**A STUDY ON JOB SATISFACTION AMOUNG EMPLOYEES: HYUNDAI Vs MAHINDRA COMPANY VISAKHAPATNAM-AP**

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**ABSTRACT**

In order to accomplish its goals, every business must employ a staff that is both capable and experienced. The degree of expertise required in the workplace must rise, as must workers' adaptability and flexibility. Investment in employee satisfaction is not just a good idea, but a must for any company that wants to keep its workforce competitive and well-informed.

The purpose of the research was to determine how successful the employees are satisfied with their work life and strategies are in improving the knowledge and skills of staff members at the Hyundai and Mahindra company .The information was gathered from 100 workers who were chosen at random. Currently Working at the Hyundai and Mahindra company . The goal of this effort has been to compile a body of information on financial performance that may be used as a resource by anyone doing.

**KEYWORDS:** Satisfaction , performance, Organization, Effectiveness.

**INTRODUCTION**

The process of HRD helps the employees to acquire and /or develop technical, managerial and behavioral knowledge, skills and abilities. And molds the values, beliefs and attitudes necessary to perform present a future role. The process of "performance appraisal" helps the employee and the management to know the level of employee's performance compared to the standard/predetermined level.

"Performance appraisal" is essential to understand and improve the employee's performance through HRD. In fact, performance appraisal is the basis for HRD. It was viewed that performance appraisal was useful to decide upon employee promotion/transfer, salary determination and the like. But the recent development in the Human Resource Management indicates that performance appraisal is the basis for employee development.

Performance appraisal also judges what the individual does for the organization and what the organization should give to the individual. Appraisal provides information about the performance of individuals employed in an organization. Such information is useful for any purpose like administration, placement, selection, promotion, financial rewards, determination of grades, incentives or compensation etc.

Human Resource Management is primarily concerned with the people’s dimension in the organization. It is a crucial sub-system process of management. The success or failure of an organization not only depends on material, machines and equipment but also on the personnel who are put in the best efforts for an efficient performance at job.

Human Resource Management refers to the set of activities, programs and functions designed and carried out in order to maximize both employees as well as organizational effectiveness. Human Resource or personnel management is the sense of getting things done through people. It's an essential part of every manager's responsibility Human Resource Management means employing people, developing their resources, utilizing, maintaining, and compensating the Human Resources resulting in creating and development of Human Relations with a view to contribute proportionately to the organizational individuals and skills.

As organizations vary in size, aims, functions, complexity, construction, the physical nature of their product, and appeal as employers, so do the contributions of human resource management..

#### PROFILE OF MAHINDRA & MAHINDRA AUTOMOTIVE

Mahindra & Mahindra (M&M) was established in 1945 as Mahindra & Mohammed. Later on, after the partition of India, one of the partners - Ghulam Mohammad - returned to Pakistan, where he became Finance Minister. As a result, the company was renamed to Mahindra & Mahindra in 1948.

M&M started its operation as a manufacturer of general-purpose utility vehicles. It assembled CKD jeeps in 1949. Over the passing years, the company expanded its business and started manufacturing light commercial vehicles (LCVs) and agricultural tractors.

Apart from agricultural tractors and LCVs, Mahindra & Mahindra also showed its dexterity in manufacturing army vehicles. Soon, it started its operations abroad, through its plants set up in China, the United Kingdom and the USA.

M&M partnered with companies prominent in the international market, including Renault SA, International Truck and Engine Corporation, USA, in order to mark its global presence. M&M also started exporting its products to several countries across the world. Subsequently, it set up its branches including Mahindra Europe Sri (based in Italy), Mahindra USA Inc., Mahindra South Africa and Mahindra (China) Tractor Co. Ltd.

16 At the same time, M&M managed to be the largest manufacturer of tractors in India, by holding leadership in the market of the country, for around 25 years. The company is an old hand in designing, developing, manufacturing and marketing tractors as well as farm implements. It made its entry to the passenger car segment in India, with the manufacture of Logan (mid-size sedan) in April 2007, under the Mahindra Renault collaboration.

