

“The study of employee job satisfaction at Amul Industry”

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1. INDUSTRY OVERVIEW

The Indian Auto Component Industry had its small beginnings in the 1940s. If the evolution of this industry is traced in India, it can be classified into three distinct phases namely:

1. Period prior to the entry of Maruti Udyog Ltd (1940s to 1984)
2. Period after the entry of Maruti Udyog Ltd till economic liberalization (1984 to 1991).
3. Period post Liberalization (1991 onwards).

The period prior to the entry of Maruti Udyog Ltd was characterized by low technology and assured business for most of the auto-component manufacturers who used to supply to a handful of players in the Indian automobile market like Hindustan Motors, Premier Automobiles, Telco, Bajaj, Mahindra & Mahindra etc.

Today, many international and local automotive players are increasingly sourcing components from Indian automotive component manufacturers. As the demand for manufactured automotive components with the tag "made in India" increases, the automotive companies have to further enhance the quality of their products and operations as global players require quality components at reasonable prices and at precise time durations. This has made the automotive component manufacturers in India to be under severe pressure to meet such onerous demands.

Hence, to meet such demands, today all the major players in this industry are having one or the other logistics management system.

The performance of auto ancillary sector is closely linked to those of the auto sector. Demand swings in any of the segments (cars, two-wheelers, commercial vehicles) have an impact on auto ancillary demand. Demand is derived from original equipment manufacturers (OEM) as well as the replacement market. Replacement demand accounts for close to 57% of total demand, while OEMs account for 27%, with exports accounting for the balance 16%.

Like this since last ten year Amul Industries developed very well in auto component industry, Rajkot Saurashtra region, Gujarat. They are striving hard to achieve success achieving its target by manufacturing many components some of each are crank shaft, connecting rod, rocker arm, other engine items for automobile, diesel engine, compressor and generator segment. They are one of the largest manufacturers of connecting rod, crankshaft and camshaft in India. They are considered one of the leading manufacturers.

2. LITERATURE REVIEW

Dr. Chihyung Ok [2011] in his article discuss about effects of workplace friendship on employee Job satisfaction.. Accordingly, friendships among employees are often formed at work. Workplace friendship facilitates increased communication, respect, securities, and trust among employees. Thus, this study will examine the direct effect of workplace friendship on employees' attitude toward their job and its direct and indirect effect on organizational citizenship behavior, turnover intention, absenteeism, and task performance.

Muhammad Masroor Alam, Jamilha Fakir Mohammad [2009] in their article investigates the level of job satisfaction and intent to leave among Malaysian nurses. Findings of this study suggested that the nursing staffs were moderately satisfied with their job in all the six facets of job satisfaction i.e. Satisfaction with supervisor, job variety, closure, compensation, co-

workers and HRM/management polices and therefore exhibits a perceived lower level of their intention to leave the hospital and the job

Glen D. Moyes [2008] in his study discuss about level of job satisfaction and also discuss about compensation, peer relation, and work load etc. The purpose of this study is to explore the effect of work-related variables that may influence the level of job satisfaction. Prior studies have indicated that employee turnover was a direct result of job dissatisfaction, in that turnover is correlated with job dissatisfaction. In other words, people perceiving low job satisfaction may desire to change their jobs.

Adeyinka Tella [2007] in his study that an effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. In order to make employees satisfied and committed to their jobs in academic and research libraries, there is need for strong and effective motivation at the various levels, departments, It has also talking about employee attitude towards organization and work motivation seem to confirm that it improves workers' performance and satisfaction. It also obtained that no significant difference was observed in the perceived work motivation of professional and non-professional personnel.

Lise M. Saari and Timothy A. Judge [2004] in their article identifies three major gaps between HR practice and the scientific research in the employee attitudes in general and the most focal employee attitude in particular job satisfaction even at a time when employees are increasingly important for organizational success and competitiveness. Therefore, the purpose of this article is to provide greater understanding of the research on this topic and give recommendations related to the major practitioner knowledge gaps.

Joel N. Light [2004] in his study discuss about interaction between management and employees affects within business environment and also talking about employee involvement, employee empowerment, and employee satisfaction. Employee involvement was found to be

significantly related with employee empowerment it also discusses about employee knowledge power, intention, and rewards.etc.

Paul L. Gerhardt, Jr. [2000] in his article say about Employers has a need to keep employees from leaving and going to work for other companies. It is true because of the great costs associated with hiring and retraining new employees. The best way to retain employees is by providing them with job satisfaction and opportunities for advancement in their careers. Therefore, it is getting more difficult to retain employees, as the pool of talent is becoming more and more tapped-out.

