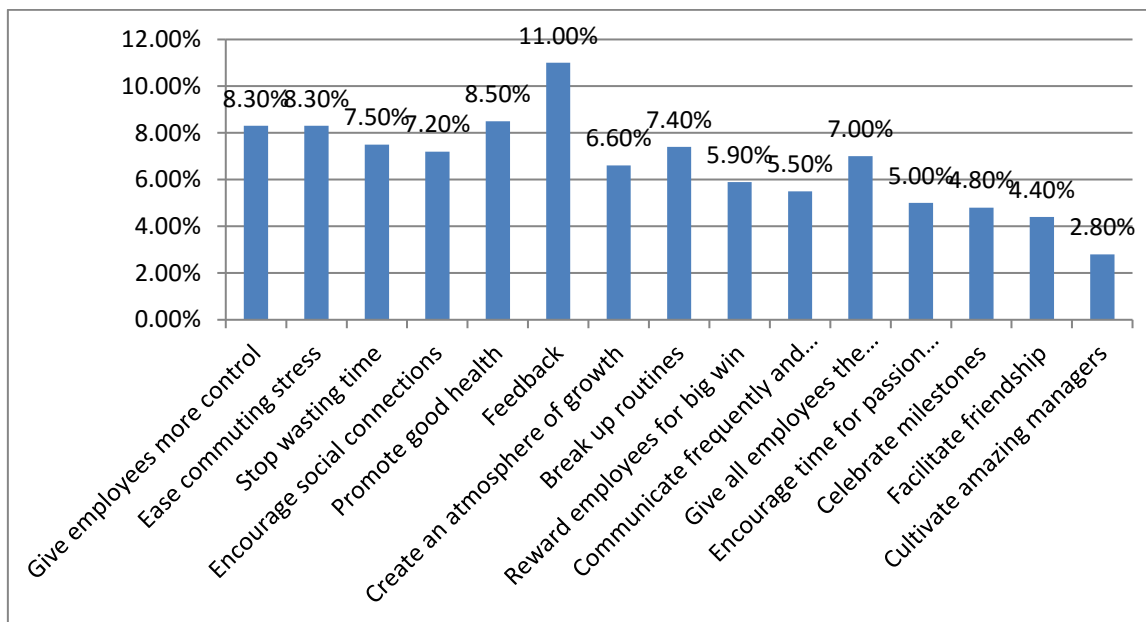
Majority of the respondents are life insurance factors that they would recommend the organization to add on to their benefits and perks for employee satisfaction.

TABLE: 4.1.19 THE WAYS TO IMPROVE EMPLOYEE SATISFACTION BY THE ORGANIZATION

Particulars	No of Respondents	Percentage of Respondents
Give employees more control	10	8.3%
Ease commuting stress	10	8.3%
Stop wasting time	9	7.5%
Encourage social connections	9	7.2%
Promote good health	10	8.5%
Feedback	13	11.0%
Create an atmosphere of growth	8	6.6%
Break up routines	9	7.4%
Reward employees for big win	7	5.9%
Communicate frequently and authentically	7	5.5%
Give all employees the opportunity to shine	8	7.0%
Encourage time for passion projects	6	5.0%
Celebrate milestones	6	4.8%
Facilitate friendship	5	4.4%
Cultivate amazing managers	3	2.8%
Total	120	100

SOURCE: PRIMARY DATA

CHART:4.1.19 THE WAYS TO IMPROVE EMPLOYEE SATISFACTION BY THE ORGANIZATION



INTERPRETATION:

From the above table it can be inferred that 11% of the respondents say feedback to improve employee satisfaction by the organization, 8.5% of the respondents say promote good health to improve employee satisfaction by the organization and 2.8% of the respondents Cultivate amazing managers to improve employee satisfaction by the organization.