Soon after the considerable success of Logan, M&M started launching a wide range of LCVs and three wheelers as well as SUVs including Scorpio and Bolero. In the present time, Bolero has gained immense popularity in India. It is one of the most opted vehicles in its.

#### LITERATURE REVIEW

#### Herzberg's Two-Factor Theory remains foundational. His work differentiates between hygiene factors (e.g., salary, working conditions) and motivators (e.g., recognition, achievement) that contribute to job satisfaction. More recent studies continue to test and adapt his theory in various contexts.

#### Adams’ theory of equity suggests that employees’ perceptions of fairness in the workplace—especially in terms of inputs (effort) and outputs (rewards)—are crucial to job satisfaction. This theory continues to influence research on how employees evaluate fairness in compensation, promotions, and workload.

#### Locke’s range of affect theory links job satisfaction to the discrepancy between what employees want and what they actually receive in their jobs. This work has inspired much contemporary research on the role of personal expectations and the value of specific job aspects.

#### Judge is a leading figure in research on job satisfaction, especially in terms of personality’s role in job satisfaction. His work examines how individual differences (e.g., personality traits) moderate the relationship between job characteristics and job satisfaction. Recent studies by Judge and colleagues continue to examine the role of dispositional factors like core self-evaluations in shaping job satisfaction.

#### NEED FOR THE STUDY

* + - This study aims to compare the satisfaction level of the employees working in Hyundai and Mahindra.
    - This study identifies different factors which can motivate employees to earn more job satisfaction.
    - It suggests various recommendations in order to reduce the dissatisfaction.
* Job satisfaction is one of the most important areas of study as it influences the behavior of human being in the organization. Job satisfaction study is useful for several decisions relating work culture and environment of the organization. Job satisfaction studies are useful in identifying factors which have effects on human.
* Job satisfaction influences the behavior of human being in the organization and intern the behavior affects the productivity of human resources. Job satisfaction is essential for ever organization, because organization we mean an arrangement of people at different places, to carry definite or pre-determined objectives of a firm. Job satisfactions study is useful for several decisions relating to improve the work culture and environment of the organization.

#### OBJECTIVES OF THE STUDY

* + - To access the general attitude of the employee towards Hyundai and Mahindra.
    - To find out what are the various factors that motivate the employees to achieve satisfaction in their job.
    - To evaluate the work environment in both the companies.
    - To identify the extent of job satisfaction in both the companies and its impact on the job performance on the employees.
    - To study and analyze the various factors affecting the job satisfaction level.
    - To evaluate the working environment in the companies.

**Methodology of the Study:**

The data required for this study is collected from two major sources. They are

**Primary data:**

It is collected through the questionnaire, a formalized instrument of asking information directly from respondent demographic characteristics, attitude, belief and feelings through personal contracts.

#### Secondary data:

The secondary data is collected from various sources which include magazines, office files, manuals and the company website.

**RESULTS AND FINDINGS**

#### Questionnaire on A comparative Study on Job satisfaction of the Employees “with reference to Hyundai and Mahindra Companies”.

**Section One: Demographic Information**

#### Table No 5.1

**AGE** **PROFILE OF RESPONDENTS**

|  |  |  |  |
| --- | --- | --- | --- |
| **Age in years** | **No of respondents** | | **Total** |
| **Hyundai** | **Mahindra** |
| 18-25 | 22 | 18 | 40 |
| 26 -35 | 34 | 41 | 75 |
| 36 - 55 | 42 | 38 | 80 |
| 56 & above | 2 | 3 | 5 |

Source : questionnaire

**Chart NO. 5.1**

Source : Table 5.1 Age Profile of Respondents

**Profile of the respondents**

Hyundai Mahindra

41

42

34

38

22

18

2

3

18-25

26 -35

36 - 55

56 & Above

Table 5.1 explains that 42 per cent and 38per cent of the respondents are between 36-55 years, 34 per cent and 41 per cent of the respondents are between 26-35 years, 22per cent and 18per cent of the respondents are between 18-25 years and 2 per cent and 3 per cent are above 56 years.