Siddhartha Kapoor (2000) in his study shows that majority of job satisfaction studies focus on employees in large firms in a variety of work settings. It lends recent empirical support to the proposed interactionist perspective where both personality and job characteristic factors influence job satisfaction and it may have important implications for vital organisational outcomes, such as a reduction in discontinuance, job performance/productivity and organisational inter-relationships as one of the major resources needed for firm growth.

3. RESEARCH METHODOLOGY

Research Methodology is a set of various methods to be followed to find out various information regarding the research topic. It is a careful investigation to extract knowledge.

3.1 OBJECTIVE

- To know about the general working conditions
- To know about pay and promotional potential of the company.
- To know about work relationship among employees.
- To know whether company provide opportunity to employees to learn and develop.
- To know the level of job satisfaction.

3.2 Scope of the Study:

The scope of the study was limited to the Non-Award category employees working in Hr & Personnel, Finance, purchasing, production and store department.

As the research instrument, a questionnaire contained 11 no. of questions are prepared. The questionnaire is divided into five categories. Q 1 to 3 contains information regarding general working conditions. Q 4 to 7 contains information regarding pay and promotion potential of the of the company. Q 8 contains information relating to work relationship. Q 9-10 contains information use of skills and abilities of employees. Q 11 contains information regarding work activities.

3.3 Research problem:

The employees are working in different sectors of employment for the purpose of earning their livelihood. It is difficult to collect relevant data from every employee. Taking their valuable time for our project research was bit difficult.

3.4 Research design:

The study is exclusively done in the area of Human Resource Management. It is done on the job satisfaction level of employees in the Amul industries pvt. ltd. It is a process requiring care, sophistication, experience, business judgment, and imagination for which there can be no mechanical substitutes. The data was collected from Amul industries pvt ltd, Rajkot The sampling size of the study was 70 employees. Here random sample method for the data collection was used.

4. HYPOTHESIS TESTING

The data presented below is collected from the respondents, according to their responses, they classified into satisfied or dissatisfied.

From the demographics covered in the questionnaire, the test was conducted mainly on 3 demographics i.e.

1. Age
2. Qualification

For testing the Hypotheses, Chi-Square(χ^2) was chosen.

1. Age

Ho : Employees of various age groups are satisfied with current job profile.

Ha : Employees of various age groups are not satisfied with current job profile.

Table 1

Age Groups \ Satisfaction	20-30	30-40	40-50	50-60	Total
Satisfied	9	21	11	9	50
Dissatisfied	4	6	7	3	20
Total	13	27	18	12	70

O _i	E _i	(O _i -E _i)	(O _i -E _i) ²	(O _i -E _i) ² /E _i
9	11.67	-2.67	7.1289	0.61087
21	11.67	9.33	87.0489	7.4592
11	11.67	-0.67	0.4489	0.0385
9	11.67	-2.67	7.1289	0.61087
4	11.67	-1.67	2.7889	0.2390
6 } 10				
7 } 10	11.67	-1.67	2.7889	0.2390
3 } 10				
		-		
		661		
		0.02	107.33	$\chi^2_{c=}$ 9.19744

$$\text{Hence, } \chi^2_c = \sum (O_i - E_i)^2 / E_i$$

$$= 9.19744$$

where, $i = 1, 2, 3, \dots, n$

$$\chi^2_t = [\{ (r - 1) (c - 1) - 1 \}, 5 \% \text{ L.O.S.}] \text{ (Lose of 1 degree due to pulling technique)}$$

$$= [\{ (2 - 1) (4 - 1) - 1 \}, 5 \% \text{ L.O.S.}]$$

$$= [2, 5 \% \text{ L.O.S.}]$$

$$= 5.991$$

Here, $\chi^2_c < \chi^2_t$

Therefore, null hypothesis i.e. H_0 is rejected it shows that Employees of various Age groups are not satisfied with current job profile.

2. Qualification

H_0 : Employees of various Qualification groups are satisfied with current job profile.

H_a : Employees of various Qualification groups are not satisfied with current job profile.

