

Factors Influencing Employee's Job Satisfaction: An Empirical Study among Employees of Automobile Service Workshops in Assam

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Abstract—The Automobile industry is one of the major industries for country's economic development. The main objective of this study is to assess the factors which are responsible for influencing employee's job satisfaction. This paper aims to study relationships in between fair compensation and job satisfaction, supervisor support and job satisfaction, working environment and job satisfaction and Job Security and job satisfaction. The result revealed that salary is the most important factor for influencing job satisfaction of employees. Apart from salary, it has been found that the influence of supervisor support, healthy working environment, high JS level, proper work-life balance, career opportunities and promotion, proper training and development opportunities are also very important factors for determining employee's job satisfaction. Data have been collected from 100 respondents by visiting the authorised service workshops of ten automobile manufacturers. The result of this study shows that the job satisfaction level of employees is average and it calls for management attention towards enhancing the employee job satisfaction level. This paper presents relationship between various factors and puts forth suggestions for improving employee's job satisfaction level.

Keywords—Assam; Compensation; Employees; Job Satisfaction; Supervisor Support.

Abbreviations—Job Security (JS).

I. INTRODUCTION

AMONG all the assets of an organisation, human resource is the most significant and precious asset which is essential for healthy operation of all other resources of the organisation. So, when human resource is satisfied in terms of their jobs, then only productivity level goes up. It is because Lease (1998) said that "Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment and more likely to be satisfied with their lives". Otherwise in today's liberalised world there are lots of opportunities present in the job market for the right candidate. Again, because of privatization there is very tough competition among the different units in the industry. So, it is very important for an organisation to maintain a proper working culture for all the employees of the organisation. Without satisfaction in the job, no employee will retain for a longer time in any organisation. Job satisfaction describes how content an employee is with his or her job. It is a

poignant response to a job. It can be considered as a part of life satisfaction. According to Spector (1997), Job satisfaction is one of the most admired and broadly researched topics in the field of organizational psychology. There is lots of definition of job satisfaction given by different previous researchers till now. Some of them are clashing in nature. It was found in the paper of Bidisha Lahkar Das and Mukulesh Barua (2013) that Hoppock (1935) was of the view that job satisfaction is any combination of psychological, physiological and environmental circumstances, which cause a person truthfully, satisfied with his/her job. Wanous & Lawler (1972) refer to job satisfaction as the sum of job facet satisfaction across all facets of a job. Locke & Lathan (1976) stated a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job experience found in the paper of Syed Nausheen and Lin Xiao Yan (2012). In Swarnalatha & Sureshkrishna (2012) it is found that job satisfaction can be viewed as an emotional state; positive in connotation which is because of the goodness emanating from the job the

individual is doing with respect to the view of Locke. Feldman & Arnold (1983) have stated job satisfaction as, “the amount of overall positive affect (or feelings) that individuals have towards their jobs”. Davis et al., (1985) assured that job satisfaction is a combination of positive and negative feelings that workers have towards their work. Hulin et al., (1985) model proposed that job satisfaction is the function of the balance between work role inputs (e.g., education, time and effort) and the work role outputs (e.g., pay, status, working conditions, wages, fringe benefits, task importance, and intrinsic aspects of the job as cited in Timothy A. Judge & Shinichiro Watanabe (1993). Reilly (1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one’s job. In Kumar Navdeep & Garg Pankaj (2010) it is forwarded by Schermerhorn (1993) that job satisfaction as an affective or emotional response towards various aspects of an employee’s work. Again, Alfonso Sousa-Poza & Andrés A. Sousa-Poza (2000) propose that determination of job definition is done by the balance between inputs and out puts. According to this concept, an individual will be happy when his/her basic and universal needs are fulfilled in their current situation. Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson & Logsdon (2002) define job satisfaction as the extent to which employees like their work. They support the view of Spector. It is an attitudinal variable that illustrates how individuals experience about their job. Hulin & Judge (2003) noted that job satisfaction means multidimensional psychological responses to one’s job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioural components. There are lots of factors that have some influence on person’s level of job satisfaction. Some of them are pay and benefits, fair performance appraisal, career and promotional opportunities, proper reward and recognition, work-family life balance, the job itself, proper working conditions, leadership, autonomy in work. Job satisfaction involves complex number of variables, circumstances, opinions and behavioural tendencies.

1.1. Problem Statement

Employees are the backbone of any organisation. They are the most precious and important asset among all the asset of any organisation. Job satisfaction is a part of employee life satisfaction. So based on the above discussion, the study aims to recognize the impact of compensation, working environment, Supervisor support and JS on job satisfaction of employees in the Automobile service workshops of Assam.

