CHAPTER 1

INTRODUCTION AND DESIGN OF THE STUDY

1.1 INTRODUCTION

The success of any organization depends upon its employees. In sustaining the market share, every organization has a big responsibility of keeping its workforce satisfied. Employees of to-day expect not a mere decent living but also a satisfied life. Personal satisfaction in the life of an employee depends upon the satisfaction he/she gets in his/her job. A worker with a stress cannot perform well in the job. The higher employee turnover and dissatisfaction in the job are the two serious competitive disadvantages faced by many of the modern day undertakings.

It is an undeniable fact that the future of any business enterprise depends upon the level of satisfaction of its workforce. Dissatisfied workforce causes immediate problem to their business. If the problems are left unattended, they have a tendency of spilling out to other business, or industry and even to other region. Hence, in course of time it could become a serious threat to the growing economy.

1.2 MEANING AND DEFINITION OF JOB SATISFACTION

Job satisfaction simply is the degree to which people like their jobs and the different aspects of their jobs. Chang & Chang (2007) identified Job satisfaction as a multifaceted construct that captures employees’ feelings towards and satisfaction with a spectrum of job elements that are directly and
not directly related to the job content. Cranny et al (1992) asserted that job satisfaction is a multidimensional construct that comprises overall job satisfaction as well as a range of job satisfaction components. Weiss (2002) defined job satisfaction as individual’s negative or positive evaluative judgment about his job. This concept refers to its main role in job design, leadership and employees quitting. Robbins (1998) defined job satisfaction as a general attitude towards one’s job; the difference between the amount workers receive and the amount they believe they should receive. Job satisfaction is also defined as a response towards various facets of one’s job, which a person can be relatively satisfied with one aspect of his or her job and dissatisfied with other aspects. Job satisfaction is an important goal for organization to achieve as it has been shown that job satisfaction is strongly related to higher productivity, better performance and efficiency, improved organizational commitment, positive organizational citizenship behaviors, increased customer satisfaction and contribute to an organization’s competitive advantage. Job satisfaction is important to an organization because it reduces employee turnover, laziness, absenteeism, tardiness, and health setbacks due to stress and increases organizational commitment.

Job satisfaction has been defined as a multidimensional psychological response to one's job having three components cognitive, affective and behavioral. The emotional component refers to feelings regarding the job, such as boredom, anxiety, or excitement. The cognitive component of job satisfaction refers to beliefs regarding one's job, for example, feeling that one's job is mentally demanding and challenging. Finally, the behavioral component includes people’s actions in relation to their work, which may include being tardy, staying late, or pretending to be ill in order to avoid work. Job satisfaction is an integral component of organizational work environment and act as an important element in management employee relationship. Job satisfaction is becoming an important
aspect for the employees of automotive industries as dissatisfaction affects the working process and influences the other roles played by other employees. Job satisfaction is the sense of inner fulfillment and joy achieved when performing a particular job. The attitudinal nature of job satisfaction implies that an individual would tend to stay with a satisfying job and quit a dissatisfying job.

1.3 APPROACHES TO JOB SATISFACTION

Job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about his job while a dissatisfied person holds a negative feeling. When people speak about employee attitude they usually mean job satisfaction. Job satisfaction refers to an individual’s complex attitude towards his job. It is a pleasurable emotional state resulting from the appraisal of one’s job in achievement of one’s job value. Job satisfaction is a motivation and an integration factor as well. It is equally a morale booster. It is related to the degree to which the employee’s personal needs are fulfilled. Thus, job satisfaction is the favorableness with which employees view their work. Job satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. It also states that how much one values a given facet of work. In organizations like Private Companies, Public Undertakings or Governmental Bureaucracies, job satisfaction assumes increasingly higher significance. If employees are satisfied with their jobs, there is an increase in Organizational Productivity, a reduction in Labour Turnover and Rate of Accidents, and also there is a good Job Performance. Therefore, job satisfaction is an expected outcome of positive Job Involvement, High Job satisfaction contributes to Organizational Commitment, High Productivity, Better Physical and Mental Health and Quality of Life to the employees. On the other hand, job dissatisfaction leads
to Absenteeism, Labour turnover, Labour problems and a negative Organizational Climate.

