

# A Study on Job Satisfaction Among Employees in an Automobile Sales and Service Company

\* Mary Eapen

\*\* Sumathi Annamalai

## Abstract

An organization being in the service industry has to maintain a large pool of staff both at the front end as well as at the back end operations. Hence, it becomes critical to enhance employee job satisfaction levels to increase productivity and thereby, sales. The present study focuses on the job satisfaction levels and the major factors that contribute to job satisfaction. It sheds some light on how job satisfaction varies with age, gender, department, tenure, and job role of the employee. It also aimed to capture the employees' suggestions on improvement areas that would, in turn, help to achieve higher job satisfaction levels in the future. The results showed that 89% of the employees were either satisfied or were very satisfied with their current job. The major factors that contributed to job satisfaction were working relationship with supervisor, pay, benefits and development, work environment, leadership and support, prioritized values, security, and clarity of communication. Hypotheses testing showed no strong relationship between job satisfaction and age, gender, department, work tenure, or job role of the respondents.

**Keywords :** job satisfaction, factors, demographic factors, automobile industry, remuneration, working relationships

**JEL Classification :** J00, J28, L810, L920, M54

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The Indian automobile industry is one of the key drivers of the country's economy. At an estimated size of USD 38 billion, it accounts for close to 5% of India's GDP. As the population of the vehicles increases, the need for an efficient service network becomes important. In order to facilitate sales, many dealerships take up the sales and post-sale services for many car manufacturers. One of the key issues faced by the automotive service industry is availability of skilled manpower. So it becomes more critical to retain the employees in the organization. The two major factors that are instrumental to employee retention are employee engagement and job satisfaction. Employee engagement and job satisfaction are today's buzz words in every organization's HR department. Not only does it influence the productivity, but also has an influence on employee retention.

The terms job satisfaction and employee engagements are both inter-related as well as inter-dependent. Job satisfaction refers to how content an employee is with his or her job. Job satisfaction is generally categorized into two components, namely affective and cognitive. Affective job satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs, while cognitive job satisfaction refers to the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension, arrangements, working hours, and numerous other aspects of their jobs. Employee engagement can be defined as how involved and enthusiastic an employee is about his or her job. An employee becomes more engaged in the job when his or her personal goals tend to match with that of the organization, and the employee is satisfied with the job.

## Literature Review

🔗 **Job Satisfaction** : Job Satisfaction (Newstrom, 2007) is a set of favourable or unfavourable feelings and emotions

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\* Senior Student - PGDM, Xavier Institute of Management and Entrepreneurship (XIME), Hosur Road, Electronic City Phase II, Bangalore - 560 100. Email : maryeapen@yahoo.co.in

\*\* Senior Assistant Professor, Xavier Institute of Management and Entrepreneurship (XIME), Hosur Road, Electronic City Phase II, Bangalore - 560 100. Email id: sumathi@xime.org, Email : swahini\_a@yahoo.com

with which employees view their work. It is an attitude variable which influences the behaviour of the employees. Job satisfaction (Robins, Judge, & Vohra, 2011) is a positive feeling about the job resulting from an evaluation of its characteristics. Overall, job satisfaction is one's attitude (positive or negative) towards his / her job (Selvakumar & Dhanalakshmi, 2012).