#### TABLE NO. 52

#### EDUCATION PROFILE OF RESPONDENTS

|  |  |  |  |
| --- | --- | --- | --- |
| **Education** | **No of respondents** | | **Total** |
| **Hyundai** | **Mahindra** |
| School Certificate/10th Class | 35 | 42 | 77 |
| HSC or equivalent/IT/Diploma | 35 | 41 | 76 |
| Under Graduate | 26 | 14 | 40 |
| Postgraduate | 0 | 0 | 0 |
| Others | 4 | 3 | 7 |

Source : questionnaire

#### 

#### CHART NO. 5.2



**EDUCATION**

hyundai Mahindra

42per cent

41per cent

35per cent 35per cent

26per cent

14per cent

0

0

4

3

#### Source : Table 5.2 Education Profile of Respondents

Table 5.2 explains that 35 per cent and 4 per cent of the respondents have completed their schooling, 35 per cent and 41 per cent of the respondents have completed HSC or equivalent/IT/Diploma, 26 per cent and 14 per cent of the respondents have completed under graduate and 4 per cent and 3 per cent of the respondents have completed postgraduate in Hyundai and Mahindra respectively. Majority 42 per cent of the respondents have completed their schooling are working in Mahindra.

#### TABLE NO. 5.3

#### DESIGNATION PROFILE OF RESPONDENTS

|  |  |  |  |
| --- | --- | --- | --- |
| **Designation** | **No of respondents** | | **Total** |
| **Hyundai** | **Mahindra** |
| Customer service | 20 | 8 | 28 |
| Executive | 34 | 32 | 66 |
| Team leader | 11 | 16 | 27 |
| Assistant manager/Manager | 4 | 4 | 8 |
| Others | 31 | 40 | 71 |

Source : Questionnaire

#### CHART NO 5.3

**DESIGNATION**

No of respondents Hyundai

No of respondents Mahindra

40per cent

34per cent

32per cent

31per cent

20per cent

16per cent

8per cent

11per cent

4

4

Customer service

Executive

Team leader

Assistant

manager/Manager

others

#### Source :Table 5.3 Designation profile of respondents

Table 5.3 explains that 20 per cent and 8 per cent of the respondents are working as customer service, 34 per cent and 32 per cent of the respondents are working as executive, 11 per cent and 6 per cent of the respondents are working as team leader, 4 per cent of the respondents are working as assistant manager and 31 per cent and 40 per cent of the respondents are working in other departments in Hyundai and Mahindra respectively. Hence majority 40 per cent of the respondents are working in other departments in Mahindra.

**TABLE NO. 5.4**

#### EXPERIENCE PROFILE OF RESPONDENTS

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Experience** | **No of respondents** | | | **Total** |
| **Hyundai** | | **Mahindra** |
| 0-5 | 40 | 37 | | 77 |
| 6-10 | 48 | 54 | | 102 |
| 11-15 | 5 | 3 | | 8 |
| 16-20 | 6 | 5 | | 11 |
| 21 & above | 1 | 1 | | 2 |

Source : questionnaire

#### CHART NO.4

**EXPERIENCE**

hyundai Mahindra

54

48

40

37

5

3

6

5

1

1

0-5yrs

6-10 yrs

11-15yrs

16-20yrs

21 & above

#### source :Table 5.4 Experience Profile of Respondents

Table 5.4 explains that 40 per cent and 37 per cent of the respondents are having 0-5years experience, 48 per cent and 54 per cent of the respondents are having 6-10 years’ experience, 5 per cent and 3 per cent of the respondents are having 11-15years experience and 1per cent of the respondents are having 21 and above years of experience. Majority 54 per cent of the respondents are having 6-10 years’ experience in Mahindra company.

**TABLE NO. 5.5**

#### MARITAL STATUS PROFILE OF RESPONDENTS

|  |  |  |  |
| --- | --- | --- | --- |
| **Marital status** | **No of respondents** | | **Total** |
| **Hyundai** | **Mahindra** |
| Married | 53 | 60 | 113 |
| Single | 47 | 40 | 87 |
| Divorced | 0 | 0 | 0 |
| Separated | 0 | 0 | 0 |
| Others | 0 | 0 | 0 |

Source : Questionnaire

**CHART NO.5**

source :**Table 5.5** Marital Status Profile of Respondents

**MARITAL STATUS**

No of respondents Hyundai

No of respondents Mahindra

60

53

47

40

0

0

0

0

0

0

Married

Single

Divorced

Separated

Others

Table 5.5 explains that 53 per cent and 60 per cent of the respondents are married and 47 per cent and 40per cent of the respondents are single in Hyundai and Mahindra respectively. Hence majority 60 per cent of the respondents is married in Mahindra Company.