1.2. Objectives

It is aimed to address the following objectives through this study.

- Identification of factors which influence the job satisfaction of employees working in the Automobile service workshops of Assam.

- Determination of relationship of fair compensation with Job satisfaction level of employees working in the Automobile service workshops of Assam.
- Determination of relationship of Supervisor Support with Job satisfaction level of employees working in the Automobile service workshops of Assam.
- Determination of relationship of working environment with Job satisfaction level of employees working in the Automobile service workshops of Assam.
- Determination of relationship of JS with Job satisfaction level of employees working in the Automobile service workshops of Assam.
- Comparative analysis of difference in different factors between male and female employees working in the Automobile service workshops of Assam.
- Comparative analysis of difference in various factors depending on the educational qualifications of the employees working in the Automobile service workshops of Assam.

II. LITERATURE REVIEW

Job satisfaction is as a topic, has been researched by many researchers previously. Job satisfaction is defined as “a general attitude toward one’s job; the difference between the amount of rewards workers receive and the amount they believe they should receive” [cited in Stephen P. Robbins, 2005]. Job satisfaction is affected by as meaningfulness of work, adequacy of supervision according to the study conducted by Lodahl & Kejner (1965). Rain et al., (1991) states that job satisfaction has a correlation with life satisfaction. It means that people who are satisfied with life will tend to be satisfied with the job and people who satisfied with job will tend to satisfied with their life. According to Fisher et al., (1992), Xie et al., (2000), Vidal et al., (2007) and Lane et al., (2010), job satisfaction is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment. Balance between input and output determines job satisfaction as suggested by Alfonso Sousa-Poza & Andrés A. Sousa-Poza (2000). According to this concept an individual will be happy when their needs are fulfilled in the current situation and these needs are basic and universal. According to Frederick Herzberg, an American Behavioural scientist in his two factor theory suggested that intrinsic factors like work itself, responsibility and achievement are related to job satisfaction and extrinsic factors like supervision, pay, company policies and working conditions are associated with job dissatisfaction. According to him the factors leading to job satisfaction are separate and discrete from those that lead to job dissatisfaction. He identified hygiene factors like company policy, administration, supervision, salary, recognition, achievement and growth. According to him these might be helpful to raise job satisfaction level [as cited in Malik et al., 2010]. Again, Abraham Maslow (1954) suggested five level hierarchy of need model. These needs are

physiological, safety, social, esteem and self-actualization needs. From the point of need fulfilment, job satisfaction has been approached by some researchers. Allen and Meyer (1996) found any employee who is affectively committed to the organization will have extrinsic, intrinsic, and total job satisfaction. According to Luthans (1998), there are three important dimensions of job satisfaction: (a) it is an emotional response to a job situation. As such it cannot be seen, it can only be inferred; (b) it is often determined by how well result meet or exceed expectations; and (c) it represents several related attitudes towards the work itself, promotion opportunities, pay, supervisor and co-workers which are most important sort of a job about which people have efficient reaction. He again said that training and skill development is one of the best ways to gain job satisfaction. The view forwarded by Moser (1997) that Job satisfaction is so important that if it is not present then it often leads to tiredness and reduced organizational commitment [as cited in Tella et al., 2007; Ohiwerei et al., 2011]. A study conducted by Yuan Ting (1997), it was found that three sets of factors, namely, job characteristics (such as promotional opportunity, task clarity and significance, skills utilization and pay satisfaction), organizational characteristics (such as organizational commitment and relationship with supervisors and co-workers) and individual characteristics among which job and organizational characteristics have significantly effected on the job satisfaction of federal government employees [as cited in Naresh Kumar & Singh Vandana, 2011]. In Karthik et al., (2012) it is found that according to Mulinge & Mullier (1998), higher organizational social and intrinsic reward, Lower convenience costs will increase job satisfaction.

Many researchers found that improving job satisfaction can reduce turnover and help maintain a stable and motivated workforce. Previous researcher Biswas (2011) found in his research that greater an employee is satisfied with his/her job, greater will be his/her organisational commitment. A satisfied employee is easy to be retained in the organisation and like that organisation is able to cut hiring cost of new employees. In Ankit Laddha et al., (2012), it is said by Denton (2000) that employees that are satisfied and happy in with their jobs are more dedicated to doing a good quality job and taking concern of clientele that sustain the operation. Every person will have his or her own definition of what it means to be satisfied with a job. Ellickson & Logsdon (2002) supported Spector's view by defining job satisfaction as the extent to which employees like their work. Rashid Saeed et al., (2014), in his experiment with 200 telecom sector employees of Pakistan found that the key factors that contribute to employee job satisfaction are promotion, pay, fairness and working condition. Money and compensation play an important role in the job satisfaction of the telecom employees of Pakistan. In working condition, the physical design too, to some extent affects the job satisfaction of employees. According to Hussami (2008), job satisfaction and dissatisfaction depend on the expectations what the job supply to an employee not the nature of the job.

