

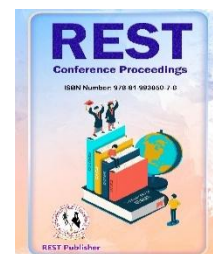


REST Conference Proceedings

Vol: 1(2), 2025

REST Publisher; ISBN: 978-81-993050-7-6

Website: <https://restpublisher.com/book-series/rcp/>



A Study on Job Satisfaction of Employees Working In the Automobile Sector in Amravati City

Sandesh D. Suryawanshi, S. S. Ingole, N. J. Gupta

SIPNA COET, Amravati Maharashtra, India.

Abstract: This research investigates job satisfaction among employees in the automobile sector in Amravati city, emphasizing its pivotal role in shaping employee motivation, performance, and organizational success. The study examines multiple dimensions influencing satisfaction, including salary, career growth, work environment, job security, management practices, workload, recognition, and communication effectiveness. Primary data was collected via structured questionnaires from 100 employees across authorized dealerships, service centers, and workshops, representing a diverse range of job roles and experience levels. Quantitative analyses, including percentage distribution and chi-square tests, were employed to identify relationships between demographic variables and levels of job satisfaction. Findings reveal that while employees express satisfaction with coworker relationships and job security, they report dissatisfaction regarding limited promotional opportunities, insufficient feedback mechanisms, and lack of recognition. Notably, job satisfaction levels vary significantly across job roles, educational backgrounds, and experience levels. The study highlights the importance of implementing comprehensive human resource strategies, including performance-based compensation, structured training programs, transparent communication channels, and robust recognition systems. Such interventions can enhance employee morale, reduce turnover, and strengthen organizational efficiency. This research contributes to a nuanced understanding of workforce satisfaction in the automobile sector, offering actionable insights for managers and HR professionals to foster a motivated, productive, and committed workforce. Furthermore, the findings provide a foundation for future studies on job satisfaction trends in emerging industrial regions.

Keywords: Job satisfaction, employee motivation, work environment, job security, employee engagement, training and development

1. INTRODUCTION

Employee job satisfaction has long been recognized as one of the most important determinants of organizational performance and sustainability. A satisfied workforce not only enhances productivity but also reduces absenteeism, turnover, and conflict within the workplace. In service-oriented sectors, particularly the automobile industry, employee satisfaction becomes even more critical because service quality, customer interaction, and long-term brand reputation are directly influenced by employee attitudes and morale. The automobile sector in India has witnessed rapid expansion in recent years, driven by rising consumer demand, technological advancements, and competitive market dynamics. In cities like Amravati, automobile dealerships, service centers, and workshops employ a large number of skilled and semi-skilled workers who form the backbone of sales and after-sales services. However, despite the sector's growth, employees often face challenges such as work pressure, limited career advancement opportunities, lack of recognition, and dissatisfaction with pay structures. These factors can lead to reduced motivation and diminished organizational commitment if left unaddressed. Understanding the level of job satisfaction among employees in this sector is therefore vital for managers and policymakers. By examining aspects such as salary, working conditions, supervision, workload, communication, and promotion opportunities, this study seeks to assess employee satisfaction in automobile establishments of Amravati city. The findings are expected to provide insights into the key drivers of satisfaction, areas requiring improvement, and practical measures for creating a more supportive and motivating work environment.

2. REVIEW OF LITERATURE

Job satisfaction has been widely studied across industries as a key determinant of employee performance and organizational effectiveness. Locke (1976) defined job satisfaction as a positive emotional state resulting from one's job experience, highlighting its strong influence on motivation and productivity. Herzberg's Two-Factor Theory further emphasized that satisfaction is driven by

motivational factors such as recognition and achievement, while dissatisfaction arises from hygiene factors like salary, supervision, and working conditions. In the Indian context, several studies have examined job satisfaction in manufacturing and service sectors. Reddy and Reddy (2010) found that compensation and career advancement opportunities significantly influenced employee morale in service organizations. Similarly, Sharma (2015) reported that recognition, supportive supervision, and job security play a vital role in employee retention in the automobile industry. A study by Mishra (2018) on dealership employees highlighted that while workers were generally satisfied with teamwork and job security, dissatisfaction was evident regarding promotion policies and workload distribution. Collectively, these studies suggest that job satisfaction is multidimensional, shaped by both intrinsic and extrinsic factors, and has a direct bearing on employee engagement and organizational performance.

Problem definition: Globalization had triggered a sharp rise in competition, giving rise to the "survival of the fittest" mindset across the corporate world. Unlike any time in history, businesses faced intense pressure to outperform one another. It became evident that technology and systems alone had limited potential to ensure long-term competitiveness. Instead, human resources emerged as the most valuable asset, offering limitless potential for growth and value creation. This study was conducted to assess the job satisfaction levels of employees, particularly in the automobile sector of Amravati. Key factors such as work environment, salary, motivation, recognition, training, and management practices were analyzed to understand their influence on employee satisfaction. The automobile industry, known for its dynamic nature, relied heavily on a motivated and stable workforce. However, a lack of localized research in Amravati made it crucial to explore these elements specifically within the region. By examining these factors, the study aimed to provide insights that could help organizations improve employee satisfaction, reduce turnover, and boost productivity, ultimately contributing to organizational success in a competitive business environment.

