

## **JOB SATISFACTION OF EMPLOYEES IN AMARARAJA BATTERIES LIMITED, TIRUPATI – A PRAGMATIC STUDY**

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### **ABSTRACT**

The present paper seeks to examine in terms of find out the satisfaction level of employees towards their job; to study the significance of working conditions towards satisfaction of employee; to identify satisfaction level of employee with his work load; and to find out the work life balance of the employee.

**Key words:** Job satisfaction, Satisfaction of employee, work life balance of the employee

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## 1. INTRODUCTION

The validity of statistical analyses applied to identify different factors in many fields depends upon the use of appropriate sample sizes, the lack of which reduces the power of the findings. However, the number of cases collected for data analysis on employee satisfaction studies is generally limited for working conditions and statistical tests are often carried out without sample size estimation. Power analysis involves several parameters, the most important of which, working conditions, reflects the degree of the effect expected to be found in the study. An easy-to-use MS Excel calculator has been constructed to determine the working conditions for chi-square tests based on 2×2, 2×3 and 2×4 contingency tables involving various data.

## LITERATURE REVIEW

The researcher has examined various studies which is relating to job satisfaction, employees' performance, employees' attitude and the like.

The study covers at addressing socio demographic factors with employee attrition factors for employee. Data has been collected through a well structured questionnaire survey. The study identified 3 factors influencing employee attrition in Amara Raja Batteries Limited, Tirupati (AP). Used Statistical Software SPSS for Statistical analysis, in this study we used Descriptive statistics, Chi-square test, t-test and F-test. It is found that the employee's salary is emerged as the most critical factor for Attrition (Sreenivas Mahesh, K. and Vara Prabhakar, P.V., 2017). The author describes the broad contours of various variables responsible for employee satisfaction and various ways by which one can maximize employee satisfaction (Jitendra Kumar Singh and Mini Jain, 2015). Job satisfaction is complex phenomenon with multi facets and influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment (Vidal, Valle and Aragón, 2017). The immediate supervisor support is very important in organizational change. Although the support of supervisor is not very crucial in satisfaction but it has positive impact on satisfaction (Griffin, Patterson and West, 2010). The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2013). Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job

satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations (Brikend AZIRI, 2017).

As reviewed by many papers, no study is covered in terms of job satisfaction on Amara raja batteries, Tirupati. Hence, there is a dire need to examine the job satisfaction of employees in Amara raja batteries, Tirupati which has been leading significant contribution in terms of all types of batteries in Andhra Pradesh as well as across the country.

### **IMPACT OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE**

**Satisfaction and Productivity:** “Happy workers are productive workers” is a myth. Various research mentions, “Productive workers are likely to be happy”. Satisfied workers are more productive and more productive workers are highly satisfied. Worker productivity is higher in organizations with more satisfied workers.

**Satisfaction and Absenteeism:** Satisfied employees have fewer avoidable absences, while it certainly makes sense that dissatisfied employees are more likely to miss work. **Satisfaction and Turnover:** Satisfied employees are less likely to quit. Organizations take actions to retain high performers and to weed out lower performers.

**Satisfaction and Workplace Deviance:** Satisfied employees are less likely to create a deviant behavior at the workplace, while dissatisfied employees creates an anti-social kind of behavior at the workplace including unionization attempts, substance abuse, stealing at work, undue socializing and tardiness.

**Satisfaction and Organization Citizenship Behaviour (OCBs):** Satisfied employees who feel fairly treated by and are trusting of the organization are more willing to engage in behaviors that go beyond the normal expectations of their job. **Satisfaction and Customer Satisfaction:** Satisfied workers provide better customer service. Satisfied employees increase customer satisfaction because they are more friendly, upbeat, and responsive; they are less likely to turnover, which

helps build long-term customer relationships; and they are experienced. Dissatisfied customers increase employee job dissatisfaction.

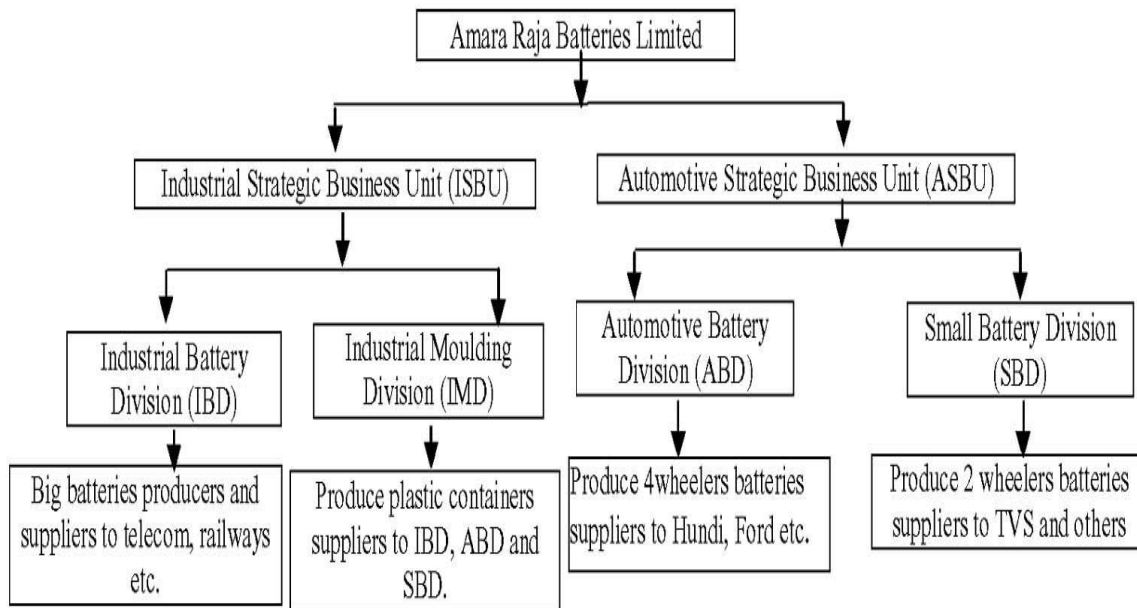
## **PROFILE - AMARA RAJA BATTERIES LIMITED, TIRUPATI**