III. CONCEPTUAL FRAMEWORK

Based on the above discussions, a research model is developed which is given below.

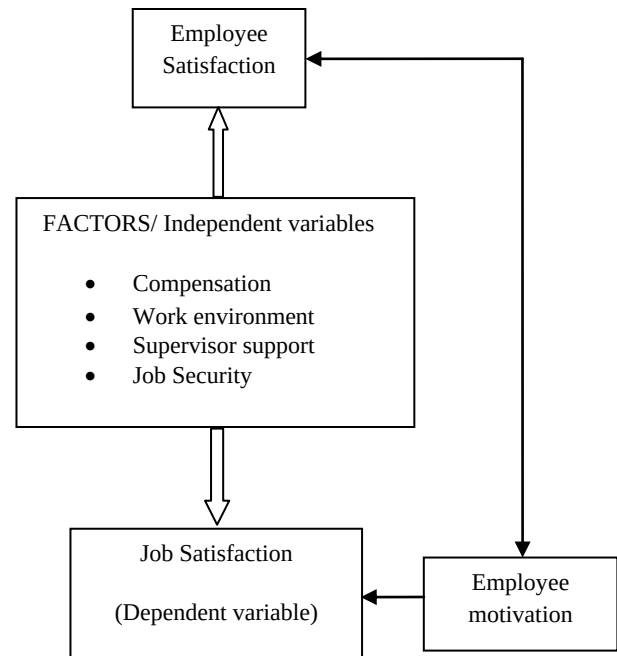


Figure 1: Research Model

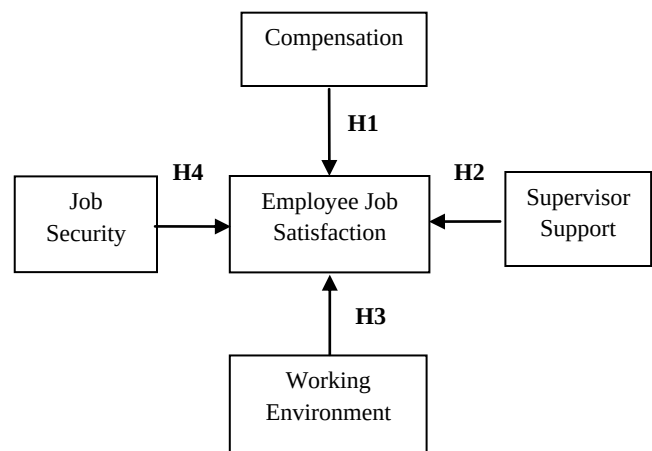


Figure 2: The Research Model Depicts that Employee Job Satisfaction is Dependent on Some Factors like Compensation, Work Environment, Supervisor Support and Job Security

3.1. Compensation/Salary and Job Satisfaction

Different people assume compensation differently. Compensation can be defined as the monetary benefit given to the employees by the company for their services given to the company. Kalleberg (1977) & Voydanoff (1980) have revealed that monetary compensation is one of the most major vivid variables for job satisfaction. Coming to the relation between job satisfaction and salary/compensation, it is found by previous researcher Kathawala et al., (1990) in the paper of Jitendra Kumar Sing & Jain Mini (2013) that "Salary was found to be the key aspect for the drive and job satisfaction of salaried employees of the automobile industry". The survey assessed the various characteristics of

job and the way the employees ranked them as motivators and satisfiers. The results revealed that increase in salary for performance was ranked as the number one job element for motivation and compensation was ranked as the number one job element for job satisfaction. According to Lifer (1994), compensation and benefits, advancement opportunities, and technological challenges affect job satisfaction. The result showed that salaries and benefits are related to job satisfaction. According to Gurusamy & Mahendran (2013), in their study of 300 respondents working in the automobile industries of India, it has been found that Salary occupy the First Rank for determining job satisfaction compared with other major determinants. Keeping in mind the findings of previous studies, the current study hypothesized that:

H1: There exists a positive relationship between employee compensation and job satisfaction of employees in the Automobile service workshops of Assam.