Table 2

Qualification Groups Satisfaction	Graduate	Post Graduate	Specialization	Total
Satisfied	23	15	10	48
Dissatisfied	6	5	11	22
Total	29	20	21	70

O _i	E _i	(O _i -E _i)	(O _i -E _i) ²	(O _i -E _i) ² /E _i
23	14	9	81	5.786
15	14	1	1	0.0714

10	14	-4	16	1.1429
6	$\left. \begin{array}{l} 5 \\ 11 \end{array} \right\}$	14	9	0.643
11		14	9	0.643
		0	116	, $\chi^2_c = 8.2863$

Hence, $\chi^2_c = \sum (O_i - E_i)^2 / E_i$

where, $i = 1, 2, 3, \dots, n$

$$= 8.2863$$

$\chi^2_t = [\{ (r - 1) (c - 1) - 1 \}, 5 \% \text{ L.O.S.}]$ (Lose of 1 degree due to pulling technique)

$$= [\{ (2 - 1) (4 - 1) - 1 \}, 5 \% \text{ L.O.S.}]$$

$$= [2, 5 \% \text{ L.O.S.}]$$

$$= 5.991 \quad \text{Here, } \chi^2_c < \chi^2_t \text{ Therefore, null hypothesis i.e. } H_0 \text{ is rejected}$$

5. ANALYSIS & INTERPRETATION

GENERAL WORKING CONDITION

Q-1: Are you satisfied with the hours of work?

Table 3

Response	Frequency	Percentage
Highly satisfied	39	58.67
Satisfied	30	40
Neutral	0	0
Dissatisfied	0	0
Highly dissatisfied	1	1.33

The above question indicates that 39(58.67%) employees are highly satisfied with the hours of work, 30(40%) employees are somewhat satisfied and 1(1.33%) employee is unable to take decision.

Q-2: Are you satisfied with the work environment?

Table 4

Response	Frequency	Percentage
Highly satisfied	35	50
Satisfied	31	44.29
Neutral	3	4.28
Dissatisfied	1	1.43
Highly dissatisfied	0	0

The above question indicates that 35(50%) employees are highly satisfied, 31(44.29%) employees are somewhat satisfied, one of the employee is dissatisfied as he is post graduate in commerce and has been shifted to store department and ad 3(4.29%) employees are unable to take decision.

Q-3: Are you satisfied with the amount of paid holidays/ leave offered?

Table 5

Response	Frequency	Percentage
Highly satisfied	21	30
Satisfied	37	52.86
Neutral	4	5.71
Dissatisfied	8	11.43
Highly dissatisfied	0	0

This question indicates that 21(30%) employees are highly satisfied with the paid holidays offered by the company, 37(52.86%) employees are somewhat satisfied, 4(5.71%) employees are dissatisfied and 8(11.43%) employees are unable to take decision.

Pay and promotion potential

Q-4: Are you satisfied with the salary offered by the management?

Table 6

Response	Frequency	Percentage
Highly satisfied	10	14.29
Satisfied	42	60
Neutral	2	2.85
Dissatisfied	16	22.86
Highly dissatisfied	0	0

This question indicates that 10(14.29%) employees are highly satisfied with the salary offered by the management, 42(60%) employees are somewhat satisfied, 16(22.86%) employees are dissatisfied as they feel they are not being paid as compared to their contribution in the organization and 2(2.86%) employees are unable to take decision.

Q-5: Are you satisfied with the opportunities of promotion?

Table 7

Response	Frequency	Percentage
Highly satisfied	10	14.29
Satisfied	42	60
Neutral	0	0
Dissatisfied	18	25.71
Highly dissatisfied	0	0

This question indicates that 10(14.29%) employees are highly satisfied with the opportunities for promotion, 42(60%) employees are somewhat satisfied, 18(25.71%) employees are dissatisfied.

Q-6: Are you satisfied with the job security in the company?

Table 8

Response	Frequency	Percentage
Highly satisfied	29	41.42
Satisfied	31	44.29
Neutral	1	1.43
Dissatisfied	7	10
Highly dissatisfied	2	2.86

This question indicates that 29(41.43%) employees are highly satisfied with the kind of job security they have in DCW Ltd. 31(44.29%) employees are somewhat satisfied, 7(10%) employees are dissatisfied, 2(2.86%) employees are highly dissatisfied and 1(1.43%) employee is unable to take decision.

Q-7: Are you satisfied with the recognition for work accomplished?

Table 9

Response	Frequency	Percentage
Highly satisfied	20	28.57
Satisfied	37	52.86
Neutral	2	2.86
Dissatisfied	10	14.28
Highly dissatisfied	1	1.43

This question indicates that 20(28.57%) employees are highly satisfied with the recognition for their work accomplished, 37(52.86%) employees are somewhat satisfied, 10(14.29%) employees are dissatisfied, one of the employee is highly dissatisfied and 2(2.86%) employees are unable to take decision.

