

A Study on Job Satisfaction and Employee Turnover at Jaika Motors, Nagpur

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Abstract—The role of human resource management in the current competitive business world and especially in the automobiles sector is critical towards success and sustainability of the organization. Employee job satisfaction and turnover is one of the HR issues that have gained an uproar among other issues as key determinants of productivity, organizational commitment, and long-term growth. The current paper, simply named A Study on Job Satisfaction and Employee Turnover at Jaika Motors, Nagpur, is set to consider the main drivers of job satisfaction in general and to investigate the direct and indirect effect on employee turnover intention. The study takes a descriptive and analytical research design, using both primary and secondary data. Structured questionnaire was used to gather primary data on a Likert scale to elicit the perception of employees on a variety of dimensions such as compensation, work environment, job security, career advancement opportunities, supervisory support and work-life balance. The secondary data has been obtained through academic journals, company reports as well as industry publications. The data has been interpreted using statistical tools like using percentages analysis and correlation to determine the relationship between variables. Results of the undertaking prove that although employees in Jaika motors have a rather good picture of the organization culture, teamwork and educational growth, the level of dissatisfaction with respect to the salary structure, promotion policies and job security is quite high. These sources of dissatisfaction greatly add up to the turnover intentions of employees. The analysis also confirms a positive negative correlation between job satisfaction and employee turnover meaning that a low level of job satisfaction correlates with the increased chances of the employee dropping out of the organization.

Index Terms—Job satisfaction, employee turnover, human resource management, employee retention, work

environment, remuneration, career development, job security, automobile industry, organizational performance.

I. INTRODUCTION

In modern business world, where there are fast technological improvements, globalization and advancing competition, organizations are laying increased stress on the effective management of human resource, as an approach to attaining sustainable competitive advantage. Job satisfaction and employee turnover have proved to be a co-correlated and most essential of the plethora of dimensions of human resource management in its effects on organizational performance, productivity, and stability.

Job satisfaction defines how employees feel either negatively or positively about jobs. It is a multidimensional concept and includes numerous aspects, pay and working conditions, supervisory support, career elevation, acknowledgement, and work-life balance. Strong job satisfaction leads to better morale of the employees, high productivity, a higher organizational commitment and less absenteeism. On the other hand, when workers are not satisfied the result is usually harmful as there will be low performance, demotivation, and ultimately, employee turnover.

The turnover rate among employees is the rate at which they leave the organization and new employees are hired to replace them in the organizations of various industries and employee turnover is a major concern of organizations. Although some amount of turnover can be deemed as a healthy aspect or even

healthy organizational renewal, a high turnover rate can result in high costs of recruiting and training and loss of talents, workflow breakage, and organizational slackness. High employee turnover can readily affect customer satisfaction and brand name especially in the labor-intensive industries which include the automobile dealership industry, where customer service and customer contact are very critical.

The correlation between job satisfaction and employee turnover is a subject that has received substantial research coverage in the literature of organizational behavior and human resource management. Such theoretical approaches as Herzberg Two Factor Theory, Maslows hierarchy of needs, and Job Characteristics Model note that intrinsic and extrinsic factors are crucial in determining employee attitudes and behaviors. The more employees feel that their expectations are not fulfilled, either through fair compensation, recognition, career and job security, then they tend to gain intentions to leave the organization. Job satisfaction is therefore a precursor to retention and commitment of employees.

The human resource issues relating to employee retention, skill development and involvement of employees has become a growing concern in the Indian automobile industry which is among the booming sectors in the country, playing a major role in the overall economic growth of this country. The dealership organizations especially have very dynamic environment in which employees must strike a balance between sales targets, expectation of customer service and efficiency in operations. This makes the working environment quite complicated in which high levels of job satisfaction become not only difficult but also important.

Jaika Motors is a renowned automobile dealership with its primary head office in Nagpur and is an authorized dealer for leading automobile brands and offers services in the field of sales, services, spare parts and used vehicles. The organization has many decades of experience and covers the regional market significantly which makes it an important player in the automobile distribution network. Nevertheless, similar to most other companies of the dealership industry, it struggles with the problems of human resource retention, employee performance, and job satisfaction. Initial information indicates that the organization has provided a good working culture and the learning and development opportunities, but there are some aspects

that could affect the satisfaction level of the employee such as its compensation structure, inadequate opportunity of promotion as well as job security. Unless these factors are addressed properly, they may result in heightened turnover intentions hence organizational performance and survival.