INFERENCE:

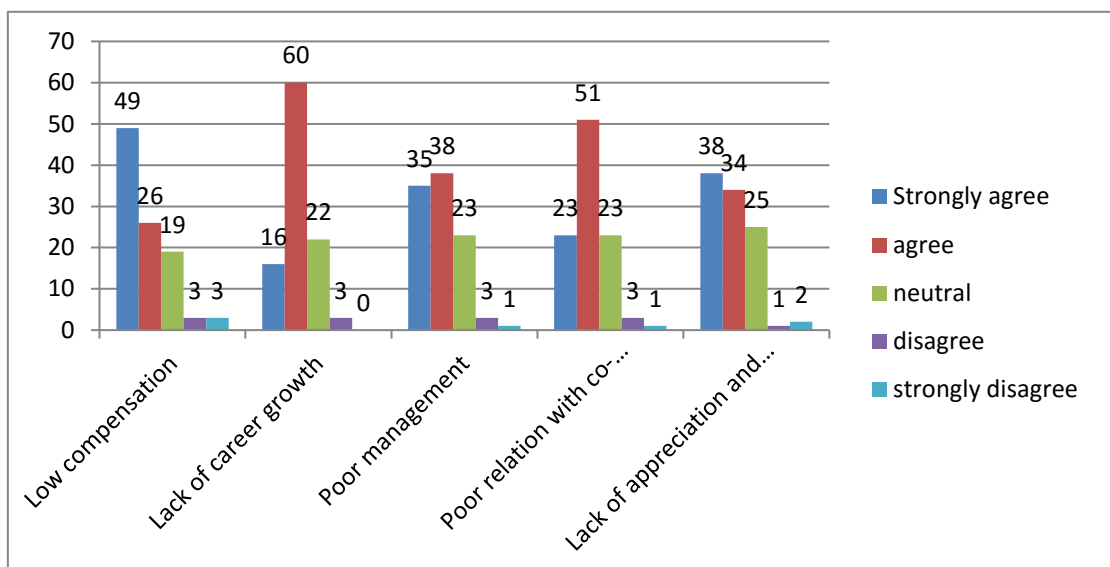
Majority of the respondents say feedback to improve employee satisfaction by the organization.

TABLE: 4.1.20 THE MAJOR REASONS FOR EMPLOYEE DISSATISFACTION

Particulars	Strongly agree	%	agree	%	neutral	%	disagree	%	strongly disagree	%	Total
Low compensation	59	49	31	26	23	19	4	3	3	3	120
Lack of career growth	19	16	72	60	26	22	3	3	0	0	120
Poor management	42	35	46	38	27	23	4	3	1	1	120
Poor relation with co-workers and managers	27	23	61	51	28	23	3	3	1	1	120
Lack of appreciation and recognition	46	38	41	34	30	25	1	1	2	2	120

SOURCE: PRIMARY DATA

CHART: 4.1.20 THE MAJOR REASONS FOR EMPLOYEE DISSATISFACTION



INTERPRETATION:

From the above table it can be inferred that 60% of the respondents agreed with lack of career growth is the major reasons for employee dissatisfaction, 51% of the respondents agreed with poor relation with co-workers and managers is the major reasons for employee dissatisfaction and 1% of the respondents strongly disagreed with poor management is the major reasons for employee dissatisfaction.

INFERENCE:

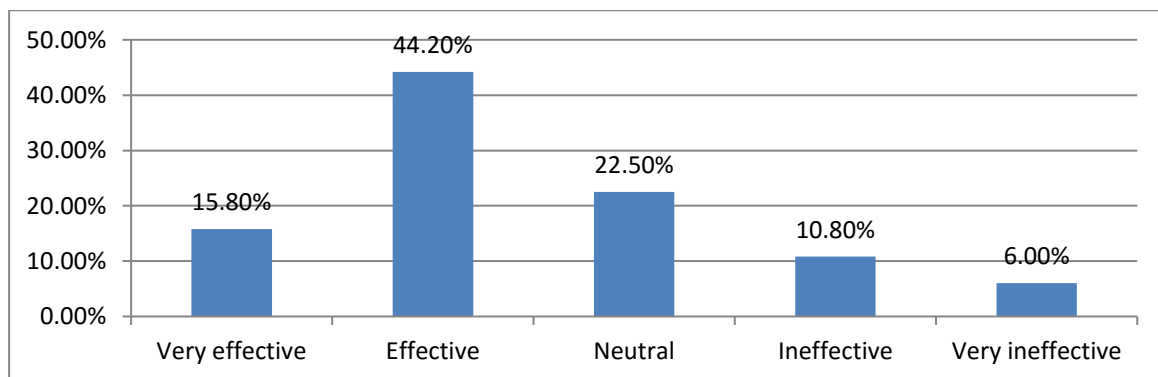
Majority of the respondents agreed with lack of career growth is the major reasons for employee dissatisfaction.

