

# A Study on Employee Involvement, Employee Empowerment and Job Satisfaction in Automobile Sector

Dr.A. Krishna Sudheer, Dr.D. Rajasekhar

Received 08 November 2018 ▪ Revised: 30 November 2018 ▪ Accepted: 06 December 2018

**Abstract:** finding employees' job satisfaction in any kind of organization is very tough task to all researchers even time is not a main constraint and many people come to conclusion that working hard for something we don't care about is called stress and working hard for something we love is called passion., for this study the researcher has taken 779 sample size and from them 477 is usable for the study. During the study researcher has used stratified sampling and simple random sampling has been used and the study has mainly focused on demographic variables influenced towards employee involvement and job satisfaction considering empowerment though it is a tough organization like automobile.

**Keywords:** Job Satisfaction, Employees, Work, Variables, Involvement and Empowerment.

## INTRODUCTION

The Indian auto industry became the 4th largest in the world with sales increasing 9.5 per cent year-on-year to 4.02 million units (excluding two wheelers) in 2017. It was the 7th largest manufacturer of commercial vehicles in 2017. Domestic automobile production increased at 7.08 per cent CAGR between FY13-18 with 29.07 million vehicles manufactured in the country in FY18. During April-November 2018, automobile production increased 12.53 per cent year-on-year to reach 21.95 million vehicle units. Overall domestic automobiles sales increased at 7.01 per cent CAGR between FY13-18 with 24.97 million vehicles getting sold in FY18. During April-November 2018, highest year-on-year growth in domestic sales among all the categories was recorded in commercial vehicles at 31.49 per cent followed by 25.16 per cent year-on-year growth in the sales of three-wheelers.

At present many firms are concentrating on gaining a competitive advantage in the global market. Bringing new technology, good marketing strategies and giving customer sales service (after sales also) and whatnot many things are doing to attract the market, however manpower is the most important thing to any kind of organisation. The organisation success or failure is totally depends on how they do it in the current market competition. All the employees are the repository of knowledge, skills, talents, abilities, which cannot imitated by the external competitors. All the organisations have to allow the employees to take part in decision making if it happened and so they involve in the work .so every employee is eagerly waiting for the freedom in involvement so that they can claim job satisfaction.

## RESEARCH PROBLEM

In this research the Researcher has found through pilot study that many of managers does not recognize about the real importance of employee involvement, employee empowerment and its effect on job satisfaction on the other hand some managers belief that employee empowerment will reduce their authority. Empowerment in the workplace is an often-misunderstood concept. Employee empowerment is a term that many managers and organizations think they understand, but few actually do, and even fewer really put into practice. So we can formulate research problem. Is there a relationship between employee empowerment and Job Satisfaction?

### Objectives

1. To find out what is the relationship among employee involvement, employee empowerment and Job satisfaction

2. To analyse how can improve the relationship between both variables in involvement and empowerment.
3. To measure the job satisfaction in an organisation considering involvement and empowerment.

### **Hypothesis**

- H1: Employee involvement, Employee Empowerment has a positive relationship with Job Satisfaction.  
 H2: Job Satisfaction positively mediate the positive relationship between Employee Empowerment and involvement.

## **REVIEW OF LITERATURE**

**Zuvarashe Judith Mushipe (2011).** This study is based on the Zimbabwe employee involvement model that focuses on three areas which are decision-making, information-sharing and power sharing and carried out in the Food Manufacturing Sector argues that involving employees in decision-making, information-sharing and power sharing results into the employees experiencing job satisfaction. The study is in a case study format was carried out in four different companies in Zimbabwe. After experiencing a number of obstacles data was obtained and analysed. The results indicated a positive relationship between employee involvement and job satisfaction.

**Jitendra Kumar Singh & Dr. Mini Jain (2013)** .This study based on Happy workers are productive workers and productive workers are likely to be happy. Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated.

Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management.

This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance. This paper outlines the broad contours of various variables responsible for employee satisfaction and various ways by which one can maximize employee satisfaction.

**Hadiza Saidu Abubakar (2014)** This paper examined the impact employee empowerment has on job satisfaction with specific reference to First Bank of Nigeria PLC. Employee empowerment is instrumental in achieving organizational performance because employees render the service. Investing in them is investing in the improvement of the services provided.

The study found out that employee empowerment has positive and significant impact on job satisfaction. It recommends that First Bank should continue to promote teamwork amongst employees so that every staff irrespective of gender would work towards a common vision of achieving the objectives of the Bank.

**Minhajul Islam UKIL(2016)** The present study intends to identify the influence of employee empowerment on employee satisfaction and service quality, and the impact of employee satisfaction on service quality. Fourteen dimensions and 52 item statements of employee empowerment, service quality and employee satisfaction have been adopted from previous studies to undertake this study. The results of the statistical analysis reveal that employee satisfaction and service quality significantly depend on employee empowerment, and satisfied employees provide better quality service. The findings of this research have explicit implications for both the employees and the organizations.

**Dr. Anu Kohli & Ms. Alka Sharma (2017).** This research paper reviews the literature related to the relationship between employee empowerment and job satisfaction. Various definitions, approaches and dimensions of employee empowerment and job satisfaction are considered. The paper also vindicates that public sector employees are more satisfied with their jobs as compared to private sector employees. The study indicates that the factors, which contribute to Job satisfaction, are gender specific in nature. Finally it can be concluded that in order to provide job satisfaction to the employees, employee empowerment can be used as a powerful tool. This paper helps the practitioners and other researchers to enhance their knowledge about empowerment and its impact on job satisfaction.