#### FINDINGS

* + - Physical environment
    - Safety and health measures at work place
    - Maintenance of working conditions
    - Work load
    - Adequacy of work
    - Maintenance of machinery
    - Achievements of targets
    - Feedback
    - Merits and efficiency

Out of these factors, the following are found to have major influence:

* + - The physical environment in the organization is good, 65(65per cent) respondents out of 100(100per cent) said that it is true in Hyundai whereas, 85(85per cent) respondents out of 100(100per cent) said that it is true in Mahindra. It means the physical environment is better in Mahindra than in Hyundai. (Ref: table.1, chart.1)
    - 55(55per cent) respondents out of 100 respondents said that the work can be done without pressure is false in Hyundai whereas, 60(60per cent) out of 100 respondents in Mahindra said that it is false. It means the work pressure is less in Mahindra when compared to Hyundai. (Ref: table.5, chart.5)
    - 90(90per cent) out of 100 respondents feel that the work given is not adequate in Hyundai whereas, 85(85per cent) out of 100 respondents feel that there is no adequacy of work in Mahindra. (Ref: table.7, graph.7)

**SUGGESTIONS**

* Ensure that compensation is competitive within the industry and reflects employees’ skills, experience, and performance.
* Provide comprehensive benefits such as health insurance, retirement plans, paid time off, and wellness programs.
* Offer performance-based bonuses, profit sharing, or stock options toreward employees for their hard work.  **Flexible Hours**: Offer flexible working hours or the option to work remotely, allowing employees to balance personal and professional commitments.
* Create a culture that encourages employees to take regular breaks and use their vacation days without guilt.
* Provide resources for stress management and mental health support, such as counseling services or wellness programs.
* Invest in training and development to help employees enhance their skills and knowledge.
* Offer clear paths for career growth, promotions, and lateral moves within the organization.
* Pair employees with mentors to guide their professional development and offer support.

**CONCLUSION**

Throughout the study, the comparison is made between the employees in Hyundai and Mahindra in terms of the job satisfaction. As discussed in findings, the major factors which include both personal aspects and organizational aspects and also employment aspects of the individual employee which can increase the satisfaction level by improving them. Therefore, the formulated hypothesis is proved to be correct that the salary levels and the working environmental factors are the major factors which influence the job satisfaction of the employees. From the overall analysis, it was found that the level of job satisfaction is more in Hyundai when compared to Mahindra.

When employees are allowed to operate freely, job satisfaction can contribute substantially to the organizational effectiveness. It can contribute to productive output in the form of high quantity and quality of products or services, as well as to organizational maintenance as represented by low absenteeism and turnover. Yet in a great many instances, aspects of the individual, the organization, or the environment constrain the satisfaction-productivity relationship to the point where its practical importance is minimal.

Hence, job satisfaction is often much more important to the individual than to the employing organization. Individuals can change jobs, thereby obtaining more satisfying work. Organization can shift people from job to job within the firm, but their capacity to move people from organization to organization is very limited. The obvious exception is when a firm provides outplacement assistance to its laid-off workers. The impact of employee Job Satisfaction on organizational commitment has emerged as the dominant research issue in the HRM field. It is deliberated fact that in our county few researchers are working in this area for the purpose of solving real problems and exploration of new ideas in the field, for which this study going to provide an insight on the fact that how Job Satisfaction affect organizational commitment of academicians. The findings of this study will be essential for both the companies in striving towards academic staff Job Satisfaction to minimize the brain drain. This study is essential to the companies in creating awareness towards their human resource management practices including employee Job Satisfaction. In addition to these significances these theses reflect the academicians’ Job Satisfaction problems that seek immediate solution.

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