TABLE: 4.1.21 FEELING THAT THE JOB ALLOWS DEVELOPING NEW SKILLS

Particulars	No of Respondents	Percentage of Respondents
Very effective	19	15.8%
Effective	53	44.2%
Neutral	27	22.5%
Ineffective	13	10.8%
Very ineffective	8	6.0%
Total	120	100

SOURCE: PRIMARY DATA

CHART: 4.1.21 FEELING THAT THE JOB ALLOWS DEVELOPING NEW SKILLS



INTERPRETATION:

From the above table it can be inferred that 44.2% of the respondents are feeling effective that their job allows developing new skills, 22.5% of the respondents are feeling either agree or disagree that their job allows developing new skills and 6% of the respondents are feeling very ineffective that their job allows developing new skills.

INFERENCE:

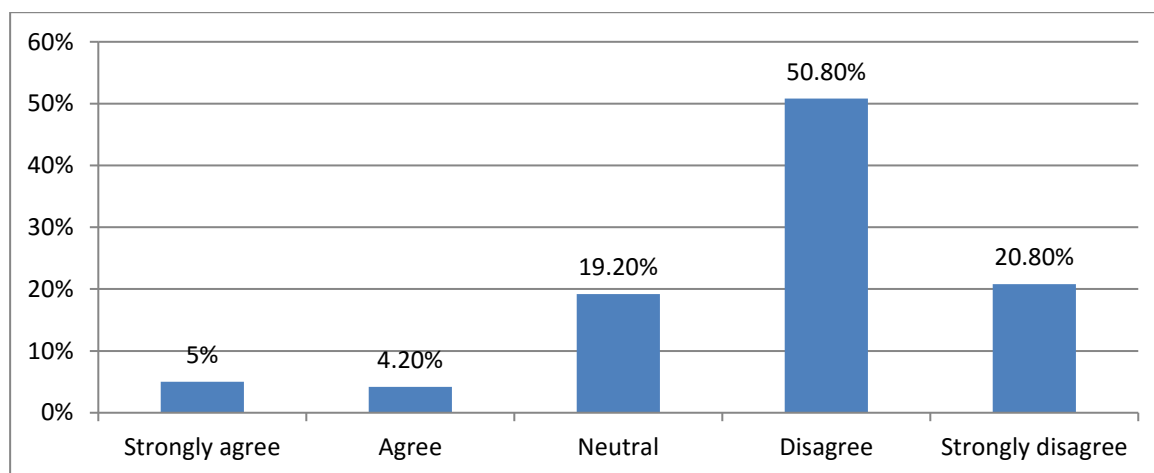
Majority of the respondents are feeling effective that their job allows developing new skills.

TABLE: 4.1.22 FEEL THAT THEY JOB UTILIZES THEIR SKILLS

Particulars	No of Respondents	Percentage of Respondents
Strongly agree	6	5%
Agree	5	4.2%
Neutral	23	19.2%
Disagree	61	50.8%
Strongly disagree	25	20.8%
Total	120	100

SOURCE: PRIMARY DATA

CHART: 4.1.22 FEEL THAT THEY JOB UTILIZES THEIR SKILLS



INTERPRETATION: From the above table it can be inferred that 50.8% of the respondents are disagree that they job utilizes their skills, 20.8% of the respondents are strongly disagree that they job utilizes their skills and 4.2% of the respondents are agree that they job utilizes their skills.