### **Models of Job Satisfaction**

- 1)** The affect theory (Locke 1976) states that satisfaction is determined by a discrepancy between what an employee wants and has in a job. How much an employee values a given factor of work will influence the level of satisfaction or dissatisfaction in the process of meeting the expectations.
- 2)** According to dispositional theory (Staw & Cohen - Charash, 2005), employees have innate dispositions that cause them to have tendencies towards a certain level of satisfaction regardless of the job. As per this theory, job satisfaction tends to be stable over time and across careers and jobs.
- 3)** The core self-evaluations model of job satisfaction (Judge, Locke, & Durham, 1997) argues that there are four core self-evaluations that determine employee disposition towards job satisfaction, namely self-esteem, general self-efficacy, locus of control, and neuroticism. As per this model, high level of self-esteem and self-efficacy lead to high work satisfaction among employees. Internals (locus of control) perceive high job satisfaction and employees who have low level of neuroticism would experience high job satisfaction.
- 4)** As per the opponent-process theory (Solomon & Corbit, 1974), the emotional events experienced by employees elicit two sets of processes - namely primary and opponent. In the primary processes, emotions are felt that are similar with the event. For instance, negative events give rise to the feelings of stress or anxiety, and positive events give rise to the feeling of contentment or relaxation. On the other hand, the opponent process induces feeling that contradict with the primary process. For instance, events that are negative give rise to feelings of relaxation, while events that are positive give rise to feelings of anxiety. In short, if the organization executes measures to enhance the mood of the employees, it will more likely fail in doing so, and the opponent-process theory was formulated to explain these patterns of observations.
- 5)** According to equity theory, job satisfaction of an employee is the result of how fairness is viewed in regard to social relationships. If an employee thinks that there is inequality between two groups or individuals, the employee is likely to be dissatisfied because the ratios between the input and the output are not equal.
- 6)** According to the discrepancy theory, all employees will learn what their obligations and responsibilities over a time period are, and if they fail to fulfill those obligations, then they are punished. Over time, these duties and obligations consolidate to form an abstracted set of principles, designated as a self-guide. This theory explains that if the achievement of the obligations is obtained, then the reward can be praise, approval, or love ; agitation and anxiety are the main responses when an individual fails to achieve the responsibility which will lead to either job satisfaction or dissatisfaction.
- 7)** The two-factor theory (Herzberg, 1966) attempts to explain satisfaction and motivation in the workplace. As per this theory, satisfaction and dissatisfaction are driven by different factors, namely motivation and hygiene in the workplace. Motivating factors are those job elements that make people want to perform and provide an employee with satisfaction. For example, achievement in work, recognition, promotion, and so forth are motivating factors that are considered to be intrinsic to the job. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.
- 8)** The job characteristics model (Hackman & Oldham, 1976) is a framework to study how job characteristics influence outcomes, which include job satisfaction. According to this model, there are five core job characteristics, namely skill variety, task identity, task significance, autonomy, and feedback; three critical psychological states which include experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results. The work outcomes include job satisfaction, absenteeism, and work motivation.

⇒ **Job Satisfaction and Other Variables :** The results of previous research studies give ample evidence demonstrating the relationship between job satisfaction and other variables like employee performance (Judge, Thoresen, Bono, & Patton, 2001 ; Robins et al., 2011), employee engagement (Akbar, Yousaf, Ul Haq, & Hunjra, 2011), commitment (Srivastava, 2013), stress (Young & Cooper, 1997), physical and psychological well-being (Brown, Cooper, & Kirkcaldy, 1996), and organizational citizenship behaviour (Payne & Webber, 2006). In a research conducted in the ambulance service industry, it was found that low job satisfaction was a major symptom of stress (Young & Cooper, 1997). In a survey comprising of 234 employees in the automotive industry (Swarnalatha & Sureshkrishna, 2012), it was found that a significant relation exists between job satisfaction and employee empowerment, job satisfaction and teamwork, job satisfaction and compensation, and job satisfaction and management leadership. Parvin and Nurul Kabir (2011) highlighted the factors that determine the level of job satisfaction among pharmaceutical employees. The authors observed that the respondents were somewhat unhappy with respect to their relationship with their immediate superiors and were neutral (neither happy nor unhappy) for the factors - working conditions, pay and promotion, job security, and relationship with co-workers. In a study conducted by Sarwar and Abugre (2013) among 104 respondents working in the service industry, the results indicated that there is a significant relationship between rewards and job satisfaction. Furthermore, it was observed that a significant relationship exists between satisfied employees and customer satisfaction and loyalty.

In the employee job satisfaction and engagement survey (SHRM, 2012), 81% of the respondents reported overall satisfaction with their current job, with 38% indicating they were very satisfied, and the major factors contributing to job satisfaction are opportunities to use skills and abilities, job security, pay, communication between employees and senior management, and the relationship with immediate superiors. As per the SHRM report (2012), the major factors contributing to job satisfaction have changed over the years, and the report indicated that there has been a gradual shift from job security factor to opportunities to use skills and abilities factor as the top priority, irrespective of employee tenure, age, gender, and organizational size. About 48% of the employees stated that autonomy and independence are very important job satisfaction factors. Employees in executive and middle-management positions value autonomy and independence more than employees in non-exempt non-management positions do. Autonomy and independence were rated as the fourth most important job satisfaction factor by executive-level employees. With this background, the current paper will focus on the major factors influencing job satisfaction among the respondents working in an automobile service organization.