II. LITERATURE REVIEW

The connection between job satisfaction and employee turnover is a notion that has received considerable attention in Human Resource Management and Organization Behavior discipline. Scholars over the years have highlighted that the way employees feel about their job plays a big role in their choice of staying in an organization or quitting.

The Two-Factor Theory (1959) by Herzberg is one of the classical concepts in this field that makes a distinction between hygiene factors that motivate and motivators. The salary, company policies, supervision, job security among other important hygiene factors do not inherently motivate employees but may cause dissatisfaction in their absence. Conversely, other motivators like recognition, achievement and career advancements bring direct job satisfaction. This theory emphasizes the fact that organizations should work on both groups of factors to be able to retain employees.

Another significant theoretical framework that can be used is the Hierarchy of Needs (1943) by Maslow, which states that human beings are driven by a series of needs that include physiological and safety needs, social needs, esteem and self-actualization needs. These needs are met in a working environment resulting in job satisfaction with proper compensation, secure working environments, appreciation, and personal development.

According to Locke (1976), job satisfaction was characterized by pleasurable or positive emotional feelings that are a result of job or job experience appraisals. This definition focuses on the psychological aspect of the satisfaction dimension and indicates that the subjective perception that people have is critical in measuring the extent of satisfaction. Mobley (1977) came up with a model which explains the service turnover process where dissatisfaction results into thoughts of quitting, weighing of alternatives and ultimately deciding to leave. This is a model that directs the relationship between job dissatisfaction and turnover intention, and is therefore

very applicable in the organizational studies. The analysis of the connections between job satisfaction and employee turnover by Porter and Steers (1973) proved that unsatisfactions with expectations, absence of promotion, and unfavorable organizational climate are the key factors in influencing employee turnover. Their work emphasizes the significance of congruence between the practices in the organization and the expectations of the employees.

In addition, Price (2001) listed the following as important determinants of turnover; pay level, job involvement, organizational commitment as well as work environment. The paper highlights how both intrinsic and extrinsic types of factors are important in turnover decision. In recent years somewhat narrow studies were concentrated on the analysis of the sector. The studies conducted on the automobile and dealership industry suggest that the workers in this industry tend to have high pressure of performance, long postings, and the stress of dealing with the customers which in turn may influence their job satisfaction. Incentive structures, sales targets, and management practices are some of the factors that play a role in employee retention in the sector.

Empirical research into the Indian context has found that though the employees appreciate the concept of job security and good income stability, employee dissatisfaction with payment, negative recognition, and poor career development opportunities are still major driving forces behind turnover. Also, the increasing relevance of work-life balance and employee engagement has been ranked as one of the most significant factors on the determination of satisfaction levels. Even though there has been a lot of study on the topic of job satisfaction and turnover, a lack of knowledge regarding the particulars of this concept in regional car dealerships, especially in such cities as Nagpur, is evident. The large corporations are the focus of most research, and there is a gap in the analysis of a dealership level where the structure of the organization, HR activities and expectations of employees can vary widely.

III. RESEARCH METHODOLOGY

Research methodology is the cornerstone of any scholarly study and it offers a methodological approach that is systematic and scientific in nature of collecting data, analyzing and interpreting them. It

makes sure that the research findings are credible, acceptable, and they can be used to address the research problem effectively. The research methodology applied in the current study A Study on Job Satisfaction and Employee Turnover at Jaika Motors, Nagpur, has been well formulated to discuss the relationship between employee satisfaction and turnover intention in a business setting. The research design embraced by the study is descriptive and analytical research design because the objective of the research is not to merely describe the state of the current level of job satisfaction among the employees but also to analyze the connection between job satisfaction and turnover. Descriptive research does enable an in-depth study of the perception of the employees about different job-related aspects like pay, working conditions, job security, and training and advancement opportunities.

Simultaneously, the analysis side of the study assists in the analysis of the impacts of these elements on the choices of employees to stay in or withdraw the organization. Primary and secondary data are used in the research to have a comprehensive and a balanced approach. Primary data has been obtained by use of employees of Jaika Motors, with a well-developed questionnaire that was aimed at capturing their perceptions, attitudes and their satisfaction level. Primary data can be applied to enhance the authenticity and relevance of the study since the primary data captures real-time experience of employees. The secondary information has been obtained through sources including academic journals, books on human resource management, information specific to the company and past research work. This assists in the formation of a sound theoretical basis, and knowledge of the overall picture of the job satisfaction and employee turnover.