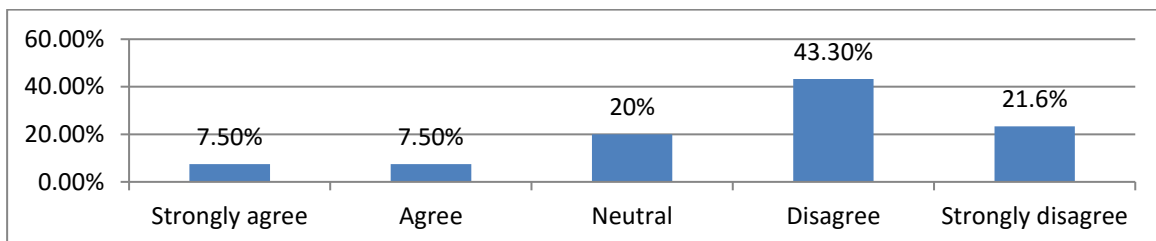
INFERENCE: Majority of the respondents are disagree that they job utilizes their skills.

**TABLE: 4.1.23 AGREE THAT THEY SAW A PATH TO ADVANCE THEIR CAREER
IN THEIR COMPANY**

Particulars	No of Respondents	Percentage of Respondents
Strongly agree	9	7.5%
Agree	9	7.5%
Neutral	24	20%
Disagree	52	43.3%
Strongly disagree	26	21.6%
Total	120	100

SOURCE: PRIMARY DATA

**CHART:4.1.23 AGREE THAT THEY SAW A PATH TO ADVANCE THEIR CAREER
IN THEIR COMPANY**



INTERPRETATION:

From the above table it can be inferred that 43.3% of the respondents are disagree that they saw a path to advance their career in their company, 21.6% of the respondents are strongly disagree that they saw a path to advance their career in their company and 7.5% of the respondents are strongly agree & agree that they saw a path to advance their career in their company.

INFERENCE: Majority of the respondents are disagree that they saw a path to advance their career in their company.

STATISTICAL TOOLS AND ANALYSIS

4.2 ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

There is no significance difference between valued for contributions and factors that would recommend the organization to add on to their benefits and perks for employee satisfaction

Alternate hypothesis (H1):

There is significance difference between valued for contributions and factors that would recommend the organization to add on to their benefits and perks for employee satisfaction

Test of Homogeneity of Variances			
VALUED FOR CONTRIBUTIONS			
Levene Statistic	df1	df2	Sig.
5.482	9	110	.001

ANOVA					
VALUED FOR CONTRIBUTIONS					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	18.291	9	2.032	245.911	.001
Within Groups	.909	110	.008		
Total	19.200	119			

the alternative hypothesis [H1] is accepted.

INTERPRETATION:

The calculated value of P is lesser than 0.05. We accept the alternate hypothesis and conclude that there is significance difference between valued for contributions and factors that would recommend the organization to add on to their benefits and perks for employee satisfaction.

4.3 ANALYSIS USING KARL PEARSON'S CORRELATION

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (H0):

There is positive relationship between Social security and Perks & bonuses.

Alternate hypothesis (H1):

There is negative relationship between Social security and Perks & bonuses.

Correlations			
		Social security	Perks and bonuses
Social security	Pearson Correlation	1	.850**
	Sig. (2-tailed)		.000
	N	120	120
Perks and bonuses	Pearson Correlation	.850**	1
	Sig. (2-tailed)	.000	
	N	120	120
**. Correlation is significant at the 0.01 level (2-tailed).			

INTERPRETATION:

Since P is positive, there is positive relationship between Social security and Perks & bonuses.