## Research Questions

- ⇒ What are the major factors that contribute to job satisfaction?
- ⇒ Do factors such as gender, age, tenure on the job, and level of education have an influence on job satisfaction?
- ⇒ Which factors contribute more to job satisfaction at different levels of the organization?



## Objectives of the Study

Given this background, the current study has the following objectives:

- ⇒ To analyze and rank the major factors that contributed to job satisfaction among the respondents.
- ⇒ To understand how various factors that contribute to job satisfaction varied with differing demographic profiles.
- ⇒ To bring out strategies to improve the level of job satisfaction in the organization.

## Hypotheses

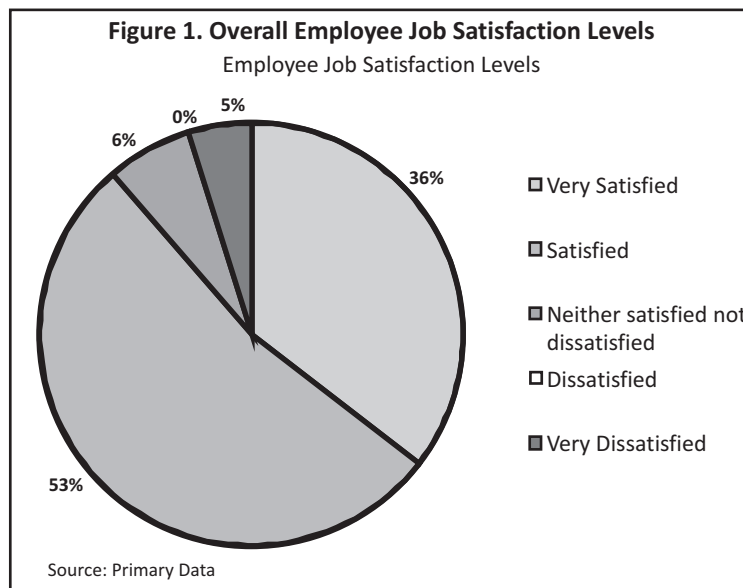
- ⇒ **Hypothesis 1: There is no association between job satisfaction level and gender.**
- ⇒ **Hypothesis 2: There is no association between job satisfaction and age.**
- ⇒ **Hypothesis 3: There is no association between job role and satisfaction level.**
- ⇒ **Hypothesis 4: There is no association between tenure and job satisfaction level.**
- ⇒ **Hypothesis 5: There is no difference among factors contributing to job satisfaction.**

## Methodology

The research was conducted during May and June 2013 in an automobile sales and service company located in South India. 175 employees working in different functional areas like human resource, finance, sales and marketing, information technology, and projects in the said organization agreed to participate in the study. Raosoft software was used (Raosoft, n.d.) for analysis of data, and based on 10% margin of error, 95% confidence level, and 50% response distribution, a sample size of 62 respondents based on stratified sampling method was considered for the final analysis. A self-completion questionnaire was administered to the respondents to capture the various aspects that contributed to job satisfaction.

## Analysis and Results

➤ **Overall Job Satisfaction :** The Figure 1 depicts that the respondents' overall satisfaction level with their jobs was high. 89% of the respondents were satisfied or were very satisfied with their job. Only 6% of the respondents were neither satisfied nor dissatisfied, followed by 5% of the respondents, who were very dissatisfied with their job. The high overall satisfaction level among the employees of all the departments clearly indicates that the said organization is an employee friendly organization.



