CHAPTER 6

SUMMARY OF FINDINGS, SUGGESTIONS
AND CONCLUSION

6.1 INTRODUCTION

The present study is an attempt to find out the job satisfaction among employees working in automotive industries. The main thrust of the study is measuring the extent of job satisfaction of automotive employees in Madurai district. An earnest effort is attempted in the study to locate the factors influencing job satisfaction. In this chapter, the researcher presents the summary of the findings along with suggestions and conclusion.

The study is based on both primary and secondary data. The secondary data required for the study were obtained from the books, journals, internet and records of the select automotive companies in Madurai district. The study covers five automotive industries namely Anamalai, Susee, ARAS, ABT and TVS in Madurai district. There are 661 employees working in these five industries. Fifty percent of sample, ie 330 employees were randomly selected from five industries by proportionate sampling method. The primary data have been collected with the help of well-designed schedule by direct personal interview method.

Further, sample respondents were post-stratified into skilled and unskilled employees. Out of 330 employees, 271 respondents (82.12 percent) came under skilled category and remaining 59 (17.88 percent) fall under unskilled category.
6.2 SUMMARY OF FINDINGS

The job satisfaction is achieved when actual rewards match with the perceived rewards of the employees. The perceived reward is a reflection of their need and hence, job satisfaction is a matter of degree of need satisfaction. High job satisfaction is associated with better performance whereas low job satisfaction is associated with poor performance and disciplinary problems. The analysis of relationship between job satisfaction of the employees and demographic-personal factors reveals that out of the fourteen variables, seven variables namely age, marital status, type of family, family size, number of dependents, salary and rural/urban background are significant with regard to skilled employees. In the case of unskilled employees only one variable namely type of family has significant influence on job satisfaction.

In order to find out the factors responsible for job satisfaction out of 30 variables, factor analysis was employed separately for skilled and unskilled employees.

Factor analysis for skilled employees reduced the variables into eight factors as given below,

- F₁ - work and work environment
- F₂ - work life balance
- F₃ - organizational policy
- F₄ - job security
- F₅ - monetary benefits
- F₆ - Autonomy
- F₇ - Recognition and relationship
F₈ - Recreation

The analysis of Multiple Regression with job satisfaction of the skilled employees shows that all the eight independent factors have contributed to job satisfaction to the extent of 37.63 percent as evidenced through $R^2$. The regression co-efficient of the factor job security a greater influence on job satisfaction.

In the case of unskilled employees Factor analysis reduced the variables into eight factors as mentioned below

F₁ - job security
F₂ - work life balance
F₃ - organizational policy
F₄ - monetary benefits
F₅ - Autonomy
F₆ - Recognition and relationship
F₇ - Training and motivation
F₈ - work and work environment

In order to find out the level of influence of identified factors on job satisfaction a multiple regression was fitted. The results showed that job security had a greater influence on job satisfaction. It is found that all the eight factors jointly accounted 81.67 percent variation on dependent variable, job satisfaction as evidenced through $R^2$ value.
The skilled employees perceived more job characteristics namely job security, modernization, and job itself than the unskilled employees. Similarly, unskilled employees value more salary and allowances, work environment and interpersonal relationship.

The skilled employees aspire more for job security, work environment, recognition and job itself. In the case of unskilled employees, they aspire more for salary and allowances, advancement, social values and job security.

The study reveals that the skilled employees were dissatisfied in terms of job characteristics, namely recognition, work environment, advancement, family attitude, grievance handling and social values. In the case of unskilled employees, they were dissatisfied with the job characteristics namely advancement, social values, job security and salary and allowances.

The skilled employees attach greater importance to job characteristics like job security, work environment, advancement and recognition, than the unskilled employees. The less important job characteristics for unskilled employees are work environment, advancement and recognition.

The Multiple Linear Regression Analysis confirms the importance of the thirteen job variables listed in determining job satisfaction. In the case of skilled employees the job variable ‘salary and allowances’ and job security had a greater influence on job satisfaction whereas in the case of unskilled employees, job security and salary and allowance had a greater influence on job satisfaction.
6.3 SUGGESTIONS TO IMPROVE JOB SATISFACTION

The efficiency and performance of an employee is often hampered by their demographic and personal characteristics. As these are out of the periphery of formal organizational jurisdiction and could hardly be changed, it is always better for the management to concentrate on the job variables which determine job satisfaction in deficiency areas.

Employees working in automotive industries have more perceived deficiency in the area of recognition. For this, excellence in performance should be acknowledged by addressing the recognition by monetary and non monetary rewards. In the case grievance handling the employees should be given an opportunity to participate in group discussions and feel free to express their opinion and suggestions. Their best performance should be appreciated by the superiors. These measures would remove the deficiency in this area.

Work environment is another area where there is perceived deficiency. Management should take necessary steps to create proper work environment in the work place. In addition to this, management should provide good canteen facilities and separate lunch and rest rooms for employees to create proper work environment.

Job satisfaction is determined by salaries and other benefits. Unskilled employees perceive more deficiency in this area, which is due to disparity in salaries and other benefits. This disparity could be minimized to enhance job satisfaction in this area. Although salaries of the employees are periodically revised, they are not upto their expectations. This could be avoided by adopting a suitable performance appraisal system.
Interpersonal relationship among the employees may be encouraged by the management and the superiors should grant due to recognition on the fair performance appraisal, hence the employees would never resort to work-to-rule.

Finally, the managements may conduct 360 degree performance appraisal at appropriate intervals which would enable them to take suitable steps to improve job satisfaction of their employees.

6.4 CONCLUSION

Even though the scope of the study is confirmed to Madurai district, the findings of the study are useful to the rest of the other area, since the study mainly located the levels of job satisfaction of employees working in automotive industries. Employees job satisfaction results in increase in production, and then it may also yield reduction in absenteeism and stress of the employees. Managerial initiatives should demonstrate the ability of influencing relevant outcome variables. Automotive industries should consider alternate managerial initiative techniques to attain employee job satisfaction.

6.5 FUTURE SCOPE FOR RESEARCH

The study is not an end in itself. It is earnestly hoped that it gives impetus for undertaking further researches in the area of automotive industries. Accordingly, the following topics have been identified and it is left to the future researches to evaluate the feasibility of undertaking research on these topics.

(i) Comparison between employee’s job satisfaction level in automotive industries and other professions.
(ii) Relationship of employees with employer in automotive industries.

(iii) Scope for research on Total Quality Management (TQM) and job satisfaction.

(iv) Attitude of employees towards organizational climate in automotive industries.