

# A STUDY ON JOB SATISFACTION AMONG EMPLOYEES IN THE FOUR- WHEELERS AUTOMOBILE INDUSTRY WITH SPECIAL REFERENCE TO COIMBATORE CITY (SOUTH)

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## ABSTRACT

Employee job satisfaction is a key determinant of organizational success, particularly in the automobile industry where competition, innovation, and productivity are critical. This study examines job satisfaction among employees in four-wheeler automobile companies in Coimbatore. A descriptive research design was adopted, with data collected from 167 employees using structured questionnaires. Statistical tools such as percentage analysis and chi-square tests were applied. Findings reveal that satisfaction is influenced by workplace environment, salary and benefits, promotion opportunities, and training programs. While most employees reported moderate to high satisfaction, concerns about fairness in promotions and career growth remain. The study concludes that employee satisfaction is essential for retention, motivation, and organizational growth.

**Keywords:** Automobile industry, Percentage analysis, Chi-square test, employees satisfaction

## INTRODUCTION

Employees are the backbone of any organization, and their satisfaction directly impacts productivity, creativity, and retention. In the highly competitive automobile industry, job satisfaction is shaped by multiple factors including compensation, career prospects, workplace environment, and management practices. This study focuses on employees working in Coimbatore's four-wheeler automobile sector, examining how workplace conditions and organizational policies affect their motivation and performance.

## RESEARCH BACKGROUND

The four-wheeler automobile industry is one of India's largest and most dynamic sectors, contributing significantly to employment and economic growth. Companies such as Tata Motors, Hyundai, Mahindra, and Toyota have established strong bases in Coimbatore. With increasing competition, employee satisfaction has become crucial for sustaining productivity and innovation. This study builds on established theories such as

Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, applying them to the local industrial context.

## OBJECTIVES OF THE STUDY

- To assess the level of job satisfaction among employees in the automobile industry.
- To examine the impact of workplace environment and management support on motivation.
- To evaluate fairness in promotion and career growth opportunities.
- To understand the relationship between workload, work-life balance, and job commitment.

## SCOPE OF THE STUDY

- The study focuses on employees working in four-wheeler automobile companies in Coimbatore.
- It covers factors affecting job satisfaction, including work environment, management policies, and employee welfare.
- Findings can help management design better motivation strategies and improve retention.

## LIMITATIONS OF THE STUDY

- The study is limited to a specific geographic area (Coimbatore).
- Results are based on employee opinions, which may be subjective.
- Time constraints and sample size (167 respondents) may affect generalization.
- Changes in company policies or market conditions after the study may influence accuracy.

## RESEARCH METHODOLOGY

### SAMPLING PLAN

The sample consists of 167 employees working in different departments (production, marketing, sales, finance) across Tata Motors, Hyundai, Mahindra, and Toyota in Coimbatore.

### SAMPLING TECHNIQUE

Simple random sampling was adopted to ensure unbiased data collection across departments and companies.

### METHODS OF THE STUDY

The study is based on both primary and secondary data.

- **Primary Data:** Collected through structured questionnaires distributed to employees. Questions covered demographics, workplace factors, and satisfaction levels.
- **Secondary Data:** Sourced from books, journals, research articles, company reports, and websites related to the automobile industry and employee satisfaction.

## STATISTICAL TOOLS USED

- Percentage Analysis
- Chi-Square Test

- Percentage analysis is a statistical tool used to analyze and interpret the data collected from respondents. It helps in understanding the distribution of responses and comparing different categories in a simple and meaningful manner.

The formula used for percentage analysis is:

$$\text{Percentage} = \frac{\text{Total Number of Respondents}}{\text{Number of Respondents}} \times 100$$

## CHI-SQUARE TEST

- Chi-square test is used to determine whether there is a significant association between two variables. It compares the observed frequency with the expected frequency under the null hypothesis.
- The null hypothesis states that there is no significant relationship between humorous behavior and employee work engagement.

The formula for chi-square is:

$$X^2 = \frac{\sum (O - E)^2}{E}$$

E

## PERCENTAGE ANALYSIS

### Age of Respondents

The majority of respondents (56.3%) belong to the below 25 years age group, indicating a young workforce in the four-wheeler automobile industry.