➤ **Gender and Job Satisfaction Levels :** The Tables 1 and 2 present the results of the percentage analysis and chi-

**Table 1. Relationship Between Gender and Job Satisfaction Levels**

Gender	Satisfaction level				Total
	Very Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	
Female	2	2	18	10	32
	66.7%	50.0%	54.5%	45.5%	51.6%
Male	1	2	15	12	30
	33.3%	50.0%	45.5%	54.5%	48.4%
Total	3	4	33	22	62
	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Primary Data

**Table 2. Results of Chi-Square Test between Gender and Job Satisfaction**

	Value	Degrees of freedom	Asymptotic Significance (2-sided)
Pearson Chi-Square	.724a	3	.868
Likelihood Ratio	.730	3	.866
N of Valid Cases	62		

Source: Primary Data

square test for gender and job satisfaction. Out of the very satisfied employees, 45.5% of the respondents were female and 54.5% of the respondents were male employees. In case of job dissatisfaction, female employees were more (66.7%) dissatisfied than male employees (33.3%). Women were dissatisfied due to the office timings and working on Saturdays. Most women preferred the work timings to be from 10 a.m. to 5 p.m. and desired Saturday to be a holiday. Some also suggested day care for their children, especially on Saturdays. The lack of pick-up and drop facility for employees made it difficult for female employees to reach home safely late in the evenings. The chi-square results support the first hypothesis that there is no association between gender and level of job satisfaction.

📌 **Job Satisfaction Across Age Groups :** The Tables 3 and 4 present the results of percentage analysis and chi-square test for age and job satisfaction of the respondents. Among the four groups of age among employees, the respondents in the age group of 46-55 years had the highest satisfaction levels (71.4%) followed by the respondents in the age group of 36-45 years. Among the satisfied employees, the young respondents in the age bracket of 21-25 years are ranked first. However, among the dissatisfied respondents also, the same young age group is ranked first. The dissatisfaction among the younger group was due to the expectations of better training and pay package. Some also wanted the organization to invest in information technology. From the chi-square test results, it is clear that there is no association between age and satisfaction level, which supports the second hypothesis.

**Table 3. Relationship Between Age and Job Satisfaction Levels**

Age Group	Satisfaction				Total
	Very Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	
21-25 Years	1	0	7	2	10
	10.0%	0.0%	70.0%	20.0%	100.0%
26-35 Years	2	3	17	8	30
	6.7%	10.0%	56.7%	26.7%	100.0%
36-45 Years	0	1	7	7	15
	0.0%	6.7%	46.7%	46.7%	100.0%
46-55 Years	0	0	2	5	7
	0.0%	0.0%	28.6%	71.4%	100.0%
<b>Total</b>	<b>3</b>	<b>4</b>	<b>33</b>	<b>22</b>	<b>62</b>
	<b>4.8%</b>	<b>6.5%</b>	<b>53.2%</b>	<b>35.5%</b>	<b>100.0%</b>

Source: Primary Data

**Table 4. Results of Chi-Square Tests Between Age and Job Satisfaction Levels**

	Value	Degrees of freedom	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.432 <sup>a</sup>	9	.398
Likelihood Ratio	11.032	9	.274
N of Valid Cases	62		

Source: Primary Data

📌 **Job Satisfaction Across Job Roles :** The Tables 5 and 6 indicate percentage analysis and the chi-square test results

**Table 5. Relationship Between Job Role and Job Satisfaction Levels**

Job role	Satisfaction				Total
	Very Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	
Managerial	0 0.0%	0 0.0%	5 38.5%	8 61.5%	13 100.0%
Non- supervisory	3 13.6%	3 13.6%	11 50.0%	5 22.7%	22 100.0%
Supervisory	0 0.0%	1 3.7%	17 63.0%	9 33.3%	27 100.0%
<b>Total</b>	<b>3</b> <b>4.8%</b>	<b>4</b> <b>6.5%</b>	<b>33</b> <b>53.2%</b>	<b>22</b> <b>35.5%</b>	<b>62</b> <b>100.0%</b>

Source: Primary Data

**Table 6. Chi-Square Test Results Between Job Role and Satisfaction Levels**

	Value	Degrees of freedom	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.957 <sup>a</sup>	6	.044
Likelihood Ratio	13.914	6	.031
N of Valid Cases	62		

Source: Primary Data

for job roles and the satisfaction levels. Among the managerial level employees, 61.5% of the respondents showed very high job satisfaction levels followed by the remaining respondents (38.5 %) with moderate level of job satisfaction. The majority of (63%) the supervisory section of employees were moderately satisfied, and 33% of the respondents were highly satisfied. Only the employees in the non-supervisory level experienced dissatisfaction at work. This was due to the perceived poor pay package and lack of growth opportunities. Inadequate training made the employees (in this category) feel they did not have any chances to climb the managerial ladder. However, the chi-square results indicate that there is no association between job roles and satisfaction level, hence supporting the third hypothesis.

