

# Review Paper on Employee Job Satisfaction in Automotive Industry

Kamakshi Naga<sup>1</sup>, Dr. Nupur C Sharma<sup>2</sup>

<sup>1</sup>Research Scholar, JECRC University, Jaipur. [nagakamakshi123@gmail.com](mailto:nagakamakshi123@gmail.com)

<sup>2</sup>Professor, JECRC University, Jaipur. [nupur.sharma@jecrcu.edu.in](mailto:nupur.sharma@jecrcu.edu.in)

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## ABSTRACT

The review paper talks about employee job satisfaction, review of literature & conclusion. The foundation of any organization is employees. When the employees are satisfied with their job & workplace then it is known as employee satisfaction. Employees which are satisfied are more productive as compared to the employees who are dissatisfied. Indian automotive market is largest. When employees are satisfied, they feel pleasure while doing the job. If the employees like the way of working & workplace they experience employee job satisfaction. Employee job satisfaction is part of life satisfaction. Employee satisfaction survey measures employee satisfaction. A satisfied employee will keep honesty & high confidence while working. There are many strategies which measures employee job satisfaction. Successful employee adds to the employee job satisfaction which can be seen in their work. The study shows employee are satisfied with their job or good working environment.

**Keywords:** Employee satisfaction, Employee job satisfaction, workplace, working environment.

## INTRODUCTION

Employee satisfaction is when the employees are satisfied with their job & workplace. Employee satisfaction also means negative & positive feelings towards employee's job. Employee satisfaction is one of the important component of every organization. Satisfied employees are more productive, committed & creative towards their employer, as compared to dissatisfied employees. When performance is better, there is more productivity and the profit is high, these are the outcomes of employee's dedication & employee's commitment towards work. If organization knows how to satisfy employee, organization can deal with them for good result. When employees get effective leadership & participation in decision making, it has positive influence on satisfaction of employees.

Automotive industry is the backbone of any country. India has the largest automotive market in the world. Automotive industry is a huge industry that includes every type of vehicle and its parts that are manufactured by the market.

The purpose of this paper is to study review of literature on employee satisfaction in automotive industry.

The objectives of research are:

- To study the current level of employee job satisfaction within the automotive industry.
- To identify key factors influencing job satisfaction among employees.

## REVIEW OF LITERATURE

• **Sabil, et al, 2023.** Choices, employee satisfaction, and occupation execution in the automotive industry in Jakarta. Employee performance is the result of the work done by people inside an organization. This cycle incorporates the endeavors, activities, and commitments made by employees in completing their undertakings. It comprises of representatives working in different auto organizations, and information 107 respondents were gathered through web based addressing which was dispensed till date. The information gathered is investigated utilizing the procedure smart Partial Least Squares (PLS). Results Exploration shows that there is a positive and massive impact of initiative situational connection to work fulfillment and occupation execution. Temuan ini shows that when the pioneer can adjust his authority to the need situational, ongoing expansion in employee satisfaction, which at last outcomes in execution improvement. Moreover, the concentrate likewise uncovered an impact positive and huge

impact of dynamic on job satisfaction and occupation execution. Successful dynamic cycles add to expanded job satisfaction, which thusly works on the presentation of the work.