Scope of the study: The present study focuses on assessing the level of job satisfaction among employees working in automobile establishments in Amravati city, including dealerships, service centers, and workshops. The scope of the research covers multiple dimensions of satisfaction such as salary, working environment, supervision, promotion opportunities, communication, workload, and recognition. The study is limited to employees currently engaged in the automobile sector within Amravati and therefore does not extend to other regions or industries. By capturing the perceptions of employees across different demographic categories such as age, education, job role, and years of experience, the study provides valuable insights into factors influencing satisfaction levels. The findings are expected to help management identify strengths and weaknesses in their existing HR practices and to design strategies that improve employee motivation, retention, and performance. While the research offers a focused view of the Amravati automobile sector, its implications may also be useful for similar organizations operating in other regions facing comparable challenges.

Limitations: The study was subject to several limitations. Geographically, it was confined to Amravati City, restricting the generalizability of the findings to other regions. A convenience sampling method was employed, which introduced potential sampling bias, and the relatively small sample size of 100 respondents further limited the study's scope and analytical depth. Time constraints restricted the ability to capture long-term or seasonal changes in job satisfaction. Additionally, response bias may have affected data reliability, as some participants may not have answered truthfully. The study only addressed commonly known job satisfaction factors, overlooking deeper personal or psychological influences. Moreover, the dynamic nature of job satisfaction was difficult to reflect accurately in this cross-sectional approach.

Sample Size: The sample size for this study has been determined based on the scope, objectives, and availability of respondents. A total of 100 employees from different roles (such as technicians, sales personnel, service staff, and administrative workers) in the automobile sector were selected to participate in the survey. This sample size is considered sufficient to gain insights into the overall trends and perceptions of job satisfaction within the local context, while remaining manageable for data collection and analysis.

3. RESEARCH OBJECTIVE

- To identify the key factors influencing job satisfaction among employees in the automobile sector.
- To assess the overall level of satisfaction among employees with respect to their working conditions, salary, job security, promotion opportunities, and work environment.
- To examine the relationship between demographic variables (such as age, gender, experience, and job position) and job satisfaction.
- To understand employee perceptions about management practices and organizational support.
- To suggest measures for improving job satisfaction and employee retention in the automobile sector.

4. RESEARCH METHODOLOGY

The research design provided the framework for collecting and analyzing data to ensure the study's objectives were achieved efficiently and accurately. This study employed a descriptive research design, aiming to describe the current level of job satisfaction among employees in the automobile sector in Amravati City without manipulating any variables. A quantitative approach was adopted to gather measurable data, supported by qualitative insights to better understand employee perspectives. The study was cross-sectional, with data collected at a single point in time from a sample of employees across various automobile companies and service centers in the city. The research process involved several steps: problem identification, understanding the need to study employee satisfaction locally; formulation of objectives and hypotheses; data collection using structured questionnaires distributed among employees; data analysis applying statistical tools to test hypotheses and derive conclusions; and interpretation and reporting by drawing meaningful insights and suggesting recommendations. This design ensured that the study remained focused, systematic, and relevant to both academic research and practical applications in human resources and organizational management.

Hypothesis testing:

Null Hypotheses (H₀): There is no significant relationship between salary and job satisfaction among employees.

Alternative Hypotheses (H₁): There is a significant relationship between salary and job satisfaction among employees.

TABLE 1. Observed Table

Age Group	Permanent	Contract	Part- time	Internship	Row Total
18-25	6	8	4	2	20
26-35	10	15	7	3	35
36-45	8	12	4	1	25
46-55	5	4	4	2	15
Above 55	1	1	1	2	5
Column Total	30	40	20	10	100

TABLE 2. Expected Table

S.N	Age Group	Permanent	Contract	Part- time	Internship
1	18-25	6	8	4	2
2	26-35	10.5	14	7	3.5
3	36-45	7.5	10	5	2.5
4	46-55	4.5	6	3	1.5
5	Above 55	1.5	2	1	0.5

TABLE 3. Chi Square Test

Observed	Expected	O - E	(O - E) ²	(O - E) ² / E
6	6	0	0	0
8	8	0	0	0
4	4	0	0	0
2	2	0	0	0
10	10.5	-0.5	0.25	0.024
15	14	1	1	0.071
7	7	0	0	0
3	3.5	-0.5	0.25	0.071
8	7.5	0.5	0.25	0.033
12	10	2	4	0.4
4	5	-1	1	0.2
1	2.5	-1.5	2.25	0.9
5	4.5	0.5	0.25	0.056
4	6	-2	4	0.667
4	3	1	1	0.333
2	1.5	0.5	0.25	0.167
1	1.5	-0.5	0.25	0.167
1	2	-1	1	0.5
1	1	0	0	0
2	0.5	1.5	2.25	4.5
Chi Square Table				8.089