3.2. Supervisor Support and Job Satisfaction

Supervisor support is one of the important factors for employee retention. Supervisor support is defined as the extent to which leaders care about their employees' welfare and value their contributions. A leader with high supervisor support is one that makes employees feel appreciated, heard and cared about. Researchers like Buckingham & Coffman in Break All the Rules, (1999) have found that the talented employee may join an organisation for many reason, but how long that employee stays and how productive he/she is while there is determined by the relationship with the immediate supervisor. It was exposed that management & friendly staff relationships contribute to the level of job satisfaction according to the study conducted by Friedlander and Margulies (1969). However, this result contradicts with view of Herzberg (1966) who supported the view that supervision is irrelevant to the level of job satisfaction. But McManus & Russell (1997) supported this fact and proved that when a supervisor provides mentoring, the relationship affects the protégés skill development and intentions to remain with the employer. In the research paper of Bandana Nayak (2013), it was seen that according to Politis (2001) survey, it has been proved that roles played by leadership in the process of knowledge acquisition and a survey was carried out on 227 persons who were occupied in information gaining actions to inspect the relationship between leadership styles and information gaining attributes. The results showed that the leadership styles that involve human interaction and encourage participative decision-making are related positively to the skills and essential information gaining. It has been found by Collins-Camargo, (2005) that when training is given to supervisors then it enhances increased employee job satisfaction, improved practice and outcomes and reduces preventable turnover. Again according to Chakrabarty et al., (2008), "perhaps the finest way in which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that employee could understand how job should be done." Keeping in mind

the findings of previous studies, the current study hypothesized that:

H2: Supervisor Support increases the job satisfaction level of employees working in the Automobile service workshops of Assam.

3.3. Working Environment and Job Satisfaction

According to Terry Irwin, TCII strategic and Management consultant, a healthy work environment lies on three aspects: the ethics and value foundation upon which the organisation rests; the policies that take those principles and convert them into day to day actions and the corporeal environment in which people work. So, all three together attracts employees to work for a longer time in an organisation. Arnold & Feldman (1996), promoted some factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions. The worker would rather desire working conditions that will result in greater physical comfort and convenience. According to George & Jones (1999), because of poor working conditions, many employees feel dissatisfied. The working conditions include office space, equipments, comfortable chairs, air conditioning, tools etc. When working environment is good for an employee, then his/her productivity level automatically goes up. Stephen P. Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Miller, Erickson & Yust (2001) forwarded their view that employees get benefited by work environment that provide sense of belonging [cited in Shoaib Madiha et al., 2009]. According to Ramlall (2003), positive and good work environment is directly related to employee retention and employees feel they are heard and valued [cited in Patra & Singh Vijay Pratap, 2012]. Since employee's jobs are mainly emotionally and physically demanding, so they may feel that poor working conditions will only provoke negative performances. Kabir (2011) also established in his research at Pharmaceutical industry, Bangladesh that working environment played an important role in the employee's job satisfaction. Keeping in mind the findings of previous studies, the current study hypothesized that:

H3: A positive correlation exists between working environment and job satisfaction of employees in the Automobile service workshops of Assam.

3.4. Job Security and Job Satisfaction

JS is the chance that a person or an employee will keep his or her job; a person with the job would have a little possibility of becoming unemployed if his /her job has an elevated level of JS. Ruvio & Rosenblatt (1996) found in his popular literature that JS tends to perform better with an employee who is satisfied with his job than the one who is not satisfied with the job. This finding is also supported by Researchers like Denton (2005) and Lane et al., (2010) said that if the employees are satisfied and content with the JS they will automatically be devoted to and reliable to their

organizations. Biswas & Verma (2007) discover that “Extrinsic factors as JS is fundamentally critical for an employee to perform well on the job.” According to Green & Tsitsianis (2005), Benz & Frey (2008), both job content and JS are found to affect the overall job satisfaction of employees. Muhammad Hassan et al., (2011) found in his study of Leather industry of Pakistan that there is a positive correlation between employee satisfaction and retention and JS. An employee should have JS at all the times. Keeping in mind the findings of previous studies, the current study hypothesized that:

H4: Increased JS has a positive impact on job satisfaction of employees in the Automobile service workshops of Assam.

IV. RESEARCH METHODOLOGY

Descriptive type of research is used for this particular study. In this study, the various factors influencing employee's job satisfaction among the employees working in the Automobile service workshops of Assam are analysed. Simple random sampling technique has been used for analysis. Sample size of the study consists of 100

respondents. The researcher has used both primary and secondary data to collect the details from 100 respondents working in automobile service workshops with the help of well structured questionnaires. The source of primary research was surveys and secondary research was carried out through different publications, books, articles, research studies and web sites. The middle and upper level employees of service departments were given the questionnaires. Personal interviews were done with technician level of employees. More than 6 weeks are spent on collecting data. Pearson correlation and T-Test and Anova Test are the statistical tools used for the study. It has been found that Maximum (60%) of the respondents belongs to the age group from 20 to 30 years. Most (80%) of the respondents are male and maximum (70%) respondent's tenure with the present occupation is in between 1 to 5 years.