CHAPTER 5

5.1 FINDINGS:

- Majority of the respondents are Male.
- Majority of the respondents are in the age group between 23-33yrs.
- Majority of the respondents are married.
- Majority of the respondents are having less than 5 years experience.
- Majority of the respondents are in customer service department.
- Majority of the respondents are supervisor.
- Majority of the respondents are completely dissatisfied by the work they did in the company.
- Majority of the respondents say they are satisfied on the training given by the organization.
- Majority of the respondents say well (good) on the base pay and bonus given by the organization.
- Majority of the respondents say they are satisfied with their career progression at the company so far.
- Majority of the respondents feel valued for their contributions.
- Majority of the respondents feel good that they management is transparent.
- Majority of the respondents agreed that they think that the work is distributed evenly across their team.
- Majority of the respondents say well that the company as they offer adequate opportunities for promotions and career development.
- Majority of the respondents agreed that the environment at work, helps they strike the right balance between their work life and personal life.
- Majority of the respondents say good work life balance is the work-related factors enhancing job satisfaction.
- Majority of the respondents agree with perks and bonuses are the extra benefits that the organization provides to satisfy the employees.

- Majority of the respondents are life insurance factors that they would recommend the organization to add on to their benefits and perks for employee satisfaction.
- Majority of the respondents say feedback to improve employee satisfaction by the organization.
- Majority of the respondents agreed with lack of career growth is the major reasons for employee dissatisfaction.
- Majority of the respondents are feeling effective that their job allows developing new skills.
- Majority of the respondents are disagree that they job utilizes their skills.
- Majority of the respondents are disagree that they saw a path to advance their career in their company.

5.2 SUGGESTIONS

1. As Majority of the employees felt that in sufficient with the salary, so the company may reformulate the salary packages.
2. The company can take steps to open up a new canteen and provide hygienic and variety of food items.
3. As Majority of the employees felt that the allowances provided by the company are not satisfactory, so the company should the level of allowances to satisfy the employees.
4. Restroom and Washroom facilities should be improved.
5. The company should follow informal way of communication to have a smooth relationship with employees.

5.3 CONCLUSION:

The main aim of any organization is to increase the productivity and that can be attained only when the employee's are satisfied with the job they do. The study concluded that majority of the employees felt that the allowances provided by the company are not satisfactory, so the company should the level of allowances to satisfy the employees. As Majority of the employees felt that in sufficient with the salary, so the company may reformulate the salary packages. It is also investigated that the employee skills must be fully utilized for a better development. As by improving the negatives it is inferred that they can make a path to advance their career in their company.

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APPENDIX-I

Questionnaire

1.GENDER:

- ☐ Male
- ☐ Female

2.Mention your age?

- ☐ 18– 22
- ☐ 23-33
- ☐ 34 – 44
- ☐ 45 – 54
- ☐ 55 and above

3. Marital status:

- ☐ Unmarried
- ☐ Married
- ☐ Prefer not to say

4.work experience:

- ☐ less than 5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-19 years
- ☐ 20 years and above

5. Please select your department:

- ☐ Sales department
- ☐ Manufacturing and production unit
- ☐ Marketing unit
- ☐ Customer Service

- General Administration
- Parts department
- Maintenance department
- Quality assurance and quality systems
- Research and development
- Design and development
- Other

6. what category BEST describes your job (Designation)?

- Officer
- Supervisor
- Tire technician
- Vehicle inspector
- Auto instructor
- Auto body repair technician
- Sales Reps
- Administrative Support
- Group Leader
- Customer Service
- Auto sales manager
- Auto engineer
- Process engineer
- Auto designer
- Quality testing engineer

7. How far you are satisfied by the work you do in The Company?

- Completely satisfied
- Satisfied
- Neutral
- Dissatisfied

- Completely dissatisfied

8. Express your satisfaction level based on the training given by the organization?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

9. Rate your satisfaction based on the base pay and bonus given by the organization.

- Excellent
- Good
- Fair
- Poor
- very poor

10. How far you are satisfied with your career progression at the Company so far?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- very dissatisfied

11. Do you feel valued for your contributions?

- Yes
- No

12. How transparent do you feel the management is?

- Excellent
- Good

- Fair
- Poor
- very poor

13. How often do you think that the work is distributed evenly across your team?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