Job satisfaction can be divided into different schools of thought. The first school of Psychologists see motivator as the centre factor in Job satisfaction and concentrate their attention on stimuli which are believed to lead Motivation. Motivation is the process that arouses, energizes, directs, and sustains behaviour and performance. That is, it is the process of stimulating people to action and to achieve a desired task. One way of stimulating people is to employ effective motivation, which makes workers more satisfied with and committed to their jobs. Money is not the only motivator. There are other incentives which can also serve as motivators. Motivation and job satisfactions have a great impact on the performance of an employee as well as the organization. The needs of individuals are achievement, recognition, responsibility, status and advancement are the stimuli. Organizations achievements are its employee achievements which make the employee proud and feel satisfied in his job. Lack of job satisfaction is a predictor of quitting a job which leads to stress related factors and the makes an employee feel dejected.

A second school devotes its attention to leadership as a factor in Job Satisfaction. Long & Thean (2011) defined leadership as setting a direction or developing a vision of the future together with the necessary strategies for producing the changes needed to achieve a vision. Leadership reflects basic including group, influence and goal. Leading is a process used to motivate and to influence others to work hard in order to realize and support organizational goals which leads to the satisfaction level of an employee in an automotive industry. Leadership as a process of interaction among employees and groups that includes a structured or restructured situation, employees’ expectations and perceptions The third school
approaches Job Satisfaction from a quite different angle and examines the effort-reward bargain as an important variable. Employees with higher level of job satisfaction would display a decreased propensity to search for a job and decreased propensity to leave the organization. Andrew & Kent (2007) defined that Commitment of all employees is based on effort, rewards and recognition. Yet another school of thought approaches Job Satisfaction in an entirely different angle and sees management ideology and values as an important influence. Values lay the foundation for the understanding of attitudes and motivation and influence the attitude and behavior of an employee in an automotive industry.

Fifthly, the Behavioral scientists concentrate on the content of work and on the Job Design factors. This approach leads to the changing the content or process of a specific job to increase job satisfaction and performance in an automotive industry. Employees of automotive industry in Madurai determine the most efficient way to perform jobs using job design which increases the understanding of job and the level of job satisfaction. Sixthly, some contributors thinking on the subject, that it is only necessary to identify the needs of an employee. The needs of the employees has been identified to enhance the organizational environment more adopted to him which increases the morale of an organization and makes the employee feel satisfied in his job.

As such Job Satisfaction is positively related to the degree to which ones personal needs are fulfilled in the Job situation. A more realistic approach to Job Satisfaction may be, to look at the individual's needs in the work situation and to examine the needs of the firm and the demands which it has to make of its employees because of pressure exerted by the environment in which it operates. This leads to a consideration of Job Satisfaction in terms
of the degree of fit between what an organization requires of its Employees and what the Employees seek from the firm.

1.4 AUTOMOTIVE INDUSTRY IN INDIA

The automotive industry in India is one of the largest automotive markets in the world. It had previously been one of the fastest growing markets globally, but is currently experiencing flat or negative growth rates. India's 'passenger car and commercial vehicle manufacturing industry' is the sixth largest in the world, with an annual production of more than 3.9 million units in 2011. According to recent reports, India overtook Brazil to become the sixth largest passenger vehicle producer in the world beating such old and new auto makers such as Belgium, United Kingdom, Italy, Canada, Mexico, Russia, Spain, France and Brazil. Throughout the course of 2011 and 2012, the industry grew 16-18%, selling around three million units. In 2009, India emerged as Asia's fourth largest exporter of passenger cars, behind Japan, South Korea, and Thailand. In 2010, India beat Thailand to become Asia's third largest exporter of passenger cars.

As of 2010, India is home to 40 million passenger vehicles. More than 3.7 million automotive vehicles were produced in India in 2010 (an increase of 33.9%), making the country the second after China as fastest growing automobile market in the world in that year. According to the Society of Indian Automobile Manufacturers, annual vehicle sales are projected to increase to 4 million by 2015, no longer 5 million as previously projected.