V. DATA ANALYSIS AND INTERPRETATION

5.1. Correlation

Source: Primary data

Table 1: Pearson's Coefficient of Correlation Matrix for all Factors in the Study

Factors	D-1	D-2	D-3	D-4	D-5	D-6	D-7	D-8	D-9	D-10	D-11	D-12	D-13	D-14	D-15	D-16
D-1	1															
D-2	.537**	1														
D-3	.637**	.751**	1													
D-4	.573**	.717**	.735**	1												
D-5	.608**	.461**	.574**	.396**	1											
D-6	.683**	.690**	.612**	.526**	.540**	1										
D-7	.418**	.603**	.602**	.489**	.514**	.616**	1									
D-8	.233*	.310**	.414**	.230*	.335**	.375**	.523**	1								
D-9	.315**	.541**	.401**	.563**	0.152	.588**	.501**	.333**	1							
D-10	.303**	.460**	.526**	.497**	.300**	.409**	.544**	.541**	.587**	1						
D-11	.322**	.231*	.228*	.276**	.212*	.427**	.362**	.478**	.690**	.466**	1					
D-12	.464**	.420**	.556**	.490**	.500**	.542**	.514**	.546**	.368**	.541**	.508**	1				
D-13	.390**	.447**	.412**	.450**	.230*	.534**	.543**	.564**	.448**	.609**	.472**	.614**	1			
D-14	.632**	.283**	.441**	.278**	.432**	.439**	.345**	.365**	.494**	.472**	.631**	.457**	.352**	1		
D-15	.321**	0.047	.244*	.218*	.284**	.220*	0.173	.509**	0.11	.199*	.388**	.594**	.315**	.393**	1	
D-16	.406**	.559**	.624**	.543**	.391**	.583**	.451**	.366**	.354**	.454**	.377**	.793**	.583**	.288**	.352**	1

** Correlation is significant at the 0.01 level 2-tailed.

* Correlation is significant at the 0.05 level 2-tailed.

N=100, D-1= Compensation, D-2=Training and Development opportunity, D-3=Career opportunities and Promotion, D-4=Reward and Recognition, D-5= Work life balance, D-6= Working environment, D-7=Performance appraisal, D-8=On the job interview, D-9=Leadership, D-10=Distributive justice D-11=Supervisor support, D-12=Autonomy, D-13=JS, D-14=Job satisfaction, D-15= Leave policy, D-16= Role clarity.

Table 1 shows the relationship among all the factors and the relationship between the factors and job satisfaction of the employees. It shows that association between all factors is positive. Significant relationship is also found among many factors. Training and development opportunity has positive and strong correlation with supervisor support at .05 significant level and others with .01 significant level and so on. Training and Development has relationship with Leave policy but it is not significant. Again, Work life balance has relationship with Leadership but it is not significant. It is found that Performance Appraisal has relationship with

Leave policy but it is not significant. Leadership has relationship with Leave policy but it is not significant.

5.2. T-test and Anova Test

Table 2: Correlations between Compensation and Job Satisfaction

	Mean	Std. Deviation	Pearson Correlation
Compensation	18.02	4.002	.632**
Job Satisfaction	11.20	2.146	

** Correlation is significant at the 0.01 level 2-tailed

Table-2 shows that fair compensation has positive and strong correlation with job satisfaction at .01 significant level.

Table 3: Correlations between Supervisor Support and Job Satisfaction

	Mean	Std. Deviation	Pearson Correlation
Supervisor Support	14.94	2.083	.631**
Job Satisfaction	11.20	2.146	

** Correlation is significant at the 0.01 level 2-tailed

Table-3 shows that supervisor support has positive and strong correlation with job satisfaction at .01 significant.