- **Dr.K.Maran, et al, 2021.** Employees are the cornerstone of any company. They are an organization's most valuable resource. Employee life satisfaction includes job satisfaction as well. Because Lease (1998) states that "Employees who have higher job satisfaction are typically less missing, less inclined to leave, more useful, bound to show authoritative responsibility and bound to be happy with their lives," productivity levels rise when human resources are satisfied. Any organisation should be interested in learning more about job satisfaction. The study looks at the key elements influencing job satisfaction in the automotive sector.
- **Dubey S, Dubey R, 2020.** Employee satisfaction implies a positive and negative inclination towards his/her jobs. Job satisfaction is a piece of it. It is a measure of joy related with the job. Positive and steady attitude' towards the job shows the employee fulfillment. A negative and unsupportive attitude' towards the job shows employee dissatisfaction. Employee satisfaction can be measured using an employee satisfaction survey which influence employee satisfaction showed in these surveys that may include working condition, promotion policy, job responsibilities, career prospect & relationships between lower & higher level management, resources, teamwork, etc. The objective of the research is to analyze employee satisfaction & to study the satisfaction level of employees in automobile industry. The research is conducted on 100 respondents working in automobile industry. The findings suggest that the study of employee satisfaction affects in many ways. Factors that affect employee satisfaction are: leave, rewards, stress, compensation & benefits given by the employee to management.
- **Sanjina Y, Rathika S, 2020.** Job satisfaction, is the after effects of different perspectives possessed by an employee. From a narrow perspective, these mentalities are related with the work under condition with such unambiguous variables like wages, supervisors of business, states of work, connection at work, brief settlement of complaints and fair treatment by manager. Joy connected with one's work is provided by job satisfaction. High levels of job satisfaction are experienced by those who enjoy their jobs. One will feel dissatisfied with their employment if they don't like it. The study is aware of the required degree of employee satisfaction. Structured questionnaires are used in the data collection process. The study shows that employees are satisfied with their job or employee are satisfied with good working environment.
- **Preeti, Sharma T, 2020.** Present paper portrays and looks at In order to focus on employee work fulfilment among the employees of India's automotive industry, the management practices by introducing employee empowerment, teamwork, employee compensation, and management leadership into an exploratory model. The degree to which employees are satisfied with their jobs should be apparent as a disclosure of their preferences. When workers are happy with the rewards they receive from supervisors, they are more devoted. The study's findings indicate that employees' work fulfilment levels are only moderate, and senior management leadership should explore raising these levels for the 250 workers in India's automotive industry. The study involved 250 individuals. The results also demonstrate that managerial leadership, teamwork, employee remuneration, and employee empowerment were shown to be critically correlated.
- **Moraru G M, Popa D, 2019.** The paper aims to study Organisational elements that affect job satisfaction in automobile industry businesses. First, a literature review focused on employee satisfaction was conducted. A second study was created using a branch plant questionnaire. The branch plant under investigation has several factors that affect job satisfaction, including the lunches provided to employees, the work environment (noise, light, etc.), the work schedule, the boss's relationship, the clarity of the tasks assigned, and others.
- **Anantha A, Park J, 2018.** Job satisfaction refers to an individual's level of liking their job and is distinct from their perception of their occupations or working conditions. One's level of job satisfaction is influenced and reflects their past experiences at work, as well as their present situation and expectations for the future. The purpose of this study was to investigate the factors affecting the representatives' job satisfaction at the Malaysian automobile plant. Peninsular Malaysia was chosen to host nine car fabrication and collection facilities. A structured survey was used to collect data in relation to the Minnesota Job Satisfaction Questionnaire (MSQ). The analysis demonstrated how the automotive industry's authoritative variables—such as benefits and compensation, advancement opportunities, initiative, office parties, working environment, and equity—had a significant impact on worker job satisfaction. Be that as it may, individual factors, for example, age and orientation didn't altogether impact employee job satisfaction. The study provided a better understanding of the factors affecting job satisfaction in the automobile sector. The results can help managers identify strategies that will increase employees' job satisfaction by increasing

their motivation to execute their jobs well, which will lead to increased productivity and improved maintenance standards.

- **Dr. M. Rajarajeswari, 2018.** People are exceptionally perplexing in their mental cosmetics and thus administrator can't impact representative's internal status straightforwardly. Actual working circumstances and award framework is thusly planned to such an extent that it urges and inspires employees to perform and accomplish hierarchical objectives. This study is embraced in Coimbatore to comprehend the fulfillment level of representatives of vehicle industry. Examination of reactions is done with the goal that the organization can recognize the ill-defined situations and make ideal remedial moves to advance exercises in which the fulfillment level is low.
- **Shaju M, Subhashini D, 2017.** One important step that associations take to evaluate the quantitative and subjective promises made by their employees is performance assessment. The HR department is now working hand in hand with the employer-arranged, scheming business world to support and monitor representative implementation. At various administrative levels, workers' psycho-social components will be taken into account to enhance representatives' performance. Employee satisfaction is a particularly mental characteristic, whose commitment to the idea of representative execution is significantly more. Four basic groups of factors—financial perspectives, interpersonal relationships, working conditions, and individual satisfaction—as well as factors related to pay, working hours, working conditions, HR department, job configuration, stress, and other segment factors—decide the extent of job satisfaction. A satisfied employee would have a close to home bond with the association and invests wholeheartedly in their participation, which clears method for keeping up modern honesty and a high confidence. This is an exploratory examination, endeavoring to find how the elements of occupation fulfillment are essentially connected with the execution of a representative. To ensure generally accurate responses on performance evaluation at various gatherings of workers in the automobile business, information was obtained from representatives working in Punjab's automotive sector who had experience ranging from more than ten years to less than ten. The outcome demonstrates that there is a positive correlation between the execution of representatives at the manager and labourer levels in the automobile industry and the aspects of occupation fulfillment.
- **Unuvar O, et al, 2016.** The study looks at the relationships between the parameters and how they affect employee satisfaction in the automotive supply industry. The goal of the employee survey, which was conducted, was to gather information from businesses operating in the Konya automotive supply industry and listed among Turkey's top 1000 companies. 215 employees of these companies served as the study's sample. The SPSS 19.0 programme has been used to analyse the data. Four dimensions—relationship and communication, physical state and productivity, value and belief, and training and quality—can be used to explain the findings. The findings of the study will benefit managers in the automotive supply sector.
- **Petkovska M S, et al, 2015.** A study of 150 workers at a Macedonian car sales company looked at the impact of managerial involvement on job satisfaction. The study examined three aspects of management: effective supervisory communication, participatory management style, and participatory strategic planning process. The method for recognising that helps managers address major problems and challenges that their company faces. The findings indicate a favourable correlation between work satisfaction and all three aspects of management participation. A statistical method was used to determine the correlation and regression model between management participation and work satisfaction.
- **Aziz N, et al, 2014.** Employee satisfaction means to the employee's feeling of prosperity inside their workplace. Many strategies measure employee satisfaction. The most important strategies are responses by employees to supervisors during meetings or performance assessment, feedback from employees & number of complaints by employees. Management of the company should know with what employees are more satisfied. The satisfaction credit & importance credit are components which are related to be taken into account. The employee satisfaction model shows importance & satisfaction score of the credit is also placed in the model.
- **Gurusamy P, Mahendran K, 2013.** The five M's which include material, man, money, machine & method, human resource is important in an organization. Any firm cannot reach its goal without satisfying its manpower. The man cannot be fully satisfied in his life. Man will be satisfied if they are satisfied with the job. Employees that are satisfied are highly productive.
- **Swarnalatha C, Sureshkrishna G, 2012.** The paper studies about management practices by showcasing teamwork, employee empowerment, management leadership, employee compensation into a model for researching employee job satisfaction in automotive industries of India. Employees who have higher job satisfaction are generally less absent, less inclined to leave, more useful, bound to show authoritative responsibility and bound to be satisfied