**Table 7. Relationship Between Work Tenure and Job Satisfaction Levels**

Work tenure	Satisfaction level				Total
	Neither Satisfied nor Dissatisfied	Satisfied	Very Dissatisfied	Very Satisfied	
Less than one year	0 0.0%	5 15.2%	1 33.3%	5 22.7%	11 17.7%
One year to less than two years	0 0.0%	0 0.0%	0 0.0%	2 9.1%	2 3.2%
Two years to less than five years	2 50.0%	11 33.3%	2 66.7%	4 18.2%	19 30.6%
Five years to less than ten years	2 50.0%	9 27.3%	0 0.0%	5 22.7%	16 25.8%
Ten years or more	0 0.0%	8 24.2%	0 0.0%	6 27.3%	14 22.6%
<b>Total</b>	<b>4</b> <b>100.0%</b>	<b>33</b> <b>100.0%</b>	<b>3</b> <b>100.0%</b>	<b>22</b> <b>100.0%</b>	<b>62</b> <b>100.0%</b>

Source: Primary Data



**Table 8. Results of Chi-Square Test Between Work Tenure and Job Satisfaction Levels**

	Value	Degrees of freedom	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.768 <sup>a</sup>	12	.465
Likelihood Ratio	14.816	12	.252
N of Valid Cases	62		

Source: Primary Data

➤ **Job Satisfaction Based on Tenure :** The Tables 7 and 8 present the results of percentage analysis and chi-square test for tenure and job satisfaction level of the respondents. Among the employees who had the highest level of satisfaction were those with ten years or more of work tenure in the company, and they comprised of the majority, with 27.3% of the respondents, closely followed by those with less than one year (22.7%) and two years to less than five years of work experience (22.7%). The employees who were dissatisfied with their jobs had a work experience of less than one year and two years to less than five years. Dissatisfaction among the employees with shorter work tenure was mainly due to perceived poor pay package, lack of growth opportunities in the organization, and inadequate training. The chi-square test results support the fourth hypothesis that there is no relationship between tenure and satisfaction level.

➤ **Factors Contributing to Job Satisfaction :** The fifth hypothesis framed for the research has to be rejected since it was found that differences existed among the factors contributing to job satisfaction. Furthermore, in order to understand the major factors that contributed to job satisfaction, factor loading scores were calculated. Items with Likert scale were used to capture various areas that made a significant contribution to an employee's job satisfaction level. Through principal component analysis, these items were grouped to get a set of areas that collectively captured the essence of the items and produced the major areas that are critical for employee job satisfaction. The Table 9 describes the results of KMO and Bartlett's test, which reveals that the sample size and the correlation matrix obtained for the 38 items were fit to carry the factor analysis (Sig. Value = 0.000; Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.623). Even the communalities score shows that all the values are more than 0.60, which indicates that all the items contributed significantly to the factors considered. Also, the total variance explained is equal to 81.880%, which indicates that the data gives as much information as possible (around 82%) to the factor analysis. The Table 10 shows the results of the rotated component matrix which clearly groups the items under nine components or factors. The Table 11 shows the factors extracted from Table 10 based on the factor loading scores, and the numbers of items grouped under each factor. The factors extracted are **(1)** Working Relationship with Superiors; **(2)** Pay, Benefits, and Developments; **(3)** Work Environment; **(4)** Leadership and Support; **(5)** Prioritized Values; **(6)** Security, and **(7)** Clarity of Communication. 2 items out of 38 were ignored since they were singled out in the analysis.

