

A STUDY ON JOB SATISFACTION OF EMPLOYEE'S IN REHOBOTH MOTORS COMPANY IN TIRUNELVELI DISTRICT, TAMIL NADU

P. Tamilselvi¹, R. Thirumalai Kumar²
S. Umamaheswari³, Dr. Marimuthu. KN⁴

¹Student, Management Studies, Manonmaniam Sundaranar University, India

^{2,3}Doctoral Scholars, Management Studies, Manonmaniam Sundaranar University, India

⁴Assistant Professor, Department of Management Studies, Manonmaniam Sundaranar University,
Tirunelveli – 627012

ABSTRACT

HRM is a specialized functional area of business that attempts to develop programmes, policies and activities to promote the job satisfaction of both individual and organizational needs, goals and objectives. Job satisfaction is the end feeling of a person after performing a task in each and every organization in the world. Objectives of the study are identifying the employee's job satisfaction level of Rehoboth Motors and impact factors. This study is used the census method using questionnaire in Tirunelveli Branch of Rehoboth Motors Company. Weighted Average Method found that, employees were satisfied and identified various factors impacting on job satisfaction level as well as suggested to improve the welfare facilities. Hopefully believe that the Management can further bring out their labour with full satisfaction and obtain good result in the future.

Keyareas: Facilities, Job Satisfaction, Development Programme, Policies, and Work Environment

I. INTRODUCTION

Human resource management is a specialized functional area of business that attempts to develop programmes, policies and activities to promote the job satisfaction of both individual and organizational needs, goals and objectives. People join organizations with certain motives like security of income and job, better prospects in future, and satisfaction of social and psychological needs. Every person has different times. It is the responsibility of management to recognize this basic fact and provide appropriate opportunities and environments to people at work to satisfy their needs. Individuals in the organization have certain expectation and fulfillment of the expectation depends upon their perception as to how the job suits to the satisfaction of their needs. Since satisfaction of individual goes a long way in determining the efficiency. It also requires interaction with co-workers and bosses, follow the rules and policies, meeting performance standards, living with the working conditions that are often less than ideal and the like.

1.1 Concept of Job Satisfaction

Job satisfaction is the end feeling of a person after performing a task. To the extent that a person's job fulfills his dominant needs and is consistent with his expectations and values, the job will be satisfying. The feeling would be positive or negative depending upon whether need is satisfied or not. Job satisfaction is different from motivation and morale. Motivation refers to the willingness to work satisfaction, on the other hand implies a positive emotional state. Morale implies a general attitude towards work and work environment. It is a group phenomenon whereas job satisfaction is an individual feeling. Job satisfaction may be considered a dimension of morale and morale could also be a source of satisfaction. Attitudes are predispositions that make the individual behave in a particular way. Job satisfaction, on the country is the end feeling which may influence subsequent behavior. Thus, job satisfaction is an employee's general attitude towards his job.

1.2 Definition

E.A. Locke (1976) a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience".

Importance of job satisfaction for the organization are; Enhance employee retention, Increase productivity, Increase customer satisfaction, Reduce turnover, recruiting and training costs, Enhance customer satisfaction and loyalty, More energetic employees, Improve teamwork, Higher quality products and/or service due to more competent, energized employees. The various factors influencing job satisfaction may be classified into two categories: Organisational Variables (Job content, Occupational Level, Pay & Promotional Opportunities, Work Group, Supervision) and Personal Variables (Age, Education, Sex, Marital Status, Experience).

1.3 Review of Literature

The term 'job satisfaction' was brought to limelight by Hoppock (1935) "Job Satisfaction is the combination of psychological, physiological and environmental circumstances that cause a person too truthfully say "I am satisfied with my job". This definition points to the factors affecting job satisfaction but does not indicate the nature of job satisfaction.

Sarri and Judges (2004) provided greater understanding of the research on employee's attitudes and job satisfaction. It also identified the gaps between Human resource police and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular job satisfaction the causes of employee attitudes, the result of positive or negative job satisfaction and how to measure and influence employee attitudes. Suggestions for practitioners are provided on how to close the gaps in knowledge and for evaluating implemented practices.

Melvin (1993) started that the environmental design of an organisation plays a very important role in job satisfaction at the same time it also plays an important role in employee's high job involvement. A good environmental design of an organisation helps in resolving the conflicts and confusion. The responsibility of the management to design the environment in such a manner, that it reduces the dissatisfaction where in the work tasks, working patterns, etc.

Gupta (2011) underscored on the better performance, more productivity and high profit, these are the outcome of employee's commitment and dedication towards work. Employees are more devoted when they feel contented and satisfied with reward which they get from employees. If organisations understand what satisfies employee,

they have at their command the most powerful tool for dealing with them to get them extra ordinary result. So on attempt to achieve employee job satisfaction leads to an improvement in the quality of products or service, customer satisfaction, increased market share and improved profit.