14. Rate your view on company as do they offer adequate opportunities for promotions and career development?

- Excellent
- Good
- Fair
- Poor
- very poor

15. Will you agree that the environment at work, helps you strike the right balance between your work life and personal life?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

16. Which of the following are the Work-related factors enhancing job satisfaction?

- Appreciation for your work
- Good relationship with colleagues
- Good work life balance

- Good relationship with superiors
- Company's financial stability
- Learning and career development
- Job security
- Attractive fixed salary
- Interesting job content
- Company values

17.What are the extra benefits that the organization provide to satisfy the employees?
(select all that apply)

Strongly agree agree neutral disagree strongly
disagree

- Social security
- Perks and bonuses
- Pay raise
- Employees allowance
- Achievement award
- Health insurance
- Paid vacations
- Meal breaks

18.Select all the factors that you would recommend the organization to add on to their
benefits and perks for employee satisfaction.

- Health insurance
- Dental insurance
- Life insurance
- A retirement plan
- Vision care
- Fitness
- Personal leave
- Sick leave

- Child care
- Seminars and re-creational programs

19. What are the ways to improve employee satisfaction by the organization?

- Give employees more control
- Ease commuting stress
- Stop wasting time
- Encourage social connections
- Promote good health
- Feedback
- Create an atmosphere of growth
- Break up routines
- Reward employees for big win
- Communicate frequently and authentically
- Give all employees the opportunity to shine
- Encourage time for passion projects
- Celebrate milestones
- Facilitate friendship
- Cultivate amazing managers

20. Which of the following you consider, are the major reasons for employee dissatisfaction?

Strongly Agree neutral disagree strongly

- Low compensation
- Lack of career growth
- Poor management
- Poor relation with co-workers and managers
- Lack of appreciation and recognition

21.Measure your feeling that your job allows you to develop new skills

Very effective	effective	Neutral	ineffective	Very ineffective
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22.Can you feel that your job utilizes your skills as much as it could?

strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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23.Will you agree that you see a path to advance your career in your company

strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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APPENDIX II
ARTICLE FULL PAPER
THE EFFECTIVENESS OF JOB SATISFACTION OF EMPLOYEES IN
AUTOMOBILE INDUSTRIES

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ABSTRACT: Employee job satisfaction is required to meet the dynamic and ever-increasing challenges of maintaining the productivity of the organization by keeping their workforce constantly engaged and motivated. Moreover, environmental pressures, rising health costs and the diverse needs of employees also pose a challenge for management. This can be overcome by creating a work environment that maintains the convenience of the work environment and encourages people to perform exceptionally well in the workplace in order to achieve balance in the work life. This paper outlines the various variables responsible for employee satisfaction and the various ways in which one can increase employee satisfaction. The research is conducted by collecting responses from surveys containing 23 employee questions in various automobile industries among about 120 employees and it is estimated that the organization must improve allowances and career growth, empowerment and transparency.

Keywords: Job satisfaction, automobile industries, employee empowerment, Productivity.

INTRODUCTION: Job satisfaction refers to a person's sense of job satisfaction, which acts as motivation to work. It is not self-satisfaction, happiness or self-satisfaction, but job satisfaction. Job satisfaction is related to the total relationship between the person and the employer for which he is paid. Satisfaction is the simple feeling of achieving

any goal or objective. Job dissatisfaction leads to a lack of motivation at work. Research personnel describe differently the factors that contribute to job satisfaction and job dissatisfaction. Hoppoke describes job satisfaction as "a combination of psychological, physical, physical and environmental circumstances that a person and truthfully say I am satisfied with my job." There are three important parameters for job satisfaction: Job satisfaction refers to the personal employee's / her feelings towards the job. It can only be guessed but not seen. Job satisfaction can also be determined by how the results meet good expectations or exceed expectations. This performance results in a commitment to the fulfillment of formal performance requirements. Conditions, job satisfaction and job attitudes are often used interchangeably. Both show the positive and positive attitude of individuals towards their jobs. Simply an 'engaged employee' who is intellectually and emotionally bound to the organization, feels sharp about his goals and is committed to his values. It goes an extra mile beyond the basic job responsibilities and is associated with the tasks that drive the business. Moreover, in times of declining loyalty, employee engagement is a strong retention strategy.