The population of the study is made up of the employees in the various departments of the organization. A sample of respondents has been picked out of this population based on the convenience sampling method, mostly because of time and accessibility. Even though this approach can be a limitation to generalization, it applies well in exploratory, as well as organizational-level studies that might have restricted access to respondents. The number of samples is approximately 50 to 100 employees which is quite sufficient to define the patterns and make some significant conclusions within

the frames of the research. A structured questionnaire on the form of a Likert scale has been conducted as a means of data collection where the respondents will be requested to express their levels of agreement or satisfaction, on a scale between strongly disagree to strongly agree. The questionnaire is created with the objective of addressing various aspects of job satisfaction, which will encompass compensation, work environment, supervisor support, job security, promotion opportunity, and work-life balance. These variables will be chosen in regards to well-known theories and past studies, which guarantee content validity. In the analysis of the data, qualitative knowledge as well as quantitative methods have been used. The acquired information is grouped, tabulated and analyzed in statistical packages like percentage analysis and correlation. Percentage analysis is helpful in determining how employees are distributed in terms of responses and which areas show high and low levels of satisfaction. The proposed hypotheses are tested by analyzing the nature and strength of the relationship between job satisfaction and employee turnover using correlation analysis.

The variables to be taken as the independent and dependent variable in the study are job satisfaction and employee turnover (or turnover intention). Job satisfaction is discussed as a multidimensional construct that is determined by various intrinsic and extrinsic elements whereas employee turnover is considered as an outcome variable that displays the intention of employees to move out of the organization. The study will make an attempt to bring insights on the causes of employee attrition by examining how these two variables interact.

Hypothesis

Made in accordance with the objectives and literature review, the hypothesis is set as follows: Primary Hypothesis

H0 (Null Hypothesis): Jaika Motors does not show a strong correlation between job satisfaction and job turnover.

H1 (Alternative Hypothesis): There is a significant relationship between job satisfaction and employee turnover at Jaika Motors.

IV. COMPANY PROFILE: JAIKA MOTORS

Jaika Motors is a recognized and long-established automobile dealership located in Nagpur in Maharashtra. The organization was established in 1954 and has a long history of its presence in the automobile industry; it can be considered one of the most prominent dealerships in the Vidarbha region. The company has built a good relationship with leading automobile manufacturing companies over the years especially as a recognized dealer of the Tata Motors, and has also diversified into other networks dealing with other automobiles brands.

The organization is relying on a 4S (Sales, Service, Spares, and Pre-owned) model and thus provides end to end automotive solutions to the customers. This integrated business model helps the company to sustain long term relationship with its customers besides generating the necessary revenues across several verticals. Jaika Motors has also opened several showrooms and service facilities in Nagpur and other surrounding places, consolidating its market share and accessibility to their customers.

Organization wise, Jaika Motors has a varied work force who involve sales executives, service engineers, technicians, administrative staff and managerial staff. The company upholds the concept of customer satisfaction, efficiency related to operations, and employee performance as some of the core success strategies. The organization culture is usually seen as being dynamic and performance oriented especially in areas like sales and services where employees have to achieve targets and be interacting with customers at high rates.

Jaika Motors Management Organization adopts structural hierarchy where there are distinct boundaries of authority and accountability. As much as such a structuring guarantees control and coordination, it can also impose limits in making decisions at lower levels. The company has training and development programs that are used to improve the skills of the employees particularly in technical and customer service skills. Nevertheless, similar to numerous organizations within the dealership industry, it experiences employee retention issues, job satisfaction as well as job performance pressure.

Jaika Motors concentrate on recruitment, training, and performance assessment in the human resource practices. Nonetheless, there are employee-related

remarks of similar dealership settings stating that compensation structure, fewer chances of promotion, and concerns of job security might foster the level of employee satisfaction. These are especially crucial in a competitive industry where there are more than one employment options of skilled employees.