- O = Observed value
- E = Expected value
- $(O - E)$ = Difference between observed and expected
- $(O - E)^2$ = Squared difference
- $(O - E)^2 / E$ = Chi-square contribution from each cell

Interpretation: The analysis of responses from employees in Amravati's automobile sector shows mixed levels of satisfaction. Most employees were satisfied with their working environment and job security, reflecting strong teamwork and stability in the industry. However, dissatisfaction was evident in areas like salary, promotion opportunities, and recognition, where many felt underpaid and undervalued. Supervision practices also showed variation—while some employees experienced supportive management, others reported issues of poor communication and lack of appreciation. Demographic analysis revealed that younger and entry-level employees were more dissatisfied with pay and career growth, whereas senior employees valued stability and work conditions more. Overall, the results suggest that while employees feel secure and supported in their work environment, significant improvements are needed in compensation, recognition, and promotion policies to enhance satisfaction and long-term commitment.

5. RESULT

There is no statistically significant association between age group and employment type among employees in the automobile sector in Amravati city, based on the sample data.

Findings: The study revealed that the automobile sector in Amravati was largely male-dominated, which was consistent with trends in technical and manufacturing industries. A significant portion of employees held diploma qualifications, indicating a strong technical background, while fewer held postgraduate degrees. Most respondents had 1 to 6 years of experience, suggesting that many were in the early stages of their careers. Employment was largely non-permanent, with only 30% in stable positions, and the rest on contract or temporary roles, raising concerns about job security. Salaries were modest, with most earning between ₹10,001 and ₹20,000 monthly. Job satisfaction was relatively high, with 65% of employees reporting satisfaction, though a smaller group expressed dissatisfaction or neutrality. Only 36% were satisfied with their salary and benefits, indicating financial concerns. Communication was a major area of concern, with 73% rating it poorly. Workload was also an issue, as 82% felt uncomfortable with the tasks assigned. While 68% were satisfied with working conditions, leadership effectiveness received mixed reviews. Feedback and recognition practices showed promise but still needed improvement. Despite these challenges, 73% of respondents were likely to recommend their organization as a good place to work, reflecting an overall positive view with notable areas for improvement.

Suggestion: The study suggested several strategies that could have improved job satisfaction among employees in the automobile sector in Amravati. Organizations were advised to improve salary structures by conducting regular benchmarking and offering performance-based incentives. Career development opportunities were enhanced through structured training programs and clear promotion criteria. A positive work environment was maintained by ensuring cleanliness, safety, and encouraging team-building activities. Management-employee relationships were strengthened through participative management and leadership training. Flexible work schedules and wellness programs supported work-life balance. Employee recognition was promoted through formal systems and celebration of milestones. Job security was improved by maintaining transparency and minimizing arbitrary changes. Regular feedback was gathered via surveys and one-on-one sessions. Internal communication was encouraged through updates and meetings. Equal opportunities were ensured through fair evaluations and addressing discrimination. Support for professional growth included tuition assistance and industry event participation. Engagement programs and a strong organizational culture fostered employee involvement and loyalty.

6. CONCLUSIONS

The study revealed that employees in the automobile sector in Amravati experienced moderate levels of job satisfaction. While they expressed satisfaction with aspects like job security and teamwork, there was noticeable dissatisfaction with salary and career advancement opportunities. Salary emerged as a key factor, with employees feeling undercompensated compared to market standards. A positive work environment and supportive management significantly contributed to higher satisfaction. Career advancement was also crucial; limited growth prospects negatively impacted morale. Employees who enjoyed flexible work hours reported better work-life balance and higher satisfaction. Demographic differences were observed, as younger and more educated employees desired professional development, while older employees prioritized job stability. Satisfied employees were less likely to leave their jobs, highlighting a strong link between satisfaction and retention. Recommendations included revising compensation, enhancing training, improving workplace conditions, and fostering open communication. The study concluded that strong leadership, employee

engagement, and job security played vital roles in maintaining satisfaction. While insightful, the study was limited by its geographic scope and sample size, suggesting the need for broader future research to better understand long-term trends in employee satisfaction across regions.

REFERENCES

- [1]. Saeed, R. (2021). Key factors influencing employee job satisfaction: Promotion, pay, reasonableness, and working conditions.
- [2]. Wagen Heim, M., & Anderson, S. (2020). The relationship between frontline employee satisfaction and client orientation: A study of amusement park employees in the southeastern United States.
- [3]. Swamalatha, C., & Krishna, G. S. (2018). The impact of management practices on employee job satisfaction in the Indian automotive industry.
- [4]. Adenji, O. S. (2017). Organizational climate and employee satisfaction among academic staff in selected private universities in Southwest Nigeria.
- [5]. Moncrief, J. (2016). Economic factors affecting job satisfaction and work motivation: The role of economic tools in enhancing employee motivation.