The majority of India's car manufacturing industry is based around three clusters in the south, west and north. The southern cluster consisting of Chennai is the biggest with 35% of the revenue share. The western hub near Mumbai and Pune contributes to 33% of the market and the northern cluster
around the National Capital Region contributes 32%. Chennai, houses the India operations of Ford, Hyundai, Renault, Mitsubishi, Nissan, Bayerische Motoren Werke (BMW), Hindustan Motors, Daimler, Caparo, Mini, and Datsun. Chennai accounts for 60% of the country's automotive exports. Gurgaon and Manesar in Haryana form the northern cluster where the country's largest car manufacturer, Maruti Suzuki, is based. The Chakan corridor near Pune, Maharashtra is the western cluster with companies like General Motors, Volkswagen, Skoda, Mahindra and Mahindra, Tata Motors, Mercedes Benz, Land Rover, Jaguar Cars, Fiat and Force Motors having assembly plants in the area. Nashik has a major base of Mahindra and Mahindra with a Sport Utility Vehicle (SUV) assembly unit and an Engine assembly unit. Aurangabad with Audi, Skoda and Volkswagen also forms part of the western cluster.

Another emerging cluster is in the state of Gujarat with manufacturing facility of General Motors in Halol and further planned for Tata Nano at their plant in Sanand. Ford, Maruti Suzuki and Peugeot-Citroen plants are also set to come up in Gujarat. Kolkata with Hindustan Motors, Noida with Honda and Bangalore with Toyota are some of the other automotive manufacturing regions around the country. In 2011, there were 3,695 factories producing automotive parts in all of India. The average firm made US$6 million in annual revenue with profits close to US$400 thousand.

**Motivation for job satisfaction in Automotive Industries**

1) Automotive industry is a growing industry and it has got lot of opportunities for employee-employer engagement.

2) Employee satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees
satisfied with their careers should be a major priority for every employer.

3) Madurai is the second largest town in Tamilnadu which is meant for industries and trading. Hence there is a big opportunity in automotive business.

4) Automotive industries have a immense potentiality in India, Tamilnadu due to the road infrastructure. The road transport plays a major role in transporting goods.

5) This research primarily concentrates on skilled and unskilled employees. These employees are predominantly available in Madurai district.

1.5 THEORITICAL BACKGROUND OF JOB SATISFACTION

Job satisfaction refers to an individual’s complex attitude towards his job. It is a pleasurable emotional state resulting from the appraisal of one’s job as achieving and facilitating the achievement of one’s job value. According to Vroom (1964) the term ‘job’ refers to workers’ immediate work task and work role in a particular work organization.

As a generic concept, satisfaction may be described in a behavioural perspective. Individual or organisational behaviour is believed to be goal directed. Each human action has a primary motivation and most actions are attempts to maximise satisfaction by fulfilling multiple motivations. Accordingly, the meaning of satisfaction in common usage, satisfaction occurs when one gets what he needs, desires, wants, expects, deserves or deems to be his entitlement.
According to Hoppock (1935) job satisfaction is any combination of psychological, physiological and environmental circumstances that cause a person truthfully say I am satisfied with my job. Such a description indicates the variety of variables that influence job satisfaction. Job satisfaction is the positive orientation of an individual towards all aspect of the work situation. Locke (1979) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s or job experiences. Job satisfaction refers to the extent that the working environment meets the needs and values of employees and the individual’s response to that environment. Job satisfaction is the fulfillment of gratification of certain needs that are associated with ones work. Job satisfaction can also be regarded as a constellation of employee’s feelings about various job elements. Job satisfaction is a positive response to a individuals work which he receives related with the work that he perform and the working environment. Job satisfaction results to an employee, when job characteristics and demands of him are in agreement.

On the basis of these definitions it may be concluded that job satisfaction is a complex set of variables governed to a large extent by perception and expectations of the employees of the automotive industries in Madurai district are to well to meet the needs of the employees. The employees in automotive industries have to act according to the rules and regulations of the organization to increase the profit and progress towards building excellence and fame. In the present study, job satisfaction is conceptualised as, a positive attitude or a pleasurable emotional state which results from specific work related experiences.
1.6 CONCEPTS OF JOB SATISFACTION

A clarification of the concept of job satisfaction presents a better understanding on the issues in job satisfaction. It further illuminates many dimensions on job satisfaction.

1.6.1 Job Satisfaction and Job Attitude

Attitude represents a persistent tendency to feel and behave in a particular way towards some object. Attitudes are not learned. They are acquired from several sources, the most important of them being direct experience with the object, associating one object with another about which an attitude had already been formed from family and peer groups, from the neighbourhood, economic status and occupations and mass communications. Job satisfaction represents a person’s feelings towards his job. Attitudes are the feelings and beliefs that largely determine how employees will perceive their environment, commit themselves to intended actions, and ultimately behave. Attitudes such as involvement and satisfaction contribute to increase the performance of the employees. Highly committed employees will endeavor to meet an organization’s goals and interests. Job attitudes are particularly likely to be powerful predictors in domains where personal discretion is high, such as Organisation commitment, which fall out of the purview of traditional task involvement Employees of the automotive have to constitute towards the feelings of their job and make themselves attached to it to work for the progress of the organization.