V. CONCEPTUAL FRAMEWORK

A conceptual framework also offers a theoretical framework that can be used to describe the relationship between various variables in the study. The research design in this study will focus on the relationship between employee satisfaction factors and employee turnover. Job satisfaction is viewed as a multidimensional concept, and it comprises a number of intrinsic and extrinsic issues that are all aimed at forming the overall perception of a job by an employee. These aspects are compensation, working environment, job security, career development, supervisory support, and work-life balance. All of these factors are important in defining the overall level of satisfaction in the employees.

On the other hand, employee turnover is considered the dependent variable, which is the intention of the employees to leave the organization. The concept of turnover intention is affected by the level of satisfaction or dissatisfaction that employees feel toward their job and before their organizational environment. It is driven by the assumption that the more the employees are satisfied on different dimensions of the job, the higher the likelihood that the employees would be committed to the organization. On the contrary, when employees feel unhappy with what is happening in the major domains like salary, promotion, or employee security/security, chances of them finding other jobs to work in are high hence the turnover is high. The framework also utilizes the conventional theories like Two-Factor Theory by Herzberg that separates hygiene factors and motivators. Hygienic causes such as salary and job security eliminate dissatisfaction whereas motivation origins such as recognition and career advancement increase satisfaction. These two sets of factors play significant roles in employee behavior.

Moreover, the framework is also justified by turnover models that explain dissatisfaction generates turnover intentions which is an evaluation of alternatives that culminates in resignation. This shows that early

diagnosis and control of dissatisfaction factors in the organization is important.

VI. DATA ANALYTICS AND RESULT

Data analysis section is an important aspect of converting raw data into valuable insights to aid decision-making. This paper has used structured questionnaires to gather information and data on the employees in order to determine the level of job satisfaction and its influence on employee turnover at Jaika Motors. The answers were scaled on a Likert scale and the answers represented as percentage to make the analysis easier. The review concentrates on major aspects of job satisfaction that include work environment, salary, promotions prospects, job security and work-life balance.

6.1 Employee Satisfaction Levels

Factor	Satisfaction Level (%)
Work Environment	75%
Salary	55%
Promotion	50%
Job Security	48%
Work-Life Balance	65%

Employee Satisfaction Levels

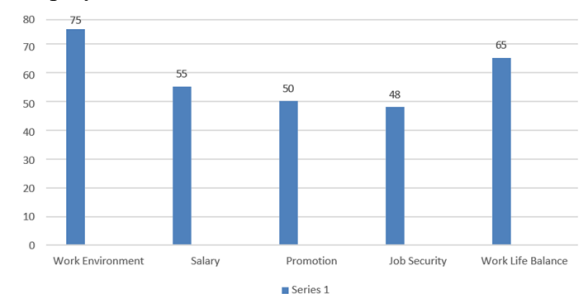


Fig 6.1 Employee Satisfaction Levels

Interpretation Of Data

The analysis has revealed that the greatest level of employee satisfaction lies in the work environment (75%), which implies that this organization has a positive and supportive work environment. This indicates good interpersonal relations, team work, and organizational climate, which are provided in employee engagement.

There is also a moderately positive response in the work-life balance (65), and it means that the workers can somehow balance between their work and personal life. Nonetheless, the opportunities of

workload pressure minimization and flexibility increase still exist. Conversely the salary satisfaction (55%) is very low, which raises the issue of structure of compensation. This can cause dissatisfaction among employees who might feel that their contribution and effort is not properly appreciated and this may come with time. The score of 50% on the promotion opportunities indicates that employees feel that there is a low career growth in the organization. The absence of the distinct promotion avenues may demoralize the staff and make them more likely to find opportunities elsewhere. The issue of lowest priority is job security (48%), that means that the staff feels rather unconfident about stability in their jobs. This issue directly and significantly affects turnover intention as workers are more likely to quit working in a company when they have no idea of their future.

VII. FINDINGS AND DISCUSSION

The present study on job satisfaction and employee turnover at Jaika Motors demonstrates a lot of information about employee attitude and dynamics within the organization. The analysis shows that job satisfaction in the organization is not the same in all the dimensions but is different based on intrinsic and extrinsic factors.

The relative degree of satisfaction with the working environment is one of the most noticeable study results, as it shows that employee satisfaction rates are rather high. This implies that the organization has managed to establish positive and cooperative culture where personal relationship and teamwork are appreciated. This kind of environment is very important in the development of employee engagement and commitment to the organization. This goes along with the motivational theories that clearly points out that a good workplace environment is crucial in promoting employee morale.