A first generation entrepreneur, Dr. Ramachandra Naidu Galla is the founder of Amara Raja Group Of Companies in 1985. The Amara Raja Group is an Indian Conglomerate Company with its corporate office at Anna Salai, Chennai. The group has presence in packaged foods and beverages, electronics products manufacturing, infrastructure sector, power system production and fabrication of sheet metal products and fasteners. The Amara Raja Group is better known for its automotive battery brand "Amaron" which is the second largest selling automotive battery brand in India today. Amara Raja Group employs a work force of over 7000 employees. Amara Raja Batteries made it to Asia's 'Best under a Billion' 2010 list of companies compiled by Forbes magazine. Amara Raja Batteries Limited was incorporated as a private limited Company on 13<sup>th</sup> February & converted into a public limited Company on 6th September 1990. The Company manufactures sealed maintenance free lead acid batteries. Amara Raja believes in influencing and improving the quality of life by building institutions that provide better access to better opportunities, goods and services to people all the time. With innovative engineering, research and design, Amara Raja has grown with partnerships and information sharing with world leaders.

Amara Raja is committed towards latest generation technologies by developing and manufacturing globally competitive, customer focused products of world class quality and responsibly introducing these products into relevant markets. "To **transform** our spheres of influence and to improve the quality of life by building institutions that provide better **access** to better opportunities, goods and services to more people...all the time."

- Introduce latest generation technologies
- Adapt these technologies to suit the operating environment
- Develop and manufacture globally competitive, customer-focused products of world-class quality.
- Responsibly introduce these products into relevant markets
- Provide world-class customer support

The organization structure of Amara Raja Batteries Limited is portrayed below in Fig.1.



## OBJECTIVES

The chief objectives of the study are:

1. to find out the satisfaction level of employees towards their job.
2. to study the significance of working conditions towards satisfaction of employee.
3. to identify satisfaction level of employee with his work load.
4. to find out the work life balance of the employee.

## METHODOLOGY

### Sources of Data

The data is collected from both primary and secondary sources. The primary data was collected from employees by adopting interview method through questionnaire. The total questionnaire is prepared with the closed ended questions only. The secondary data was collected from different sources like annual reports of Amara Raja Batteries Limited, journals, magazines, books and internet and the like.

### Sample size

The primary data collected through field study of **Amara Raja Batteries Limited** and sample size taken for the employee satisfaction survey is N is large (i.e.,  $N > 50$ ).

## Statistical Tool

The primary data has been analysed with the help of the statistical tools like Chi-Square test and simple percentage method.

## Chi-square test

The chi-Square test is one of the important non-parametric methods. Chi-square test is based in the assumption that the samples are drawn from normally distributed population or more appropriately, that the sample means were normally distributed.

It can be used to determine if categorical data shows dependency the two classifications are independent. It can also be used to make between theoretical and actual data when categories are used.

## Procedure

1. **Null Hypothesis  $H_0$** : The attributes A and B are independent.
2. **Alternative hypothesis  $H_1$** : The attributes A and B are not independent.
3. **Level of Significations**: Generally we consider  $\alpha$  % Level of significations
4. **Test of Statistic**: The suitable test statistic is given by

$$\chi^2 = \sum_{i=1}^r \sum_{j=1}^c \left[ \frac{(O_{ij} - E_{ij})^2}{E_{ij}} \right],$$

Where  $O_{ij}$  = Observed frequencies,

r=No. of rows, c= No. of columns, and

degree of freedom  $\nu = (r-1)(c-1)$

$$\text{Expected frequencies } (E_{ij}) \text{ for any cell} = \frac{\text{Row total} \times \text{Column total}}{\text{Grand total}}$$

5. **Decision**: If Calculated value of  $\chi^2 >$  tabulated value of  $\chi^2$ , then we reject the null hypothesis  $H_0$  for  $\nu$  degree of freedom with  $\alpha$  % Level of significations. Otherwise, accept it.