Table 4: Correlations between Working Environment and JOB Satisfaction

	Mean	Std. Deviation	Pearson Correlation
Working Environment	15.98	2.408	.439**
Job Satisfaction	11.20	2.146	

** Correlation is significant at the 0.01 level 2-tailed

Table 6: Gender Difference in Various Factors in Automobile Service Workshops

	Gender	N	Mean	Std. Deviation	t	Df	Sig. (2-tailed)
Compensation	Male	80	18.13	3.969	.523	98	.602
	Female	20	17.60	4.210			
Training and Development opportunity	Male	80	21.83	4.251	.226	98	.822
	Female	20	21.60	2.563			
Career opportunities and Promotion	Male	80	17.78	3.040	-.880	98	.381
	Female	20	18.40	1.789			
Reward and Recognition	Male	80	13.33	2.428	-.133	98	.895
	Female	20	13.40	1.392			
Work life balance	Male	80	13.30	2.149	-.581	98	.562
	Female	20	13.60	1.667			
Working environment	Male	80	16.08	2.428	.788	98	.433
	Female	20	15.60	2.349			
Performance appraisal	Male	80	10.78	1.793	-.983	98	.328
	Female	20	11.20	1.436			
On the job interview	Male	80	7.10	1.228	-1.378	98	.171
	Female	20	7.50	.827			
Leadership	Male	80	24.40	3.282	.996	98	.322
	Female	20	23.60	2.909			
Distributive justice	Male	80	3.70	.818	-.529	98	.598
	Female	20	3.80	.410			
Supervisor support	Male	80	15.05	2.204	1.057	98	.293
	Female	20	14.50	1.469			
Autonomy	Male	80	7.13	1.731	-2.796	98	.006*
	Female	20	8.30	1.455			
JS	Male	80	10.88	2.319	-.921	98	.359
	Female	20	11.40	2.113			
Job satisfaction	Male	80	11.25	2.281	.464	98	.644
	Female	20	11.00	1.522			
Leave policy	Male	80	3.43	1.123	-3.519	98	.001*
	Female	20	4.40	1.046			
Role clarity	Male	80	11.43	2.924	-2.525	98	.013*
	Female	20	13.20	2.285			

*Significant level is at $P < 0.05$

Source: Primary data

The above table i.e. Table 6 shows that there are significant difference between male and female employees in the factor Autonomy as t value is .006 which is less than .05;

Table-4 shows that working environment has positive and strong correlation with job satisfaction at .01 significant level.

Table 5: Correlations between JS and Job Satisfaction

	Mean	Std. Deviation	Pearson Correlation
JS	10.98	2.278	.352**
Job satisfaction	11.20	2.146	

** Correlation is significant at the 0.01 level 2-tailed

Table-5 shows that JS has positive and strong correlation with job satisfaction at .01 significant level.

Leave policy as t value is .001 and Role clarity as t value is .013 in automobile service workshops of Assam.

Table 7: Difference in Various Factors Depending on the Educational Qualification of the Employees in Automobile Service Workshops

		N	Mean	Std. Deviation	F	Sig.
D-1	UG	56	18.07	4.107	8.855	.000**
	Graduation	40	18.70	3.220		
	PG	4	10.50	1.732		
	Total	100	18.02	4.002		
D-2	UG	56	21.79	4.434	.007	.993
	Graduation	40	21.75	3.462		
	PG	4	22.00	1.155		
	Total	100	21.78	3.961		
D-3	UG	56	17.82	3.134	.318	.729
	Graduation	40	18.10	2.520		
	PG	4	17.00	1.155		
	Total	100	17.90	2.837		
D-4	UG	56	13.29	2.138	.548	.580
	Graduation	40	13.30	2.503		
	PG	4	14.50	.577		
	Total	100	13.34	2.253		
D-5	UG	56	13.00	2.141	3.880	.024*
	Graduation	40	14.00	1.840		
	PG	4	12.00	1.155		
	Total	100	13.36	2.057		
D-6	UG	56	15.75	2.567	5.023	.008*
	Graduation	40	16.60	1.985		
	PG	4	13.00	1.155		
	Total	100	15.98	2.408		
D-7	UG	56	10.82	1.664	.037	.964
	Graduation	40	10.90	1.919		
	PG	4	11.00	.000		
	Total	100	10.86	1.729		
D-8	UG	56	7.18	1.266	1.084	.342
	Graduation	40	7.10	1.057		
	PG	4	8.00	.000		
	Total	100	7.18	1.167		
D-9	UG	56	24.50	3.374	.955	.388
	Graduation	40	23.75	3.103		
	PG	4	25.50	.577		
	Total	100	24.24	3.213		
D-10	UG	56	3.82	.664	1.833	.165
	Graduation	40	3.55	.876		
	PG	4	4.00	.000		
	Total	100	3.72	.753		
D-11	UG	56	15.21	2.325	1.193	.308
	Graduation	40	14.55	1.768		
	PG	4	15.00	.000		
	Total	100	14.94	2.083		
D-12	UG	56	7.00	1.595	3.206	.045*
	Graduation	40	7.75	1.891		
	PG	4	8.50	.577		
	Total	100	7.36	1.738		
D-13	UG	56	11.04	2.080	.537	.586
	Graduation	40	10.80	2.614		
	PG	4	12.00	1.155		
	Total	100	10.98	2.278		
D-14	UG	56	11.61	2.432	3.851	.025*
	Graduation	40	10.85	1.545		
	PG	4	9.00	1.155		
	Total	100	11.20	2.146		
D-15	UG	56	3.36	1.182	8.053	.001**
	Graduation	40	3.80	.992		
	PG	4	5.50	.577		
	Total	100	3.62	1.170		
D-16	UG	56	11.25	2.849	2.507	.087
	Graduation	40	12.35	2.940		
	PG	4	13.50	.577		
	Total	100	11.78	2.887		