Singh & Jain (2013) highlights on employees job satisfaction and its impact on their performance. Employee's attitude reflects the moral of the company. Happy employees play on important role in the areas of customer's service and sales as they are the one to interact with the customer on a daily basis. Work environment is the key factor in job satisfaction. Good work environment and good working conditions leads to job satisfaction at the same time helps increasing employee work performance, probability, customer satisfaction as well as retention.

Tietjen & Myers (1998) discusses the theories of job satisfaction mentioned by Herzberg and Lockers. Job satisfaction is always maximum, when an employee is satisfied with the work which is assigned to him. A well-furnished office and the temperature of the work environment doesn't help much whereas the base duty allotted in the job and the intrinsic related feelings of an individual creates a positive attitude in him about the job. Salary, perks always doesn't lead to job satisfaction it is the intrinsic feelings of an individual which leads to job satisfaction.

Witte (2012) highlighted on the group differences aspect in job satisfaction. The study was done on the banking sector in Belgium. A model was created for testing the hypothesis. The model was "Job Demand Control support" and the analysis found says that job demand (It is a psychology which says the job requires certain capabilities) have the highest effect in explaining satisfaction with job content.

Luthans (2011) Working conditions have a modest effect on job satisfaction. If the working conditions are good (Clean, attractive, surroundings, for instance) the personal will find it easier to carry out their jobs. If the working condition are poor (hot, noisy surroundings) personal will it more difficult to get things done. In other words, the effect of working condition on job satisfaction in similar to that of the work group. If things are good, there is May or may not be a job satisfaction problem; if things are poor, there very likely will be. Most people do not give working conditions a great deal of thought unless they are extremely bad. Additionally, when there are complaints about working conditions, these sometimes are really nothing more than manifestation of other problem.

II. COMPANY PROFILE

2.1 Rehoboth Group of Company

The Rehoboth group of company is a leading automobile sales and service brand in southern state of Tamil Nadu. It was started in 2007 as a partnership company (Founders; Dr. Shri. Koilmani, Jegan and Suthan). The group grew manifold, fuelled by the team's hard work, grit, determination and their die-hard penchant for quality and customer excellence. By the grace if lord almighty, company gave evolved from it first dealership for Swaraj Mazda trucks and buses (currently SML ISUZU) in the year 2007. It expanded with authorized sales & service partners for AMW commercial vehicles in Thoothukudi District in the year 2010. In 2012, it granted with Honda Two wheelers dealership in Tirunelveli Town by HMSI and at the same time it expanded authorized sales & service partners for FLAT cars in Tirunelveli in 2013. In addition, main showroom for FLAT cars located in Reddiarpatti village in 2015, further more expanded authorized sales& service partners for Yamaha two wheelers

in Tenkasi Taluk, etc. Its service leading automobile brands in the country and the world at large Honda, FIAT and SM ISUZU, AMW & Yamaha two wheelers.

III. OBJECTIVES

- To find out the Employees job satisfaction level of Rehoboth Motors.
- To find out to various impact factors of Employees job satisfaction level on Rehoboth Motors.