Nevertheless, the research also establishes significant dissatisfaction in services like salary, promotional prospects and job security. These are reasons commonly known as hygiene factors in classical motivation theories, which may not motivate employees in their existence but may cause dissatisfaction in their inexistence. The comparatively low levels of satisfaction in the areas imply that the employees might experience the feeling that their contribution is not being valued and appreciated

adequately. This perception may be associated with a decrease in motivation and slowdown in organizational commitment.

The question of job security arises as one of the most specific determinants that may affect the attitude of employees. When employees feel unsure about their job, they will tend to develop stress and anxiety hence it will hurt their overall job satisfaction. This, in its turn, raises their propensity towards finding other means of employment. Equally, restricted career advancement and promotion holidays are factors that make the employees feel stagnated hence reinforcing their will to quit the job.

The results also show that there is an inverse correlation between job satisfaction and employee turnover. Workers who show reduced degrees of satisfaction on the major areas tend to have a higher turnover intention. This correlation is in line with the theoretical literature, which indicates the withdrawal tendencies that are dissatisfaction concerns that translate into absenteeism and subsequent resignation.

On the whole, the discussion shows that although the company has a good track record at ensuring the creation of a favorable working environment, there are some important areas that require improvement regarding compensation, career advancement, and job security to minimize staff turnover and increase overall organizational performance.

VIII. RECOMMENDATIONS

According to the results of the study, it is clear that strategic and well-structured approach is essential in enhancement of job satisfaction and employee turnover. One of the aspects that the organization ought to work on is the creation of the more competitive and performance-based compensation system which serves to align the effort of the employees with the rewards. Fair and transparent salary structure can ensure extreme motivation and satisfaction among the workers.

Also, clear and well-defined career growth paths in the organization have to be developed. Promotions and skill development opportunities to the employees should also be availed, which boosts their competencies, in addition to their commitment to the company. This may be crucial with regular training and development programs.

Other important areas that must be improved include improving job security. The organization is supposed to embrace the culture of effective communication and offer employees a feeling of stability and assurance about their roles. This would be useful in developing trust and minimizing doubt in employees. In addition, the emotional attachment between employees and the organization can be reinforced by adopting powerful employee engagement tools like feedback systems, reward schemes and participative decision-making. The management can provide a sense of belonging and ownership by getting the employees actively participated in the processes of the organization.

Work-life balance must also be given importance in imposing some flexibility in working hours and the pressure of a heavy workload. This will not just make the employees well, but also increase productivity and job satisfaction.

IX. FUTURE SCOPE

The current research is quite informative in relation to job satisfaction and employee turnover, though they also create areas of research. The scope can be broadened in future research by involving several automobile dealerships or other organizations in the same industry to offer a wider outlook.

Also, a researcher will be able to use more sophisticated statistical methods like regression, factor analysis, or structural equation modeling to learn more about variable relationships. Longitudinal study may also be done to understand how the employee satisfaction and turnover vary with period of time.

The influence of the new trends, including digital HR practices, employee analytics, and artificial intelligence on enhancing job satisfaction and turnover reduction can be studied in further research as well. Furthermore, interviews and case studies are more likely to give a broader perspective of the experiences of the employees and the practices of the organizations by means of qualitative studies.

X. CONCLUSION

At the end of the research, the authors assume that job satisfaction is a significant factor determining employee retention and company prosperity. In the context of It is important to note that although the organization has managed to establish a good and

favorable working environment, there are still a lot of hurdles on the compensation, career development and job security front. The study confirms that employee dissatisfaction in these critical aspects results in high turnover intents amongst the employees, consequently impacting organizational stability and performance. The inverse relationship between job satisfaction and turnover shows the need to approach the needs of employees in an integrated approach. In the current competitive business world, organizations should note that workers are there to stay as assets and that their satisfaction determines the level of productivity and customer satisfaction as well as the overall effectiveness of organizations as a whole. Proactive human resource practices and putting emphasis on employee welfare can help an organization to minimize turnover and create a more motivated and committed workforce.

Finally, the increase in job satisfaction is not a simple HR task but a strategy that leads to the enduring organizational development and sustainability.

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