Source: Primary data

*Significant level at <0.05 **<0.01

The above table depicts that the difference are significant in the factors like Compensation(D-1) as F value is 8.855 and significant level is .000, Work life balance(D-5) as F value is 3.880 and significant level is .024, Working environment(D-6)t as F value is 5.023 and significant level is .008, Autonomy(D-12) as F value is 3.206 and significant level is .045, Job satisfaction(D-14) as F value is 3.851 and significant level is .025 and Leave policy(D-5) as F value is 8.053 and significant level is .001 depending on the Education Level of the employees working in Automobile service workshops.

VI. FINDINGS OF THE STUDY

- Salary occupy the most important factor i.e. First rank (37% respondents say)) for influencing employee's job satisfaction compared with other major factors.
- Work-family balance occupy the 2nd most important factor i.e. second rank (29% respondents say)) for influencing employee's job satisfaction compared with other major factors.
- Supervisor support occupy the 3rd most important factor i.e. third rank (19% respondents say)) for influencing employee's job satisfaction compared with other major factors.
- Career opportunities occupy the 4th most important factor i.e. Fourth rank (15% respondents say)) for influencing employee's job satisfaction compared with other major factors.
- The factors which influence the job satisfaction of employees working in the Automobile service workshops of Assam are identified as Compensation, Training and Development opportunity, Career opportunities and Promotion, Reward and Recognition, Work life balance, Working environment, Performance appraisal, On the job interview, Leadership, Distributive justice, Supervisor support, Autonomy, JS, Leave policy and Role clarity. All factors have significant influence on job satisfaction level of employees at the .01 level.
- It is found that fair compensation has positive and strong correlation with job satisfaction at .01 significant level. Thus the hypothesis is that the relationship between the two factors holds good. So, the hypothesis is accepted.
- It is found that Supervisor Support has positive and strong correlation with job satisfaction at .01 significant level. Thus the hypothesis proves supervisor support increases the job satisfaction of employees. So, the hypothesis is accepted.
- It is found that a positive and strong correlation exists in between working environment and job satisfaction. Thus the hypothesis proves the relationship between the two factors is significant. So, the hypothesis is accepted.
- It is found that JS has positive and strong correlation with job satisfaction at .01 significant level. Thus the hypothesis is that the relationship between the two factors holds good. So, the hypothesis is accepted.

- There are significant difference between male and female employees in the respective factors like Autonomy, Leave policy, and Role Clarity in Automobile service workshops of Assam.
- The difference is significant in the factors like Compensation, Work-Life balance, Working environment, Autonomy, Job satisfaction and Leave policy depending on the Education level of the employees working in Automobile service workshops.

VII. CONCLUSION

Based on the results deduced form this study of job satisfaction of automobile service workshops employees it has been found that majority of the respondents consider that their salary is not enough. So it should be revised to increase their job satisfaction level. Again, some of the respondents say that apart from overtime incentive, some festival bonus like during bihu and puja should be given to keeping up their motivational level up. In some workshops it has been found that the best employee of the month is not chosen and rewarded. According to them the best employee of the month must be chosen and rewarded in their monthly meeting. Some of the respondents suggested improving infrastructure facilities like canteen for their lunch and tea break. It is because canteen facility is mostly absent in many workshops. According to some of the respondents proper career opportunities and future earning potential policies must be present for increasing job satisfaction level of the employees. On the job interview policy must be present in every workshop according to majority of the respondents. As a result of this study, many opportunities for future study have been emerged. Researchers have the scope of finding the causes of attrition among employees working in the Automobile service workshops in Assam for future study.