Apart from the extraction, it was also observed that the organization had an excellent work environment (ambiance) in terms of lighting, cooling, and noise control. The employees' relationship with their supervisors in terms of taking employee feedback, allocating work, giving recognition for the good work done, and helping to improve their (the employees') performance was also impressive. There was a good amount of understanding of the corporate goals among employees at all levels, and the frequency and clarity of communication from the top management was perceived to be good by the employees.

**Table 9. Results of KMO and Bartlett's Test**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.623
Bartlett's Test of Sphericity	Approx. Chi-Square	2.760E3
	df	703
	Sig.	.000

Source: Primary Data

**Table 10. Factor Analysis to Find the Major Factors That Contributed to Job Satisfaction**

Rotated Component Matrix <sup>a</sup>										
S. No.	Items	Components								
		1	2	3	4	5	6	7	8	9
1	I feel I can trust what my supervisor tells me.	<b>.824</b>	.200	.083	.135	.200	.120	.105	.151	.114
2	My supervisor acknowledges when I do my work well.	<b>.808</b>	.226	.166	.131	.161	-.039	.198	.214	.124
3	My supervisor treats me fairly without any bias.	<b>.793</b>	.261	.230	.205	.145	.079	.056	-.087	-.050
4	My supervisor helps me to develop my potential to the fullest.	<b>.765</b>	.203	.195	.125	.094	.152	.045	.309	-.133
5	My supervisor is open to hearing my opinion or feedback.	<b>.755</b>	-.090	.301	.299	.242	.255	-.073	.121	.039
6	My supervisor tells me when my work needs improvement.	<b>.678</b>	.225	.124	.150	-.006	.127	.116	.179	.178
7	I like the type of work that I do.	<b>.598</b>	.515	.173	-.060	.020	.186	.237	-.197	.131
8	I am willing to put in effort to help my company succeed.	<b>.533</b>	.126	.102	.001	.120	.492	.184	.039	.439
9	Adequate equipment & resources are provided in this organization.	<b>.426</b>	.310	.399	.093	.331	.129	.108	.101	.139
10	Overall, I'm satisfied with this organization's benefits package.	.191	<b>.869</b>	.029	.093	.197	.133	.130	.147	.157
11	My pay is fair for the work I perform.	.125	<b>.847</b>	.000	.388	.098	.064	.021	.086	.155
12	I trust that if I do good work, my company may consider me for a promotion.	.285	<b>.830</b>	.125	.164	.222	.180	.008	.025	.023
13	This organization has provided as much training as I needed.	.219	<b>.613</b>	.134	-.107	.051	.551	.164	.182	-.024
14	I trust that if I do good work, my company may increase my pay.	.403	<b>.554</b>	.363	.367	.160	-.120	-.124	.058	.124
15	I feel I am valued in this organization.	.355	<b>.553</b>	.276	.399	.034	.347	.084	.092	.048
16	I am given enough authority to make decisions I need to make.	.315	<b>.490</b>	.237	-.106	-.002	-.096	.444	.440	.041
17	My physical working conditions are good in terms of cleanliness and lighting.	.228	-.044	<b>.848</b>	.118	.181	.097	-.005	.197	-.183
18	My general work area is adequately heated/cooled.	.243	-.042	<b>.831</b>	.153	.144	.185	.106	.040	.137
19	There is adequate noise control to allow me to focus on my work.	.121	.299	<b>.795</b>	.102	.023	.066	.105	.100	.301
20	I am able to maintain a reasonable balance between work and my personal life.	.272	.328	<b>.531</b>	.414	.066	.374	-.021	.041	.013
21	My job makes good use of my skills and abilities.	.410	.235	<b>.501</b>	-.029	.249	.342	.027	-.044	.103
22	I feel physically safe in my work environment.	.282	.285	<b>.434</b>	.107	.392	.063	.289	.000	.335
23	The leaders of this organization care about their employees' well being.	.079	.053	.316	<b>.792</b>	.194	-.063	.333	-.054	.110
24	This organization gives me enough recognition for work that is done well.	.188	.414	.111	<b>.710</b>	.222	.322	.181	.015	-.045
25	The leaders of this organization are open to input from employees.	.283	.370	.106	<b>.580</b>	.264	.029	.372	.186	.003
26	Employees are treated fairly here regardless of race, gender, age, or religion.	.343	.226	.176	<b>.567</b>	.277	.059	-.024	.246	-.268
27	Changes that may affect me are communicated to me prior to implementation.	.379	.087	-.082	<b>.557</b>	.167	-.160	.099	.492	-.055
28	Safety is a top priority with this organization.	.173	.173	.128	.292	<b>.817</b>	.176	.057	.049	.025
29	I like the people I work with in this organization.	.459	.199	.214	.070	<b>.714</b>	.030	.073	-.072	.034
30	Staffing levels are adequate to provide quality products/services.	.060	.022	.070	.279	<b>.651</b>	.127	.009	.538	.159
31	Quality is a top priority with this organization.	.144	.357	.439	.303	<b>.512</b>	.025	.120	.068	-.367
32	I would recommend employment at my company to a friend.	.285	.221	.257	.086	.151	<b>.706</b>	.113	.002	.222
33	I believe my job is secure.	-.040	.186	.393	.051	.491	<b>.555</b>	.284	.099	-.041
34	I would recommend my company's products / services to a friend.	.377	.157	.137	.355	.400	<b>.413</b>	.060	.068	.227
35	This organization's corporate communications are frequent and fairly detailed.	.150	.212	-.023	.244	-.008	.080	<b>.787</b>	.339	-.017
36	I understand the long-term strategy of this organization.	.148	-.063	.177	.252	.201	.263	<b>.773</b>	-.203	.057
37	The deadlines at the organization are realistic.	.273	.162	.242	.065	.050	.110	.066	<b>.741</b>	.025
38	I will continue to work here for at least 2 more years.	.218	.360	.233	-.026	.092	.214	-.002	.056	<b>.769</b>