1.6.2 Job Satisfaction and Job Attraction

The concept of job satisfaction applies only to the outcome already gained by an individual whereas job attraction is concerned with hedonism of the future.
1.6.3 **Job Satisfaction and Morale**

Morale means the employee’s satisfaction and dissatisfaction with the work situation. Morale is stated as ‘the professional interest and enthusiasm that a person displays towards the achievement of individual and group goals in a given job situation. A healthy working environment promotes the higher morale. Morale, being an abstract thing, cannot be defined or described easily. Morale cannot be measured by traditional methods as it is constantly in state of change. Morale may not be described or explained by a single factor. Different factors like confidence, enthusiasm, willing hard work etc. required to explain it. Morale is defined as the mental condition with respect to courage, discipline, confidence, enthusiasm, willingness to endure hardship, etc. with a group, in relation to a group, or within an individual.

Morale includes three different factors i.e. belongingness, rationality, and identification. Belongingness is a positive relation with coworkers and organization. Rationality mentions the similarity between individuals and organizational goals to be achieved. The recognition, an employee wants in an organization, is called identification and that can be achieved when an individual’s values remain same as that of the organization. In healthy environment of an organization, employers with high morale not only feel good themselves but also keep employees morale high.

1.7 **DIMENSIONS OF JOB SATISFACTION**

There are three important dimensions to job satisfaction.

1. Job satisfaction refers to one’s feeling towards one’s job. It can only be inferred but not seen.
2. Job satisfaction is often determined by how well outcomes meet or exceed expectations. Satisfaction in one’s job means increased commitment in the fulfillment of formal requirements. There is greater willingness to invert personal energy and time in job performance.

3. The terms job satisfaction and job attitudes are typically used interchangeably. Both refers to effective orientation on the part of individuals towards their work roles which they are presently occupying. Positive attitudes towards the job are conceptually equivalent to job satisfaction and negative attitudes towards the job indicate job dissatisfaction.

1.8 CONSEQUENCES OF JOB SATISFACTION

High job satisfaction may lead to improved productivity, increased turnover, improved attendance, reduced accidents, less job stress and lower unionisation.

1.8.1 Productivity

The relationship between satisfaction and productivity is not definitely established. The consensus, however, is that in the long run, job satisfaction leads to increased productivity. But, four decades of research into this issue unfortunately, does not lend any support to this belief.

At first, the relationship between job satisfaction and job performance is weak. Secondly, there is more evidence to suggest that job performance leads to job satisfaction and not the other way round. An employee who performs well in his job gets both intrinsic and extrinsic rewards which will lead to high satisfaction. A poor performer will feel worse
about his incompetence and will receive fewer rewards. He will be less satisfied with his work experiences.

Thirdly, there are some conditions under which high productivity more clearly leads to high job satisfaction. One condition is that the employees perceive that intrinsic and extrinsic rewards are contingent upon their productivity. The second condition is that the extrinsic rewards (pay, for example) may be distributed equitably. Inequitable distribution fails to convince the employee’s close correlation between hard work and rewards.

However, the adage “a happy worker is a productive worker” is not always wrong. True, there may not be a relationship between job satisfaction and productivity; performance may be affected indirectly by absenteeism or turnover which is related to satisfaction.

1.8.2 Job Satisfaction and Employee Turnover

High employee turnover is of considerable concern for employees because it disrupts normal operations, cause morale problems for those who stick on, and increases the cost involved in selecting and training replacements. The employer does whatever possible to minimise turnover, making the employees feel satisfied on their jobs, being one each. The connection between job satisfactions to employee turnover is established beyond doubt. It has been demonstrated that workers who have relatively low levels of job satisfaction are the most likely to quit their jobs and that organisational units with the lowest average satisfaction levels tend to have the highest turnover rates.