The automotive industry in India is one of the largest automotive markets in the world. Its market is one of the fastest growing markets in the world. This sector is contributing a major source of income to the growth of the country. So, it is essential to keep employee satisfied with their job by finding the factors which have influences on employee's job satisfaction. This study mainly focuses on the factors which have influences on job satisfaction level of employees. From the study it can be concluded that 46% of the employees are fully satisfied with their job. Though work life balance, supervisor support, JS, working environment plays a significant role on employee's job satisfaction still the importance of money in this case cannot be underestimated. In this study it is clearly proved that money is the main motivator for their employment. Since they are not getting salary as per their expectation so their job satisfaction level is low. Infact it is found that some employees do overtime only because of money i.e. the overtime bonus. So, money and compensation play an important part in the job satisfaction of the employees. Working environment has also established to be a strong influence on the job satisfaction of employees. A

healthy working condition, healthy employee supervisor relationship is very important factor for employee's increased job satisfaction. However, based on the recommendations few more improvements can be done so that the employees will be more satisfied in terms of their job and simultaneously increasing productivity level of them and finally it will enable the organizations to attain higher heights.

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QUESTIONNAIRE

Instructions: Mark the applicable blocks with an "X".

1. Gender

☐ Male ☐ Female

2. Qualification

☐ UG ☐ Graduation ☐ PG

3. Age (Years)

☐ 20-30 ☐ 30-40 ☐ 40-50 ☐ 50-60 ☐ above 60

4. Tenure with the present organisation

☐ Less than 1 year ☐ 1-5 years ☐ 5-10 years ☐ 10-15 years ☐ Above 15 years

5. Consider each statement and please indicate (tick up to which extent you are satisfied with the following statements:

SI No	Statements	Extremely Disagree 1	Disagree 2	Neutral 3	Agree 4	Extremely Agree 5
1	I am happy with my current salary and future earning potential.					
2	I have a comfortable personal workspace.					
3	I am happy with the other allowances given to me apart from my base salary.					
4	The training sessions are very useful for gaining of knowledge.					
5	I am happy with the annual increment provided by my organisation.					
6	Apart from orientation programme & product training, training on employee's personal growth is also given.					
7	Training sessions are boring, not up to the mark, unplanned and too lengthy.					
8	You have been given proper chances of development.					
9	I am satisfied with the promotion policy & process of the organisation.					
10	I am happy with career progression with the organisation so far.					
11	Lots of career opportunities are there in my present organisation if I do well in my job.					
12	Favouritism is seen while giving promotions.					
13	I am aware of reward system practiced in the organisation.					
14	I am satisfied with the space available for lunch and breaks.					
15	Separate policy of work-life balance is there in the organisation.					
16	I always miss family functions due to my heavy workload.					
17	I am satisfied with the bonuses or incentives available to me.					
18	I am satisfied with my surrounding environment and general layout of the office.					
19	Right amount of Recognition is given for work accomplishment.					
20	Fair performance appraisal is done in your organisation.					
21	I am not clear about performance appraisal procedure.					
22	On the interview is conducted in your organisation.					
23	On the job interview is a great tool for employee retention.					
24	I am fully satisfied with my job.					
25	Job satisfaction is there in terms of monetary value.					
26	Job satisfaction is there in terms of non-monetary benefit.					
27	Your leader carries a good relation with you.					
28	He helps you to maintain parity between your personal as well as professional goals.					
29	Your leader encourages you to achieve the organizational goal.					
30	You are satisfied with your leader.					
31	Your leader is good listener.					
32	Distributive justice is present in your organisation.					
33	Supervisor support is always there for doing the job.					
34	Your relationship with your supervisor is good.					
35	Your supervisor is the main reason for which you are not satisfied working in your present organisation.					

6. Is job security there in your organisation? How do you rate the job security level of your organisation?

Worst (1)	Poor (2)	Good (3)	Very good (4)	Excellent (5)

7. Give rating according to weightage given by you for your job satisfaction with the organisation.

Sl no	Particulars	Not at all important (1)	Not very important (2)	Neutral (3)	Somewhat important (4)	Very Very important (5)
1	Compensation					
2	Reward and Recognition					
3	Career opportunities and promotion					
4	Work-Life balance					
5	Work environment					
6	Supervisor support					
8	Leadership					
9	Autonomy					
10	Job Security					

8. For which factor, you want to continue your employment with the present organisation?

☐ Salary ☐ Supervisor Support ☐ Working Environment ☐ Job Security

9. Is there any communication gap exist between you and your manager?

☐ Always ☐ Never ☐ Sometimes

10. For improving job satisfaction of employees in your organisation, what suggestion do you want to give?

Thanks and regard
Bidyut Bijoya Neog



Bidyut Bijoya Neog is a research scholar pursuing her Ph.D from University of Science and Technology, Meghalaya. She has over 3.6 years of corporate experience and 1.6 years of academic experience. Her research interest includes marketing management, human resource management in organisations. She has presented a paper titled "A study on the Quality Function

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