Extraction Method: Principal Component Analysis.

Source : Primary Data

Rotation Method: Varimax with Kaiser Normalization.



**Table 11. List of Final Factors Extracted with the Factor Loading Score for Each Item**

S. No.	Statements/Items	Factor loading
<b>Factor 1: Working Relationship With Superiors</b>		
1	I feel I can trust what my supervisor tells me.	0.824
2	My supervisor acknowledges when I do my work well.	0.808
3	My supervisor treats me fairly without any bias.	0.793
4	My supervisor helps me to develop my potential to the fullest.	0.765
5	My supervisor is open to hearing my opinion or feedback.	0.755
6	My supervisor tells me when my work needs improvement.	0.678
7	I like the type of work that I do.	0.598
8	I am willing to put in effort to help my company succeed.	0.533
9	Adequate equipment & resources are provided in this organization.	0.426
<b>Factor 2: Pay, Benefits, and Development</b>		
1	Overall, I'm satisfied with this organization's benefits package.	0.869
2	My pay is fair for the work I perform.	0.847
3	I trust that if I do good work, my company may consider me for a promotion.	0.830
4	This organization has provided as much training as I needed.	0.613
5	I trust that if I do good work, my company may increase my pay.	0.554
6	I feel I am valued in this organization.	0.553
7	I am given enough authority to make decisions I need to make.	0.490
<b>Factor 3: Work Environment</b>		
1	My physical working conditions are good in terms of cleanliness and lighting.	0.848
2	My general work area is adequately heated/cooled.	0.831
3	There is adequate noise control to allow me to focus on my work.	0.795
4	I am able to maintain a reasonable balance between work and my personal life.	0.531
5	My job makes good use of my skills and abilities.	0.501
6	I feel physically safe in my work environment.	0.434
<b>Factor 4: Leadership and Support</b>		
1	The leaders of this organization care about their employees' well being.	0.792
2	This organization gives me enough recognition for work that is done well.	0.710
3	The leaders of this organization are open to input from employees.	0.580
4	Employees are treated fairly here regardless of race, gender, age, or religion.	0.567
5	Changes that may affect me are communicated to me prior to implementation.	0.557
<b>Factor 5: Prioritized Values</b>		
1	Safety is a top priority with this organization.	0.817
2	I like the people I work with in this organization.	0.714
3	Staffing levels are adequate to provide quality products/services.	0.651
4	Quality is a top priority with this organization.	0.512
<b>Factor 6: Security</b>		
1	I would recommend employment at my company to a friend.	0.706
2	I believe my job is secure.	0.555
3	I would recommend my company's products / services to a friend.	0.413
<b>Factor 7: Clarity of Communication</b>		
1	This organization's corporate communications are frequent and fairly detailed.	0.787
2	I understand the long-term strategy of this organization.	0.773