STATEMENT OF THE PROBLEM:

Employees are the central forces of an enterprise and solely with their efficiency, an company can move into success. Only with a crew of cosy personnel the enterprise can lead into success. For employees delight the employer ought to supply ample welfare measures. By conducting a job satisfaction survey we can analyse whether or not the personnel are blissful or no longer and additionally whether or not they are inspired via the general, welfare, economic and different associated factors.

OBJECTIVE OF THE STUDY

- To determine the level of satisfaction of the respondents regarding their job
- To identify the various factors that motivates the employees
- To study the attitude of the employees towards their work
- To give suggestions for the growth and perspective of the company
- To study the employee's perception towards organization

REVIEW OF LITERATURE

Adriana Anamaria Davidescu, Simona-Andrea Apostu, (2020). The purpose of this paper is to examine the impact of different types of relief - contract, functional, working time, and workplace flexibility - to highlight the importance of employee development and employee flexibility as important aspects of sustainable HRM to enhance the overall level of employee work. Satisfaction To make this possible, the "Employee Relief Combined Indicator," which takes into account a variety of flexibility, has been developed using feedback from Romanian employees, collected by the National Representative Survey using multiple correspondence analysis. Moreover, the effect of both individual and employee relief on the overall level of job satisfaction has been validated using binary logistics regression models. , job satisfaction, organizational performance. , Professional development and growth, social and professional relations and personal professional performance as well as the overall level of motivation of the work. Experimental results have shown that this new type of workspace is highly appreciated by employees, generating growing interest among them. The combination of housework, working from home and working in a company office fee is considered an excellent way to enhance organizational performance, social and business relationships,

Dziuba, Szymon & Ingaldi, (2020). A satisfied employee dedicates himself to the work, provides order well, takes care of others and himself. It feels safe in the enterprise. The purpose of the paper was to assess employees 'job satisfaction and their performance using simple surveys. To achieve this goal, a survey was conducted among the employees of the selected metallurgical enterprise who were asked to assess their job satisfaction level. Referring to the 20 statements describing this satisfaction, employees defined their job satisfaction and evaluated the three factors used to calculate the satisfaction index. The survey was allowed to indicate the general level of employee satisfaction.

Abuhashesh, Mohammad & Aldmour. (2019). To help Jordan's industrial sector reduce the amount of time and money spent on hiring and training new employees due to the rapid employee turnover rate, the study aims to determine the factors that

Encourages people to stay in the job as it creates a negative feeling which leads to employees leaving the job. The research population is a group of Jordanian industrial workers, with a random sample of industrial workers representing the population. The quantitative method is used to investigate the research question. The study found that Jordanian employees care the foremost about their pay and position which it exceeds other factors. Therefore, we recommend that Jordanian producers consider studying the salary range for each position, so they do not miss out on talented people or lose a good employee.

Tharu, Ramesh. (2019). Multiple regression model fit savings and job satisfaction of employees working during a cooperative. The aim of the research study is to spot the many factors affecting the work satisfaction of employees working in defense and co-operative society in Nepalganj sub-metropolitan city Nepal district, Nepalganj; With the assistance of multiple rectilinear regression models. This study has used a totally departmental and descriptive statistical research design supported complete data. Representative samples of size 161 were collected from each employee employing a structured questionnaire. The F-ratio is calculated to check the general significance of the coefficient of the fitted multiple correlation model. Multiple rectilinear regression models fitted have shown that factors like facilities, working environment, training courses, incentive factors and motivational factors have a big impact on employee job satisfaction under study. The findings reveal that each one significant variable's have a positive effect on job satisfaction. However, variables like oversight, relationships with co-workers, and carrier development opportunities aren't significant within the final model but are important variables and are significant when related to job satisfaction.