**Mehmet ULUTAŞ (2018)** .It was aimed to study the relationship between job satisfaction and empowerment can be omitted. In this context, a survey was conducted on the employees of 19 different companies operating in different sectors. And important data on the relationship between empowerment and job satisfaction were reached. According to this research results; It shows that there is a positive relationship between empowerment and job satisfaction.

## RESEARCH METHODOLOGY

### Sampling Design

The study is being conducted in the industrial city of Chennai, Tamilnadu, because it is an Industrial hub of the country. Six good industries are being considered for the study and from each industry one organization was picked as respondent organizations, and middle levels of employee (i.e. E3 or M3) were chosen to get the exact result in the study. The secondary data will be collected from the company records and manuals while the primary data has been collected by administering a structured questionnaire to a group of respondents from the selected organizations. Stratified, simple random, sampling methods are being used to pick the respondents. The study aims to cover a group of 800 respondents from the selected organizations and received 520 responses of which usable responses are 477.

<b>Demographic characteristics</b>		<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>	Male	387	81.1
	Female	90	18.9
	Total	477	100.0
<b>Age (in years)</b>	< 25	57	11.9
	25 - 30	134	28.1
	30 - 35	139	29.1
	35 - 40	108	22.6
	> 40	39	8.2
	Total	477	100.0
<b>Marital Status</b>	Single	159	33.3
	Recently Married	63	13.2
	Married & having children	255	53.5
	Total	477	100.0
<b>Spouse Occupation</b>	Business	21	4.4
	Home Maker	150	31.4
	Unmarried	159	33.3
	Working	147	30.8
	Total	477	100.0

<b>Job related characteristics</b>		<b>Frequency</b>	<b>Percent</b>
<b>Job Tenure (in years)</b>	< 1	21	4.4
	1 - 3	168	35.2
	3 - 6	129	27.0
	6 - 9	87	18.2
	> 10	72	15.1
	Total	477	100.0
<b>Commuting Time (in minutes)</b>	< 15	21	4.4
	15 - 30	45	9.4
	30 - 45	48	10.1
	45 - 60	120	25.2
	> 60	243	50.9
	Total	477	100.0
<b>Office Timings</b>	Flexible	336	70.4
	Inflexible	141	29.6
	Total	477	100.0

<b>Table 3: Summary table of scales used in the study</b>		
<b>Items</b>	<b>Mean</b>	<b>S.D.</b>
<b>EMPLOYEE INVOLVEMENT</b>		
<i>Knowledge</i>	3.90	0.700
<i>Reward</i>	3.62	0.847
<i>Power</i>	3.77	0.736
<i>Information</i>	3.69	0.662
<b>EMPLOYEE EMPOWERMENT</b>		
<i>Meaning</i>	3.86	0.769
<i>Competence</i>	3.96	0.827
<i>Impact</i>	3.78	0.829
<i>Choice</i>	3.75	0.831
<b>JOB SATISFACTION</b>		
	3.80	0.742

From the above tables it is found that frequency distribution of participants, demographics wise it is found that in gender the maximum percent was 81.1% and Martial status lowest was 13.2 % and finally unmarried spouse occupation is 33.3% and the frequency distribution of participants job related characteristics are maximum was 35.2 and commuting lesser time is 4.4% last but not least was flexible office timing are 70.4%.and table from three the scales used in this study was highest mean is 3.90 in knowledge and lowest SD is 0.662and in the case of employee empowerment highest is3.96 and lowest SD is .769.and finally the job satisfaction is 3.80 and SD is 0.742.it is also suggested that every organisation they have to prioritise all the employees views and allowing them to participate in decision making process so that all the employees will involve in the work using their empowerment towards job satisfaction.

## **CONCLUSION**

Every company has realize that the all employees are asset for the organisation. Giving importance and providing some freedom in decision making, involvement in work culture so that every employee reaching his goal is not tough.so every employee works for their organisation for their satisfaction.

## **REFERENCES**

- [1] Dr. Anu Kohli& Ms. Alka Sharma: An analysis of employee empowerment and job satisfaction: A review. Management Dynamics, Volume 17, Number 1 (2017).
- [2] Hadiza Saidu Abubakar: Impact of Employee Empowerment on Job Satisfaction in First Bank Nigeria PLC, Nigeria. European Journal of Business and Management [www.iiste.org](http://www.iiste.org) ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.6, No.39, 2014.
- [3] Jitendra Kumar Singh& Dr. Mini Jain:A study of employees' job satisfaction and its impact on their performance. Journal of Indian Research (ISSN: 2321-4155) Vol.1, No.4, October-December, 2013.
- [4] Mehmet ULUTAŞ; The effect of empowerment on employees' job satisfaction: a research on Konya industrial zone. MANAS Journal of Social Studies (Vol.7, No. 1)-2018
- [5] Minhajul Islam UKIL: The impact of employee empowerment on employee satisfaction and service quality: empirical evidence from financial enterprises in Bangladesh. Business: Theory and practice. issn 1648-062eissn 1822-4202 <http://www.btp.vgtu.lt> 2016 17(2): 178-189.
- [6] Zuvarashe Judith Mushipe: Employee Empowerment and Job Satisfaction: A Study of the Employees in the Food Manufacturing Sector in Zimbabwe. Interdisciplinary journal of contemporary research in business December 2011 vol 3, no 8.