However, the withdrawal behaviour of employees is modified by certain factors. Loyalty to the organisation is one such. Some employees cannot imagine themselves working elsewhere, however dissatisfied they are
in their present jobs. Availability of other places of employment also influence turnover. Even if greener pastures are available, an employee does not mind going in search of them, notwithstanding the present level of job satisfaction he enjoys.

1.8.3 Job Satisfaction and Absenteeism

Correlation of satisfaction to absenteeism is also proved conclusively. Workers who are dissatisfied are more likely to take “mental health” days, that is, days off not due to illness or personal business. As in turnover, absenteeism is subject to modification by certain factors. The degree to which people feel that their jobs are important has a moderate influence on their absences. Employees who feel that their work is important tend to clock in regular attendance. Besides, it is important to remember that while high job satisfaction will not necessarily result in low absenteeism, low satisfaction is likely to bring about high absenteeism.

1.8.4 Job Satisfaction and Safety

Poor safety practices are a negative consequence of low satisfaction level. When people are discouraged about their jobs, company and supervisors, they are more liable to experience accidents. An underlying reason for such accident is that discouragement may take one’s attention away from the task at hand. Inattention leads directly to accidents.

1.8.5 Job Satisfaction and Job Stress

Job stress is the body’s response to any job related factor that threatens to disturb the person’s equilibrium. In this process of experiencing stress, the employees’ inner state changes. Prolonged stress can cause serious ailments such as heart disease, ulcer, blurred vision, lower back pain, dermatitis, and muscle aches to the employees. Chronic job-dissatisfaction is
a powerful source of job stress. The employee may see no satisfactory short
term solution to escaping this type of stress. An employee trapped in a
dissatisfying job may withdraw by such means as high absenteeism and
tardiness, or the employee may quit.

Employees under prolonged stress stemming from job-dissatisfaction
often consume too much alcohol, tobacco and drugs. These employees are
costly to the management in terms of time lost due to frequent absences and
increased payments towards medical reimbursements.

1.8.6 Unionization

Job Dissatisfaction is a major cause for unionisation. Dissatisfaction
with wages, job security, fringe benefits, chances for promotion and treatment
by supervisors are reasons which make employees join unions.

1.8.7 Other Effects of Job Satisfaction

It has been claimed that satisfied employees tend to have better
mental and physical health and learn new job related tasks more quickly.

1.9 SOURCES OF JOB SATISFACTION

Several job elements contribute to job satisfaction. The most
important amongst them are wage structure, nature of work, promotion
chances, polices of the organisms, work group and working conditions.

1.9.1 Wages

Wages play a significant role in influencing job satisfaction. This is
because of two reasons. First, money is an important instrument in fulfilling
one’s needs and too, employees often see pay as a reflection of management
is concern for them. Employees want pay system which is simple, fair, and in
line with their expectations. When pay is seen as fair, based on job demands, individual skill level, and community pay standards satisfaction is likely to result. What needs emphasis is that it is not the absolute amount paid that matters, rather it is one’s perception of fairness. The wages has a huge impact on job satisfaction of an employee. Higher wage usually implies higher job satisfaction, while the lower wages makes the employee feeling dejected and dissatisfied for what he delivers to an organization. Employee will also feel a change in wages when he got promoted to a new position in his job. This makes him feel satisfied in his job and to work towards the objective of the organization. Organization has to make the skilled employees adapted to the environment in order not to make them leave their jobs. For this the organization has to pay the employee a reasonable wage which makes him involved and committed to his job. The sources of Job Satisfaction is shown in Figure 2.1.

![Figure 2.1 Sources of job satisfaction](image)

1.9.2 Nature of Work

Most employees crave for intellectual challenges on jobs. They tend to prefer being given opportunities to use their skills and attitudes and being offered a variety of tasks, freedom, and feedback on how well they are
doing. These characteristics make jobs mentally challenging. Jobs that have too little challenge create boredom. But too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge, employees experience pleasure and satisfaction. Employees in the automotive industries have different nature of work which makes them fit to the organizational environment. If the nature of work is not satisfactory, it will affect the work behavior of an employee. The impact of environmental factors and organizational factors are primarily related to the nature of work. If an employee attitude is good he must have to cooperate with his nature of work.