with their lives. Organizations comprehend what satisfies employees, they have at their order the most useful asset for managing them to get them additional common outcomes. The research is done on 234 employees in automotive industries of India & the result of the research shows that the job satisfaction level of employees is medium & the top management leadership need to take appropriate action for enhancing employee job satisfaction level. Implications are discussed in terms of discussion & further researches.

- **Dawal S Z, et al, 2009.** When the employees are satisfied organization is more productive and is able to survive in the market. The impact of occupation association factors on work fulfillment was analyzed in two automotive industries in Malaysia. The data was gathered from 170 male subjects with the mean age and work insight of  $26.8 \pm 5.3$  years and  $6.5 \pm 4.9$  years, individually. The outcomes showed that the work fulfillment was altogether connected with work association factors. The expected utilizations of these discoveries incorporate strategies created in diagnosing the modern work, to be specific, poll plan, information assortment and measurable examination to analyze current modern work plan that influence laborers fulfillment. The connection between work association factors and occupation fulfillment was investigated utilizing factual techniques to decide the connections and relapse model. The model created features that the most huge variables in both car organizations are work revolution, work strategy, critical thinking and objective setting with changed  $R^2$  of 0.8 and 0.7 for the two car organizations. The review features strategic advancements in deciding the impact of work association factors on work fulfillment in the auto enterprises. The discoveries propose that work association factors and occupation fulfillment are altogether related and it is along these lines critical to keep up with these variables in a car modern climate to keep the shop-floor representatives inspired.

- **Dawal S Z, Taha Z, 2006.** Job satisfaction is the key to establishing a healthy organizational climate in an association. A research was conducted to study relationship between job satisfaction, environmental factors & job characteristics that affect working of 2 automotive manufacturing companies in Malaysia. The study aims to determine the factors that influences employee perception in their work. 170 males between the ages of 18-40 years were involved in the research. A multiple choice questionnaire was made & data was collected by taking interviews of employees that work in production plan. The result of research shows that environmental factors & job characteristics are significantly related to job satisfaction.

- **Zacharatos A, et al, 2005.** The research focuses on the quantitative evaluation of the impact and scope of HRM practices in North American car industries. Data for the employee level of a meta-analysis of the association between high work performance and the car manufacturing sector has been gathered from 14 studies. There were three groups of organisational practices that were proposed. This will be connected to two employee level psychosocial outcome clusters that are related to the worker's performance. Workplace systems and HR regulations that are linked to person- and organization-focused was discovered. With person-focused results, the leadership cluster is robust. The study supports that there is a connection between HRM practices and employee performance that is based on psychosocial employee level outcomes. This idea is rarely explored and evaluated in the literature. These results must be balanced by the fact that the model's generalizability was limited because the meta-analysis relied on a very small number of papers in a single contemporary field.

## CONCLUSION

The review paper on employee job satisfaction is focused on automotive industry. Employee satisfaction studies about leadership of management, empowerment of employees & compensation given to employees. When employee is satisfied he/she is home bond with the association. Satisfied employees are highly productive. Employees who are highly satisfied takes less leave, are more productive & shows responsibility towards management. When the working conditions is good, award framework is planned accordingly which inspires employees to perform good. There is relationship between management participation & job satisfaction. The increment is based on the performance done by a satisfied employee. The level of employee satisfaction is known by the employee. Organizational factors also influence employee job satisfaction. Successful employees add up towards employee satisfaction which depends on the presentation of work. Some factors that influence employee job satisfaction: employee performance, productivity of the company is effected, working condition, promotion policy, job responsibilities, employee empowerment, teamwork, employee compensation, organizational climate and mental well-being.

Factors such as workplace relationships, recognition, work-life balance, and opportunities for growth have been highlighted as significant determinants of employee satisfaction. The importance of employee job satisfaction in

automotive industry, it increases positive work environment, it also improves employee morale, and increases productivity of company and decreases retention rate.

This study contributes to the knowledge of employee job satisfaction in automotive industry and it provides practical implications for organizations seeking to optimize their workforce dynamics. Further research and implementation of interventions will be instrumental in fulfilling and rewarding work experience for employee in automotive sector.

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