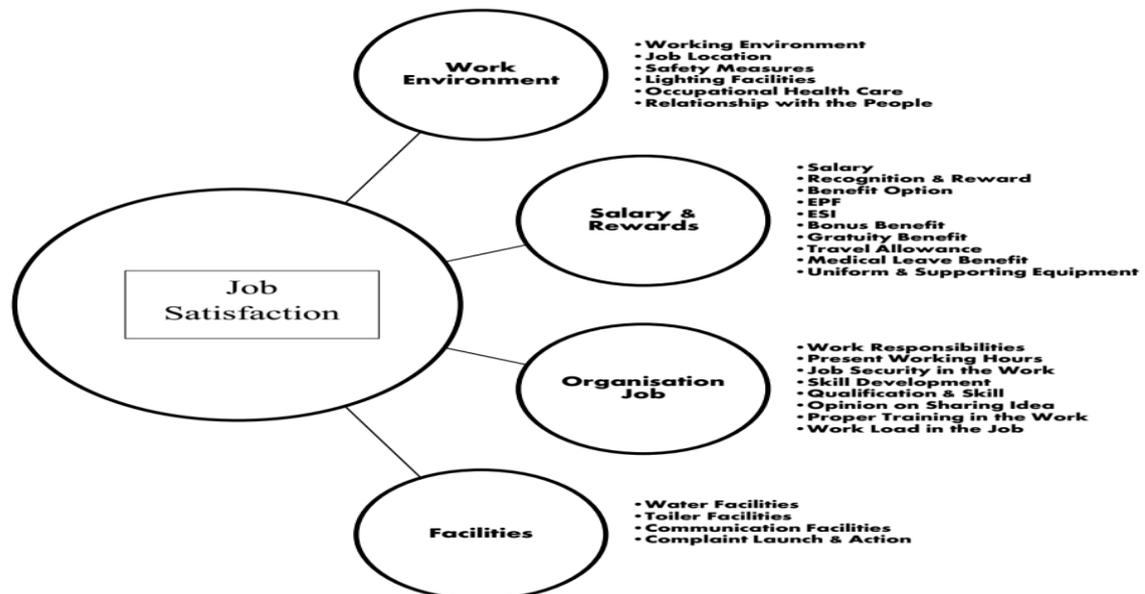
IV. RESEARCH METHODOLOGY

Research design is descriptive research and study followed the census survey method using the structured Questionnaire. Primary data were collected from the 56 employees in one branch at Tirunelveli City.

V. SCOPE OF THE STUDY

The study is to identify the employees level of satisfaction depends upon the job, it will be vary. The study also helped for the organisation for conducting the future Research, to make a management decision and in the right time for better performance.

VI. DIAGRAM ON CONCEPTUAL FRAMEWORK



VII. DATA ANALYSIS AND INTERPRETATION

Demographical Factors of the Employee's					
Gender of the Respondents			Age of the Respondents		
Particulars	No. of respondents	Percentage	Particulars	No. of respondents	Percentage
Male	53	95	Below 20	0	0
Female	3	5	21 – 40	34	61

Total	56	100	41 – 60	22	39
Educational Qualification			Above 60	0	0
Below SSLC&SSLC	13	23	Total	56	100
HSC	07	12.5	Designation of the Respondents		
Diploma / IT	18	32	Mechanic &Driver	16	29
Engineering	0	0	Staff	18	32
U.G	11	20	Supervisor	02	3.5
P.G	07	12.5	In-charge	02	3.5
Total	56	100	Manager	05	09
Service Period of the Respondents			Any other	13	23
Below Two years	27	48	Total	56	100
Two – Four years	14	25	Salary of the Respondents		
Five – Seven years	07	13	Below 4000	0	0
Above seven years	08	14	4001 – 8000	25	45
Total	56	100	8001 – 12000	18	32
Respondents Feel about the Company			Above 12000	13	23
Reliable	15	27	Total	56	100
Secured Job	12	21			
Recognized	14	25			
All the above	15	27			
Total	56	100			

Satisfaction On Company of the Respondents using Weighted Average Method

Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Weighted Average
Company Policy & Procedure	07	19	12	11	07	3.1
Leave Policy	04	09	19	21	03	2.8
Employee feedback to make Improvement	03	08	13	19	13	2.4
Stress while working	14	20	10	06	06	3.5
Training Programme	04	10	19	19	04	2.8
Motivation	04	10	17	16	09	2.7

Satisfaction on the Work Environment of the Respondents using WAM

Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Weighted Average
Working Environment	08	22	15	07	04	3.4

Job Location	02	16	20	13	05	2.9
Safety Measures	06	16	14	14	06	3.0
Lighting Facilities	13	16	18	07	02	3.5
Occupational Health Care	03	14	20	16	03	3
Relationship with the People	06	14	11	14	11	2.8

Satisfaction on the Rewards & Salary of the Respondents using WAM

Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Weighted Average
Salary	1	12	20	20	3	2.8
Recognition & Reward	1	11	22	16	6	2.7
Benefit Option	7	25	12	9	3	3.4
EPF	2	25	13	14	2	3.2
ESI	0	18	25	9	4	3.0
Bonus Benefit	6	7	20	17	6	2.8
Gratuity Benefit	3	5	8	15	25	2.0
Travel Allowance	9	18	14	12	13	3.3
Medical Leave Benefit	13	21	13	5	4	3.6
Uniform & Supporting Equipment	17	21	5	8	5	3.7

Satisfaction on the Organisation Job of the Respondents using WAM

Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Weighted Average
Work Responsibilities	07	18	12	15	04	3.1
Present working hours	08	17	17	09	05	3.3
Job Security in the work	06	15	17	10	08	3
Skill Development	04	09	25	12	06	2.9
Qualification and Skill	08	25	15	06	02	3.6
Opinion on sharing Idea	05	09	19	15	08	2.8
Proper Training in the Work	07	20	20	07	02	3.4
Work Load in the Job	07	20	12	12	05	3.2

Satisfaction on the Facilities provided by the Company of the Respondents using WAM

Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Weighted Average
Water facilities	10	22	09	13	02	3.4
Toilet facilities	05	06	21	15	09	2.6
Communication facilities	15	21	10	06	04	3.7
Complaint Launch and Action	04	09	25	12	06	2.9