1.9.3 Promotions

Promotion is an important aspect in an employee’s career and life. Promotional opportunities affect job satisfaction considerably. The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence, status and the like. An average employee in a typical government organisation can hope to get two or three promotion in his entire service, though chances for promotion are better in the private sector. It is no surprise as the ultimate achievement in his career is realised, he feels extremely satisfied. Employees with a high degree of satisfaction will signal their preference for their current job, which might exhibit among the lower quit rates of highly satisfied workers. Promotion is an effective mechanism for employees who excel in their job and want to rise high will keep their eye on promotion itself which subsequently increases the profit of an organization.

1.9.4 Supervision

There is a positive relationship between the quality of supervision and job satisfaction. Supervisors who establish a supportive personal relationship with subordinates and take a personal concern in them contribute
to their employees’ satisfaction. The effect of supervision outcome on workforce has huge impact on the organizational growth and subsequently makes him achieve the organizational tasks. Supervisors must have to provide tangible work related advice and task on job related tasks and which creates a quick workforce outcome. The quality of the supervisory relationship and workforce outcome will bring a sense of job satisfaction. Supervisors who are more concerned with the employee’s welfare will acknowledge them when they done a good job. Supervisory support is important for retaining workers who have a low perception.

1.9.5 Work Group

Job satisfaction is commonly regarded as a constellation of employees feeling about various job elements. The work group plays a significant role in providing satisfaction to individual employees. It does so, primarily by providing group members, with opportunities for interaction, with each other. It is well known that, for many employees, work fills the need for social interaction. The employees derive higher satisfaction when the members in the work group have similar attitudes and values. Having people around with similar attitudes causes less friction on a day to day basis. Co-workers with similar attitudes and values can also provide some confirmation of a person’s self concept, “We are ok and you are ok”. Work group is also a part of an automotive industry in Madurai which creates a positive feeling among the employees and creates job satisfaction.

1.9.6 Working Conditions

Working conditions that are compatible with an employee’s physical comfort and that facilitate doing a good job contribute to job satisfaction. Temperature, humidity ventilation, lighting and noise, hours of work, cleanliness of the work place, and adequate tools and equipment are the
features which affect job satisfaction. Job satisfaction shows how much an employee likes his work as well as the level of his preoccupation with work. Working condition is a factor of job satisfaction which shows that employees prefer working conditions which are not dangerous and unpleasant. Jobs with difficult working conditions may perform only those employees who meet specific requirements in terms of age, sex and physical and mental condition. It is important that workers are to be trained how to handle the equipment in the automotive industry and prevent them from accidents. Difficult working conditions influence employee’s performances. It is therefore necessary to eliminate uncomfortable working conditions in Automotive industries.

1.9.7 Organizational Policies and Procedures

Organizational policies include the basis for effecting promotions (seniority versus merit), transfer of people, foreign assignments, lay off and retrenchment appraisal and reward systems, motivational methods, skill based versus job based, pay and the like. The organizational policies forecast the work assignment, relation with community, relations with supervisors and tend to create an ethical work environment. The organizational policies makes an employee committed towards his job and following the guidelines and procedures will make him a honest worker. It is an challenge for an employee to implement the organizational policies in his job to achieve the morale and dignity of an organization. Job satisfaction with organizational climate plays a vital role in retaining the employees by enhancing their commitment towards organization and making them follows the organizational policies and procedures. Employees must have to follow the organizational policies and procedure and lay the platform for the building of a better organizational environment. Organizations will have to frame the policies and procedures and make the employees suitable and fit for the job and bring fame to them.
1.9.8 Age, Gender and Education

The age, gender and education play a role among the male and female employees in an organization. Organization must have to make the employees adapt to the environment and create a discussion among them. Mingling with the groups can make the employees feel free irrespective of age, gender and education. The domination by an employee on his peer in terms of age will surely hurt him leading an employee to a dejected state and make him restless.

Research Gap Filled Up in the Study

There are several studies on job satisfaction. Most of the studies are related to the job satisfaction of bank employees, women and organized sector employees. But none of the studies have attempted to study job satisfaction of private sectors particularly automotive industries. Hence, the studies on job satisfaction of employees in automotive industries are found inadequate. Therefore, in depth and comprehensive study on job satisfaction of employees in automotive industries attempts to evaluate the relationship between demographic and personal factors and the level of job satisfaction and identifying the factors influencing on job satisfaction and job characteristic in relation to job satisfaction. The present work in some aspects is a follow up work and also claims improvement over the other studies.