Dr. V.Lavanya ,October 2017. Job satisfaction represents one among the foremost complex areas of the bulk when it involves managing their employees. Many studies have shown an unusually large impact on workers 'motivation on job satisfaction, while motivation levels have an impact on productivity, and therefore on the performance of professional organizations. The nature of his work and the employee's vision for the level of overall job satisfaction have a significant impact. Financial compensation also has a significant impact on the overall job satisfaction of employees. Job satisfaction

represents one among the foremost complex areas of the bulk when it involves managing their employees. Many studies have shown an unusually large impact on workers' motivation on job satisfaction, while motivation levels have an impact on productivity, and therefore on the performance of professional organizations. The nature of his work and the employee's vision for the level of overall job satisfaction have a significant impact. Financial compensation also has a significant impact on the overall job satisfaction of employees.

IV METHODOLOGY: The research design is regarded as a framework or research strategy that guides and facilitates data collection and data analysis. Descriptive research is research that is designed to show participants in an accurate way. To put it simply, descriptive research is about defining people who participate in a study. Descriptive research is a type of research that describes the number of people, situation, or object being studied. It focuses on answering the questions of how, when, when, and where. If it is a research problem, not why. This is because it is important to have a proper understanding of what the research problem is about before investigating why it exists in the first place. The questionnaire sought to find out the answers of the staff especially to the key issues, based on the research conducted, and a few questions were included to measure the level of staff opinions and to gain an understanding of what employees expect from the organization. A simple sample is one of the main types of possible interventions. A simple sample is a type of sampling method in which a sample is taken from a group of people that is easy to contact or reach.

DISCUSSIONS: In completing the project "A Study On The Effectiveness Of Job Satisfaction Of Employees In Automobile Industries" the relationship between valued for contributions and factors that would recommend the organization to add on to their benefits and perks for employee satisfaction and relationship between Social security and Perks & bonuses is done using correlation and ANNOVA.

ONE WAY ANNOVA:

A relationship between valued for contributions and factors that would recommend the organization to add on to their benefits and perks for employee satisfaction.

ANOVA					
VALUED FOR CONTRIBUTIONS					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	18.291	9	2.032	245.911	.000
Within Groups	.909	110	.008		
Total	19.200	119			

INTERPRETATION: The calculated value of P is lesser than 0.05. We accept the alternate hypothesis and conclude that there is significance difference between valued for contributions and factors that would recommend the organization to add on to their benefits and perks for employee satisfaction

ANALYSIS USING KARL PEARSON'S CORRELATION

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (H0):

There is positive relationship between Social security and Perks & bonuses.

Alternate hypothesis (H1):

There is negative relationship between Social security and Perks & bonuses.

Correlations			
		Social security	Perks and bonuses
Social security	Pearson Correlation	1	.850**
	Sig. (2-tailed)		.000
	N	120	120
Perks and bonuses	Pearson Correlation	.850**	1
	Sig. (2-tailed)	.000	
	N	120	120
**. Correlation is significant at the 0.01 level (2-tailed).			

INTERPRETATION:

Since P is positive, there is positive relationship between Social security and Perks & bonuses.

SUGGESTIONS:

As the Majority of the employees felt insufficient with the salary, so that the company should reformulate the salary packages. The company can take steps to open up a new canteen and provide hygienic and variety of food items. As the Majority of the employees felt that the allowances provided by the company are not satisfactory, so the company should the level of allowances to satisfy the employees. Restroom and Washroom facilities should be improved. The company should follow the informal way of communication to have a smooth relationship with employees.

CONCLUSION:

The main objective of any organization is to increase productivity and this can be achieved only when the employee is satisfied with their job. The study concludes that most employees feel that the allowances and salary offered by the company are not satisfactory, so the company should create a level of allowances to satisfy the employees. Most employees felt that there was enough with the salary, so the company could revise the salary packages. It is also examined that it is necessary to make full use of the skills of the employee for good investigation. By improving, it is speculated that they may create a way to advance their careers in their company.

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