**PRAGMATIC ANALYSIS**

Working conditions		Satisfaction Level				
		Strongly agree	Agree	Neutral	Dis-agree	Strongly Dis-agree
Practice equipment work properly	No. of respondents	11	29	33	20	7
	Percentage ( % )	11	29	33	20	7
Office conditions are comfortable	No. of respondents	11	29	31	21	8
	Percentage ( % )	11	29	31	21	8
Physical working conditions	No. of respondents	13	20	33	24	10
	Percentage ( % )	13	20	33	24	10
Workload is reasonable	No. of respondents	9	27	25	25	14
	Percentage ( % )	9	27	25	25	14
Balance between work and personal life	No. of respondents	6	28	32	22	12
	Percentage ( % )	6	28	32	22	12

**STATISTICAL TECHNIQUES****Chi-square Test**

Working conditions	Strongly agree	Agree	Neutral	Dis-agree	Strongly Dis-agree	Total
Does your practice equipment work properly?	11	29	33	20	7	100
Are office conditions are comfortable?	11	29	31	21	8	100
My physical working conditions good?	13	20	33	24	10	100
My workload is reasonable?	9	27	25	25	14	100
I can keep a reasonable balance between work and personal life	6	28	32	22	12	100
<b>Total</b>	<b>50</b>	<b>133</b>	<b>154</b>	<b>112</b>	<b>51</b>	<b>500</b>

To find Expected Frequency by using given formula:

$$E_{ij} = \frac{\text{Row total} \times \text{Column total}}{\text{Grand total}}$$

### Null Hypothesis

$H_0$ : There is no significance difference between the independent factors influencing the employees towards their job satisfaction.

### Alternative hypothesis:

$H_1$ : There is a significance difference between the independent factors influencing the employees towards their job satisfaction.

### Level of significations:

Assume that  $\alpha = 5\%$

### TEST STATISTICS:

Observed frequency ( $O_{ij}$ )	Expected frequency ( $E_{ij}$ )	$O_{ij} - E_{ij}$	$(O_{ij} - E_{ij})^2$	$\frac{(O_{ij} - E_{ij})^2}{E_{ij}}$
11	10	1.0	1.0	0.1
11	10	1.0	1.0	0.1
13	10	3.0	9.0	0.3
9	10	-1.0	1.0	0.1
6	10	-4.0	16.0	1.6
29	26.6	2.4	5.76	0.217
29	26.6	2.4	5.76	0.217
20	26.6	-6.6	43.56	1.638
27	26.6	0.4	0.16	0.006
28	26.6	1.4	1.96	0.074
33	30.8	2.2	4.84	0.157
31	30.8	0.2	0.04	0.001
33	30.8	2.2	4.84	0.157
25	30.8	-5.8	33.64	1.092



32	30.8	1.2	1.44	0.047
20	22.4	-2.4	5.76	0.257
21	22.4	-1.4	1.96	0.088
24	22.4	1.6	2.56	0.114
25	22.4	2.6	6.76	0.302
22	22.4	-0.4	0.16	0.007
7	10.2	-3.2	10.24	1.004
8	10.2	-2.2	4.84	0.475
10	10.2	-0.2	0.04	0.004
14	10.2	3.8	14.44	1.416
12	10.2	1.8	3.240	0.318
<b>Total</b>				<b>9.791</b>

$$\chi^2 = \sum_{i=1}^r \sum_{j=1}^c \left[ \frac{(O_{ij} - E_{ij})^2}{E_{ij}} \right] = 9.791$$

Therefore, Calculated value of  $\chi^2 = 9.791$

Here, Degree of freedom  $\nu = (r-1)(c-1) = (5-1) \times (5-1) = 16$

Tabulate value of  $\chi^2$  for 16 degree of freedom (d. f) with 5% Level of Significance is 26.296

### Decision

If Calculated value of  $\chi^2 <$  Tabulated value of  $\chi^2$  (i. e **9.791 < 26.296**), then we have to **accept the null hypothesis  $H_0$**  with 5% level of significance.

### Conclusion

There is no significance difference between the independent factors influencing the employees towards their job satisfaction.

### FINDINGS

The following findings are:

- ❖ The respondents stated that their satisfaction levels towards of their practice equipment, office timing and physical working conditions are moderate at Amara Raja Batteries Limited.
- ❖ The response of respondents about positive feedback with employees.

- ❖ The response of respondents about their trust on supervisors.
- ❖ The response of respondents about their salary is fair.

### **SUGGESTIONS**

- The company can reduce disparities while setting salary to the employees.
- The company can give consideration to outstation employees either by providing free accommodation and food or for less fee.
- Frequent feedback from employees could be obtained and grievances based on genuinely could be handled.
- Salaries could be revised and then based on experience performance and skill is would increase their commitment towards their job

### **SUMMING UP**

To sum up the study on employee job satisfaction in Amara Raja Batteries Limited, Tirupati. The study has analysed the satisfaction level of employees which will help to management for taking good decisions in terms of salary packages, employee benefits, employee motivation and some health issues.

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