1.10 SIGNIFICANCE OF THE STUDY

Obviously, job satisfaction significantly contributes to Employee’s Productivity and Morale. An individual organization can be substantially benefitted if it cares to develop general individual attitudes in its personnel that can effectively contribute to Job Satisfaction. If an organization or company appropriately discovers attitudes on factors related to the job, it can
take necessary steps to prevent bad situations and thereby improve the job satisfaction of its employees. The present study covers the Employees of Automotive Industries in Madurai District. The Job Satisfaction of the Employees in these industries is measured in terms of various Job Satisfaction Factors. The impact of personnel and economic factors on Job Satisfaction, the Determinants of Job Satisfaction and the Factors influencing Job Satisfaction.

### 1.11 STATEMENT OF THE PROBLEM

Growth and development of any organization depends on its Employees who are working there. Employees perform better in the organization, if they are satisfied with their job. If not, it leads to Low Productivity, Labour Turnover, Absenteeism and Low Job Performance. Different environment in the organization seems to be a challenging task for an employee to fit to the conditions. Automotive Industries in India contribute a lot to the production and services for the prosperity of nation. Organizational climate has an important role in determining the Job Satisfaction of Employees in Automotive Industries. In such Automotive Industries, work involves machines and systems rather than people.

The work tends to be process-driven and precision-oriented. Within these work environments, the purpose of the study is to measure the relationship between Employee’s Job Characteristics and Employee’s Job Satisfaction and Demographic factors. Job Satisfaction is a concept measuring psychological satisfaction of the employees. The concept could be viewed either from the point of view of employers or from the point of view of employees who are working there. In the present study, the job satisfaction
and the level of job satisfaction has been analysed from the point of view of the employees working in Automotive Industries in Madurai District.

1.12 OBJECTIVES OF THE STUDY

The study has been undertaken with the following specific objectives.

1) To trace the importance of Job Satisfaction with its theoretical concept.

2) To measure the level of Job Satisfaction and to examine the relationship between Demographic Personal Profiles of Employees and level of Job Satisfaction.

3) To extract the important factors of Job Satisfaction of Employees in different levels.

4) To analyse the characteristics of Job and evaluate the Perceived Deficiency and the Perceived importance of Job Characteristics.

5) To identify the most important Job Characteristics which influence the Job Satisfaction of Employees in Automotive Industries

1.13 HYPOTHESIS OF THE STUDY

The following hypothesis are formulated and tested in this study

1) There is no association between different Age Groups of Employees and Level of Job Satisfaction.
2) There is no association between Gender Groups and Level of Job Satisfaction.

3) There is no relationship between Marital Status and Level of Job Satisfaction.

4) There is no association between Educational Qualifications and Level of Job Satisfaction.

5) There is no relationship between Years of Experience and Level of Job Satisfaction.

1.14 LIMITATION OF THE STUDY

The present study has a few limitations. Each and every employee of select automotive industries in Madurai district was connected personally by the researchers for collecting primary data. It was very difficult to get back the filled up schedule as the employees were very busy even after working hours in their work spot, even though the researcher has taken much pains with patience to elicit data from the respondents in their good mood there could have been personal bases of the respondents, which is a major limitation to the present study. The study area is confirmed to Madurai district only. Therefore while the generalizing the results, the case are to be taken into account. But in using the findings of the study it is advisable to have a due care on the results with area of the study. Despite these limitations, the study has solid evidence based on the responses of the automotive industries employees.

1.15 METHODOLOGY

The study is exploratory in nature in relying on both primary and secondary data. For collection of primary data survey method is adopted.
Survey is conducted through schedule that is designed taking into consideration pre-tested schedule after making modification to make the schedule suitable for the present study.

**Study Areas and Companies**

The study is conducted in Madurai District in Tamilnadu. Next to Chennai, Madurai District is growing with exhaustive population. The era of Liberalization, Privatization and Globalization have brought changes in society and lifestyle of people not only in the world or India, but also the study area in Madurai District. Majority of the people including middle class in the District are affordable to own cars. Hence, the Automotive Industries is one of the largest industrial sectors and it contributes to the employment directly and indirectly to a large number of people in this District. Among the Automotive Industries in Madurai District a well established and best performing industries namely, Anaamalais, Susee, ARAS PVPV, ABT and TVS Automotive Industries are selected for Primary Data Collection.

