

Employee Involvement and Job satisfaction in Automobile Industry with Special reference to Ashok Leyland

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Abstract: Prime challenge for HR today is how to engage and ultimately retain employees particularly among an economic downturn. It is highly critical for the management to reduce the employee turnover. Hence it involves the role of HR management to devise the HR Strategies to stimulate the employee Involvement and Job satisfaction. More recently employee Involvement and Job satisfaction has become an area of focus within organizations for the purpose of retention as a means of avoiding expensive employee replacement costs resulting from staff who voluntarily quit their jobs.

Key words: Motivation, Employee enrichment, career development, career path, Employee Empowerment, Employee turnover, corporate Bond, Employee Involvement, Job satisfaction

Introduction:

Ashok Leyland, the Hinduja Group flagship company in India, is a leading manufacturer of commercial vehicles with a product range of 7.5T GVW to 49T GTW in goods vehicles and 19 seaters to 80 seaters in passenger models. The Company's annual turnover exceeds US \$ 2 billion. It has a production capacity of nearly 100,000 vehicles per annum. The Company exports to over 30 countries in Asia, the Middle East, Africa and South America.

. Based on their very high background with respect to their portfolio, it is necessary for the management to sustain their employee standard and involvement. Since the company deals with highly diversified heterogeneous group of employee mix, it is highly imperative for the management to maintain the employee involvement and bond with the system. For this they have to devise the effective HR policies as per the necessitates of their employees¹. This study finds the gaps that to be filled by the company to sustain employee engagement and to reduce employee turnover rate.

¹ <http://www.journalofaccountancy.com/Issues/2010/May/20092404.htm>

Importance of the study: It is crucial to maintain a highly motivated workforce throughout the organization's operations. With the wide variety and scope of work in its plate and the growing number of assignments and workforce, the HR department sought to recognize ways of keeping its employees going throughout the organization's operations². It is vital to understand the various aspects that pave way for employee Involvement and to focus on each aspect.

Statement of Problem:

In this day and age, retaining employees for the longer period seems to be very hectic. Since so many competitive job offerings are there with attractive packages, employees are doting in the process of job hopping .Hence forth the employee replacement cost is the burgeoning issue for the management and it is alarming for Ashok Leyland to solve this issue.

1.3 Research Objectives:

1.4 Primary Objective:

To analyze the effectiveness of employee involvement and job satisfaction at Ashok Leyland.

1.5 Secondary Objectives:

1. To assess the effectiveness of organizational support on employees and to identify whether the employees needs are met.

2. To analyze the factors influencing employees to attain job involvement and satisfaction.

Research methodology:

Research Design-

In this study **Descriptive Research** is used where the available resources on Employee Involvement and Job satisfaction as primary data is used to describe the characteristics of Employee Involvement and Job satisfaction .

Data Collection-

Primary Data- Research is pertained with primary data.

Secondary Data- In this study the Secondary data are from online websites, company websites and books on the related topics.

² <http://www.washington.edu/admin/hr/pod/leaders/orgdev/alliance/articles/EmployeeInvolvement-ScontrinoPowell.pdf>

Research Instrument-

The research instrument used in this study is Questionnaire. In this study structured and concealed Questionnaire is used where the respondents are given with specified options for each question.

Limitations of the study

1. Accuracy of the study is purely based on the information as given by the sample.
2. Views and perceptions of the employees may vary over a period of time.
3. All the employees may not provide genuine information about the organization.
4. Due to communication problem with few basic employees proper details were not furnished.
5. Since plant visit is not permitted direct observation on the work environment was not made possible

Sample Design-

Simple Random sampling was adopted for this study.

Sampling Frame- In this study the sample frame is the total employees of Ashok Leyland, Chennai

Sample Size-In this study 110 Sample units are selected from Ashok Leyland, Chennai for the study.

Reliability & validity

Reliability

Reliability is the consistency of a measurement. Questionnaire had been tested with 30 respondents to check the reliability. With SPSS package, reliability was tested. Cronbach alpha value was 0.782 with no exclusions implying the acceptability of the questionnaire for the research work.

Validity

Internal and external validity were checked with the respective sources and every hypothesis is represented by a question in the questionnaire so that they can be tested and measured.

Data analysis & interpretation

Chi square test

To test the dependency of psychographic factors on the demographic factors

Formulation of Null hypotheses

NH 1 - There is no significant relationship between marital status and Employee Involvement and Job satisfaction

NH 2 - There is no significant relationship between age and employee involvement.

NH 3 - There is no significant relationship between educational qualification and Employee Involvement and Job satisfaction

NH 4 - There is no significant relationship between experience in the same company and Employee Involvement and Job satisfaction

Table 1 : Chi square analysis

NH	CHI VALUE	REMARKS
NH 1	6.943**	ACCEPTED
NH 2	15.876**	ACCEPTED
NH 3	20.752**	REJECTED
NH 4	65.905**	REJECTED

****Significance at 99% Confidence level**

Interpretations

NH 1 Interpretations:

From the above table it is identified that there exists a significant relationship between marital status and other psychographic factors, based on the marital status the HR policies and allowances can be framed so as to boost up the involvement of the employees.

NH 2 Interpretations:

From the above table it is identified that there exists a significant relationship between age and other psychographic factors, where the Training methods can be framed based on the age limit as the younger and older generation differs in knowledge such as decision making, experience, stress handling, creative problem solving.