Work relationship

Q-8: Are you satisfied with the behavior of co-workers?

Table 10

Response	Frequency	Percentage
Highly satisfied	22	31.43
Satisfied	39	55.71
Neutral	4	5.71
Dissatisfied	5	7.14
Highly dissatisfied	0	0

The above question indicates that 22(29.33%) employees are fully satisfied with the behavior of the co-workers, 44(58.67%) employees are somewhat satisfied, 5(6.67%) employees are dissatisfied and 4(5.33%) employees are unable to decide.

USE OF SKILLS AND TALENTS

Q-9: Are you satisfied with the opportunity to utilize your skills and talents?

Table 11

Response	Frequency	Percentage
Highly satisfied	7	10
Satisfied	42	60
Neutral	5	7.14
Dissatisfied	16	22.86
Highly dissatisfied	0	0

This question indicates that 7(10%) employees are highly satisfied with the opportunity to utilize your skills and talents, 42(60%) employees are somewhat satisfied, 16(22.86%) are dissatisfied and 5(7.14%) employees are unable to take decision.

Q-10: Are you satisfied with the opportunity to learn new things?

Table 12

Response	Frequency	Percentage
Highly satisfied	8	11.43
Satisfied	36	51.43
Neutral	6	8.57
Dissatisfied	20	28.57
Highly dissatisfied	0	0

The above question indicates that 8(11.43%) employees are highly satisfied with the opportunities to learn new things, 36(51.43%) employees are somewhat satisfied, 20(28.57%) are dissatisfied as they feel routine work will not let them to learn new things and 6(8.57%) employees are unable to take decision.

WORK ACTIVITIES

Q-11: Are you satisfied with your role in the organization?

Table 13

Response	Frequency	Percentage
Highly satisfied	14	20
Satisfied	30	42.86
Neutral	8	11.42
dissatisfied	17	24.29
Highly dissatisfied	1	1.43

The above question indicates that the 14(20%) employees are highly satisfied with their role in the organization, 30(42.86%) employees are somewhat satisfied, 17(24.29%) employees are

dissatisfied, one of the employee is highly dissatisfied and 8(11.42%) employees are unable to take decision.

6. FINDINGS

General working condition

1. Majority (98.67%) of employees are satisfied with the hours of work, only (1.33%) of employees are dissatisfied.
2. Majority (94.29%) of employees is satisfied with work environment and (5.71%) employees are dissatisfied.
3. Majority (82.86%) Of employees are satisfied with paid holidays and (17.14%) employees are dissatisfied.

Thus, it can be stated that most of the employees are satisfied with general working condition.

General working condition of Amul industries pvt ltd is perfectly managed.

Pay and promotion

1. (74.29%) of employees are satisfied with salary offered by the management and (25.71%) employees are dissatisfied.
2. (74.29%) of employees are satisfied by the opportunities for promotion by the management and (25.71%) employees are dissatisfied.
3. (85.71%) employees are satisfied with the job security and (14.29%) employees are dissatisfied.
4. (81.43%) employees are satisfied with the recognition for work accomplishment and (18.57%) employees are dissatisfied.

Thus it can be stated that most of the employees are satisfied with pay and promotion pattern of the company, but few employees are dissatisfied as they feel that they are not being paid as compare to their contribution to the organization.

Work relationship

1 (87.14%) employees are satisfied with the recognition for work accomplishment and (12.86%) employees are dissatisfied

Use of skills and talents

1. (70%) employees are satisfied with the opportunity to utilize your skills and talents and (30%) employees are dissatisfied.
2. (62.86%) employees are satisfied with the opportunity to learn new skills and (37.14%) are dissatisfied.

Thus, it can be stated that around (30%) employees feel that they are not getting proper platform to learn new things. They are not much happy with the routine work.

Work activities

1. (62.86%) employees are satisfied with their role in the organization and (37.14%) are dissatisfied with their role. Thus, it can be stated that around (30%) employees feel that they are not given proper independence to perform their work.

7. CONCLUSION & SUGGESTIONS

Overall employees are satisfied with Amul Industry. But to improve more satisfaction and involvement company should consider under given points.

- 1) The company should maintain good relationship with their employee by satisfying their requirement in context of company's profit. The employee should have proud in reference of company, so it will help in good quality and mass production.
- 2) The company should plan for construction of colony for their employee. By this the employee would be able to work without worries about their family.
- 3) Company should provide some essential living things to the employee instead of giving them allowances on seniority basis or on cadre basis it will increase the fame of company in employees' personal life also.
- 4) The company should establish all the activities in sequence.

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