Source: Primary Data

## Conclusion

Organizations grow and develop through effective performance of employees, which is possible only when they are satisfied with the job components. From the research, it is clear that the organization under study was successful in creating a strong and unique culture, and the employees closely associated with this culture, which resulted in a high level of job satisfaction for the employees. For the same reason, the organization was successful in retaining the employees. Previous research studies have indicated clearly that there is a significant negative relationship between job satisfaction and intention to quit behaviour (Muralidharan, Krishnaveni, & Venkatram, 2013) and job satisfaction and labour turnover (Sowmya, 2013). Hence, job satisfaction becomes significant in retaining the employees from leaving the job. The organization has to be proud to have a high percentage of satisfied employees, and must sustain the same in the future as well.

Though the quantitative data supports the fact that the employees of the said organization were satisfied with a majority of the factors, informal discussion while data collection helped us to learn that the pay package, increments, benefits, and initial training were a few areas which needed to be improved to further enhance the satisfaction levels. However, the current pay package including the benefits offered by the said organization were at par with industry standards, even then the employees perceived it to be inadequate and needed a raise. The primary reason why employees come to work is to fulfill their economic needs and their foremost need is an attractive pay package. In a study done among the employees of the petroleum industry, it was found that the pay structure is a key factor for job satisfaction (Borah, 2012). This finding is supported by several other research studies. In the current research, it has to be noted that the employees' concern regarding their pay package was with respect to their perception that their contribution to the organization's growth was significant, and hence, their pay package should be more. Their perception was not based on industry standards, which means that there existed external equity, but internal equity was perceived to be missing. The organization has to analyze and modify the existing remuneration policies to solve this grievance. Also, the employees expressed concern pertaining to promotion related opportunities and issues in considering them for promotion. The organization has to address this issue precisely by designing career paths and clearly communicating the same to all employees. Not only career paths, the existing training systems have to be relooked since in the survey, the respondents indicated that they preferred frequent training programs to be organized by the organization so that they could develop their managerial skills for career growth.

Addressing the grievance of female employees with respect to work timings and working on Saturdays, viable alternatives like flexible work timings can be introduced and a day-care center for safe custody of the employees' kids, especially on Saturdays, can be arranged as grievance redressal measure. In order to improve the interpersonal relationship among employees, more informal gatherings and fun events can be organized, as suggested by the respondents, so that they get ample opportunity to network and spend quality time with each other. The organization can conduct interactive sessions and informal outings in order to improve the relationship among the employees. The management should also lay more stress on team work.

## Managerial Implications

✍ **For Employers :** Organizations need to know what motivates their employees to perform. Regular job satisfaction surveys help employers to know the satisfying and dissatisfying factors related to their organization, and the grievances employees perceived at a point of time. The employers will have information to understand their employees' grievances so that suitable corrective measures can be taken immediately. Overall, this paper would help the employers to understand several components that lead to job satisfaction / dissatisfaction before the grievance upsurges into a larger unsolvable problem.

✍ **For Employees :** Any grievance has to be expressed for it to be solved. An effective job satisfaction survey helps the employees to convey their problems so that it can be solved at the right time. Furthermore, the factors which contribute to their satisfaction also need to be expressed so that the employers are aware of those factors to be retained for the employees' regular contribution towards job performance.

➤ **For Researchers:** Job satisfaction is a common area for research across industries, regions, and countries. What generally leads to satisfaction / dissatisfaction among employees has to be probed, and theory has to be updated since this is an important area of research. The current paper provides the researchers an idea of various job components that are taken for job satisfaction surveys with respect to a service industry, providing a list of satisfiers and dissatisfiers. Furthermore, grievances specific to female employees were captured, which provided an insight into the satisfiers and dissatisfiers across the demographic profile of the employees.

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