### Gender of Respondents

A vast majority of the respondents are male (90.4%), while only 9.6% are female, showing male dominance in the industry.

### Educational Qualification

Most respondents are diploma holders (37.7%), followed by undergraduates (34.7%), indicating a technically skilled workforce.

### Marital Status

More than half of the respondents (55.1%) are unmarried, while 44.9% are married.

### Company-wise Distribution

The highest number of respondents (32.9%) are from Hyundai, followed by Mahindra (26.9%), Toyota (24.6%), and Tata Motors (15.6%)

## CHI-SQUARE ANALYSIS

## CHI-SQUARE ANALYSIS BETWEEN AGE AND SATISFIED WITH YOUR CURRENT JOB ROLE

### Null hypothesis (H<sub>0</sub>):

There is no association between Age and Satisfied with your current job role

### Alterative hypothesis (H<sub>1</sub>):

There is an association between Age and Satisfied with your current job role

	Value	Df	Asymptotic Significance
Pearson Chi-Square	44.138 <sup>a</sup>	9	<b>0.001</b>
Likelihood Ratio	56.925	9	0.000
Linear-by-Linear Association	9.904	1	0.002
N of Valid Cases	167		

### INTERPRETATION:

Chi square table show the Pearson chi square significant value is 0.001 when compare with p value (0.05), our calculated value is less than the p value  $0.001 < 0.05$ . Therefore, we have to rejecting null hypothesis H<sub>0</sub> and accept our alternate hypothesis H<sub>1</sub>, hence is association between Age and Satisfied with your current job role

## CHI-SQUARE ANALYSIS BETWEEN GENDER AND SATISFICATION OF CURRENT ROLE

### Null hypothesis (H<sub>0</sub>):

There is no association between gender and satisfaction of current role

### Alterative hypothesis (H<sub>1</sub>):

There is an association between gender and satisfaction of current role

	Value	Df	Asymptotic Significance
Pearson Chi-Square	14.505 <sup>a</sup>	3	<b>0.002</b>
Likelihood Ratio	12.226	3	0.007
Linear-by-Linear Association	6.258	1	0.012
N of Valid Cases	167		

### INTERPRETATION:

Chi square table show the Pearson chi square significant value is 0.002 when compare with p value (0.05), our calculated value is less than the p value  $0.002 < 0.05$ . Therefore, we have to rejecting null hypothesis  $H_0$  and accept our alternate hypothesis  $H_1$ , hence is association between Gender and Satisfaction of current role

## FINDINGS

- Most respondents are young (56.3% below 25 years), showing a youthful workforce in the automobile industry.
- The majority of employees are male (90.4%), reflecting a male-dominated sector.
- Most employees hold Diploma or UG qualifications, indicating a technically skilled workforce.
- Promotion opportunities are seen as sometimes fair (40.7%), but 26.3% felt they are rarely fair.

## SUGGESTIONS

- Ensure transparency and fairness in promotion policies to build trust.
- Strengthen training and development programs, linking them to career progression.
- Introduce work-life balance initiatives to reduce stress and turnover.

## CONCLUSION

The study shows that employee satisfaction in Coimbatore's automobile industry is generally positive, driven by workplace environment, salary, and training opportunities. However, concerns remain about fairness in promotions and career growth. Addressing these issues can improve motivation, reduce turnover, and enhance organizational performance. As the automobile sector continues to grow, focusing on employee satisfaction will be essential for long-term success and competitiveness.

## REVIEW OF LITERATURE

- Herzberg (1959): Introduced the Two-Factor Theory, separating motivators (achievement, recognition) and hygiene factors (salary, work conditions).
- Maslow (1943): Proposed the Hierarchy of Needs, explaining how employees move from basic needs to self-actualization.
- Swarnalatha & Sureshkrishna (2013): Found that empowerment, teamwork, and leadership style influence job satisfaction in Indian automotive industries.
- Mehta et al. (2015): Advocated for multi-dimensional tools like JDI and MSQ to measure satisfaction.
- Karthikeyan & Rajalakshmi (2016): Highlighted compensation and career advancement as major contributors to satisfaction in Tamil Nadu manufacturing units.

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