NH 3 Interpretations:

From the above table it is identified that there is no significant relationship between educational qualification and other psychographic factors, but it is necessary to assign roles based on the educational qualification and employees can be promoted to higher levels based on the successful updation of the educational qualification.

If the employee has a dual qualification in two different streams then he/she can be made cross departmental as per the company needs so as to increase the knowledge of the employees and to make use of the employees skill in an effective manner.

NH 4 Interpretations:

From the above table it is identified that there is no significant relationship between experience in the same company and other psychographic factors but it is necessary, but the hr policies can be framed in such a way that the experienced employees undergo a different set of training so as to improve their performance.

The experienced employees serve as an indirect guidance to new employees so they can also be treated as a positive motivator towards guiding the new employees about complete employee involvement.

Findings from the study:

1. From the study it is clear that there is a significant relationship between the demographic factors and the other considered psychographic factors, which must be taken care while formulating the Human resource policies. The findings are as follows:

2. Level of involvement in work is high as per the self-analysis made by the employee which helps the organization to sustain in the competition and in the market, and also leads to the continuous growth.

3. Superior is approachable at any time to answer the queries of the employees. This helps to bridge the gap between the senior managers and their subordinates³ which enhances the two-way communication in the organization.

4. Main momentum behind the employee involvement is the supervisors / managers which shows the interest of the top-level management in the growth of the employees as well as the organization. This forms the healthy work environment.

5. Appraisal provided by the organization is found to be significant, which shows that the employees are satisfied with the current appraisal system⁴. HR department can make updating in the current system to meet the needs of the employees and the organization which changes from time to time. Employees are satisfied with the current compensation benefits which can be revised as and when needed.

6. Career growth opportunities are found to be significant which shows that the organization is focused on the growth of the employees who are an asset to the organization. This shows that the organization has substantial and stable growth⁵.

7. Employees are satisfied with the current reward system of the organization which shows that the organization is interested in appreciating the employees and which leads to improve

3 http://thesouthern.com/business/sbj/employee-involvement-is-it-worth-the-effort/article_a7c15e04-85d9-11e2-9baf-0019bb2963f4.html

4 <http://www.weyerhaeuser.com/Sustainability/People/Communities/EmployeeInvolvement>

5 <http://www.workplacereactions.ie/en/information/employeeinvolvementinformationandconsultation/>

their performance. Employees enjoy the work, which denotes the employees are interested in the organization growth and development.

8. Continuous feedback is given to the superiors to their sub-ordinates to identify the problem areas and to improve the performance of the employee⁶. Employees feel the strong sense of personal satisfaction in work which is the reason for the organization to grow and expand continuously

Suggestions:

From the study it is identified that certain factors are not significant to a greater extent. To ensure effective employee involvement, job satisfaction and for better result in those factors the following suggestions can be followed. Employees must be empowered to a certain extent to make decisions based on their job role assigned and the HR department must ensure that they are trained in decision making and creative problem solving skills. Work life balance is important for any employee to be successful in his/her personal as well as professional life. HR department must frame policies that help the employees to maintain a healthy balance between the work and personal commitments. Employee's interest and the organizational needs differ from time to time. To balance this, policies must be framed in such a way that employees are trained to accept change and work with it as per the organization requirements⁷.

Recognition/ appreciation are a source of motivation to the employees. The reporting manager must ensure that his/ her sub-ordinates are under observation and must encourage them time to time to avoid the employees from losing interest in the job. Employee when not satisfied with the current position he/she can be given a chance to move to other department if interested as per the organizational requirements⁸ so as to make use of the employee's skills to the fullest. Employees being the greatest asset of the organization, the HR department must also focus on the health and safety of the employees during work. Inspiration is required for an employee to be involved in work completely. This inspiration can be provided to the employees through weekend meetings where the successful employees share their experience and views. Discrimination of employees based on race, gender etc de-motivates the employees, which may sometime lead to the state of employee resignation which can be avoided by team building training sessions. Top level management must consider the feedback given by the employees and take action efficiently to improve the organization from every point.

Working hours and timing when extended has a great impact on employees. HR department must ensure that the working hours and timing is comfortable for the employees and can provide space for aged employees to work from home in case of health ailments and women staff in case of maternity. The employees can be provided with motivational sessions which

⁶ <http://ec.europa.eu/social/main.jsp?catId=707>

⁷ <http://asq.org/learn-about-quality/employee-involvement/overview/overview.html>

⁸ <http://www.pwc.ca/en/about/employee-involvement>

would boost employee involvement and performance. Weekend meetings within the department can be organized to bring out individual and team queries and problems which can be solved.

Conclusion

The present study at Ashok Leyland focused on employee involvement and job satisfaction. Employee involvement is the complete involvement by an employee in work both physically and mentally by using the fullest potential to achieve the organizational objectives. Through employee participation and the organization interest in employee's life the organization can continuously improve its performance and the employee can attain job satisfaction. The management provides various welfare measures such as medical allowance, medical leave, counseling; house rent allowance and other benefits which help to increase their employee involvement. Thus the findings would enable both the employer and employee to realize their success factors problem areas and the suggestions would help the management to improvise.

Direction for future research:

This study is focused in the middle-low level employees and it covers limited aspects only because of the limited project time period. Thus in future this research can be taken even to the shop floor workers, who are also important for the betterment of the products and working environment of the organization. Also the study can be carried with various other factors which are not considered in this study which can help in the betterment of employee involvement and job satisfaction.

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