**Sample Size and Design**

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. Name of selected companies, number of employees and samples of employees are given in Table 1.1.
Table 1.1 Name of selected companies, number of employees and samples of employees

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<thead>
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<th>Name of selected Companies</th>
<th>Number of Employees</th>
<th>Samples of employees</th>
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<td>Anaamalais</td>
<td>216</td>
<td>108</td>
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<td>Susee</td>
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Source: Records of concerned companies 2013.

Collection of Data

The researcher has devised a structured schedule for collecting Primary Data. The schedule was finalised after a pilot study. The pilot study was conducted by interviewing selected number of 25 employees working in five selected Automotive Industries in Madurai District. These interviews helped the researcher to identify the variables to be included/excluded in the schedule. Accordingly the schedule was modified. The modified schedule was used for Primary Data Collection.

Period of Study

Field work by way of data collection for the study was carried by the researcher for the period from JULY 2011 to APRIL 2014. The omissions and commissions in the schedule were either rectified on the spot or through revisit.
Reliability Analysis

The final scale reliability was tested using Cronbach’s alpha coefficients. The test results show that the scales were highly reliable.

Method of Analysis

The primary data collected from the employees of selected Automated Industries in Madurai District are analyzed using the Statistical Package for the Social Sciences (SPSS) package.

In order to obtain the total score of Job Satisfaction of the sample respondents, Likert scaling technique was used. The five point scales starting from strongly disagree to strongly agree are assigning the score of 1,2,3,4 and 5 in the same order. Thus the Total Job Satisfaction scores of a respondent were attained by adding up the scores of all the 30 statements.

The assessment of Job Characteristics by a respondent has been measured by using three questions a, b and c.

a) How much he/she finds in the job? (Perception)

b) How much he/she would like to have in the job? (Aspiration)

c) How much important is this Job? (Importance)

For each characteristic, the respondent's responses were recorded on five-point response categories from 5 to 1 for each characteristic in three situations. The discrepancy scores were calculated as the difference between Aspiration and Perception (b – a) and were found to be positive and negative. Both types of scores were multiplied by the corresponding score of perceived importance (C) of a respondent for each characteristic. This was done for each of 13 Job Characteristics. The scores of c(b –a) were summed up to calculate
the overall Job Satisfaction by porter to measure satisfaction in different satisfaction areas.

**Tools of Analysis**

In order to examine the relationship between the Employee’s Demographic - Personal Factors and their level of Job Satisfaction, Chi-square test was used. Arithmetic Mean and Standard Deviation were used to classify Three Levels, namely High Level, Medium Level and Low Level Job Satisfaction. The t-test was used to test the mean difference of perceived deficiency and perceived importance of employees working Automotive Industries. With a view to identify the Determinants of Job Satisfaction, a Multiple Linear Regression Model was estimated. In this model, thirteen Job Characteristics variables were treated as an independent variable and the overall Job Satisfaction as a dependent variable. In order to evaluate the factors responsible for Job Satisfaction of Employees in Automotive Industries in Madurai District, Factor Analysis was employed.

**1.16 SCHEME OF WORK**

The present study “An Empirical Study on Job Satisfaction among Employees of Automotive Industries in Madurai District,” has been organized into six chapters.

The First Chapter deals with the introduction and Design of the study, comprising Introduction, Automotive Industries, Motivation for job satisfaction in automotive industries, Approaches to Job Satisfaction, theoretical Background and Concept of Job Satisfaction, a detailed account of Concepts, Models and Factors Determining Job Satisfaction and Consequences of Job Satisfaction and Dissatisfaction, Research Gap,
Significance of the Study, Statement of the Problem, Objectives of the Study, Hypothesis, Methodology, Limitations and Scheme of Work.

The Second Chapter explains the Review of Literature in service industries, Information Technology Industries and other industries, measuring of job satisfaction and theories of job satisfaction. The Third Chapter examines the Relationship between Demographic-Personal Factors and Levels of Job Satisfaction of Employees.

The Fourth Chapter locates the Factors Responsible for Job Satisfaction. Factor Analysis for three different categories of employees (High, Medium and Low) is discussed in detail.

The Fifth Chapter compares the Perceived Deficiency and Perceived Importance of Job Satisfaction between Different Levels of Job Satisfaction. Further, this chapter identifies the determinants of Job Satisfaction. The Sixth Chapter is the summary of finding and offering suggestions to improve the job satisfaction of employees in automotive industries.