VIII. FINDINGS

- Demographical factors show that, majority of the respondents belongs to male (95%) with the age in between 21 to 40 (61%). Rehoboth Company is having the Diploma or IT qualified employees (32%) as a staff as well as with the service period of below 2 years (48%). Majority of them feel about the company that reliable, secured job & recognized one.
- WAM finds as a first rank that, “Stress while working” (3.5) in the organization by the employees was satisfied among the company factors. Satisfaction on the work environment factors finds the first rank that, “lighting facilities” (3.5) were satisfied among the factors by the employees using WAM.
- WAM also finds from the rewards and salary factors point view that, employees were satisfied as a first rank “Uniform and supporting equipment” (3.7) in the organization without struggle to due simple manner.
- WAM finds from the organization job factors that, employees were satisfied for the selection of the candidates depends on “qualification and skill” (3.6).
- In addition, WAM finds “communication facilities” (3.7) as a first rank from factors provided facilities were satisfied by the employees in the Rehoboth company.

IX. SUGGESTIONS

- Rehoboth Company should focus on female workers because it may help to improve the extra benefit for female workers and provide rest room separate for female.
- Company can concentrate on mechanical engineering candidate while new selection may improve additional knowledge & can extend any other vehicle services also and at the same time provide the additional training programme and workshop rather than normal one.
- Management has to collect the employee’s feedback and take the action immediately which may helpful to improve the company performance.
- Management has to focus on the motivational talk, reward and recognition to improve the efficiency of the workers.
- Management should conduct the relationship program to improve from one employee to another employee relation like, orientation program, festival program and monthly meet etc.
- Management should concentrate “change on the job location” inside of the organisation for the employee as well as to focus on the High safety measures in the work place.

- Management concern with the expectation of the employees in the salary increment, educational allowance, rest room maintain, provide the canteen facility. The organisation is fully will get the satisfaction level in the employee in the future and get the high performance.

X. CONCLUSION

The present study is an earnest attempt to determine employee's satisfaction in Rehoboth Motors Service Company. It is indeed necessary for any organisation to understand the need of their employees and fulfill them before they leave the organisation. If nothing is done by the organization then there are chances to loose talented employees from any organisation in the competition field. Hence it is necessary for any organization to ensure job satisfaction. The study identified that most of the employee were satisfied with the job, due to the below reasons that; Company policy, work environment, lighting facility, company benefit option, Employee provident fund, Travel allowance, uniform and supporting equipment, present working hours, work responsibility, proper training at the work, work load, communication facility in the organisation. Majority of the employees are overall satisfied with job satisfaction from the responses. Management concentrates the current findings and suggestion of the research in coming years to update. Hopefully believe that the Management can further bring out their labour with full satisfaction and obtain good result in the future.

REFERENCES

- [1] Aswathappa, K (2010) Human Resource Management, sixth Edition, Tata McGraw Hill Education Private Limited.
- [2] Bart Cambré Evelien Kippers Marc Van Veldhoven Hans De Witte, (2012), Jobs and Organizations, Personnel Review, *41(2)*, pp: 200 – 215.
- [3] Fred Luthans (2011) Organizational Behavior: An Evidence Based Approach, Twelfth Edition McGraw-Hill.
- [4] Gupta, C B (2012) Human Resource Management, Sultan Chand & Sons Educational publishers, New Delhi.
- [5] Gupta, R (2011) "Salary and Satisfaction: Private-Public Sectors in J&K", SCMS Journal of Indian Management.
- [6] Jeremy Melvin (1993) Design and the Creation of Job Satisfaction Facilities, *11(4)*, pp: 15-18.
- [7] Kothari, C. R (2001) Research Methodology Methods and Techniques, Second Revised Edition, New Age International, and New Delhi.
- [8] Lise M Sarri and Timothy A Judge (2004), Employee Attitudes and Job Satisfaction, Human Resource Management (Wiley Online Library), *43(4)*, pp: 395-407.
- [9] Locke, E. A. "The Nature and Causes of Job Satisfaction" in Dunnette, M. D. Handbook of Industrial and Organizational Psychology (1st Ed.), Chicago, IL: Rand McNally. 1976. 1297-1349. 1976.
- [10] Mark A. Tietjen Robert M. Myers, (1998), Motivation and Job Satisfaction, Management Decision, *36(4)*, pp: 226 – 231.
- [11] Robert Hoppock (1935), Early Job Satisfaction and Vocational Guidance Pioneer, New York and London: Harper and Brothers
- [12] Ron Witte (2012), The Perfect Storm: Urbanism and Architecture, Architectural Design, *82 (5)*, pp: 74-79.

- [13] Sharma, R (2010) Human Resource Management, Thirteenth Edition, Lakshmi Narain Agarwal, Education Publish.
- [14] Singh, J.K & Jain, M (2013), A Study of Employees' Job Satisfaction and its impact on their Performance, Journal of Indian Research, *1(4)*, pp: 105-111.
- [15] www.rehobothasia.com