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# A STUDY ON JOB SATISFACTION AT JTEKT INDIA LIMITED

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## INTRODUCTION

Job satisfaction is one of the most important aspects of human resource management in any organization. It refers to the level of satisfaction and happiness employees experience in their workplace while performing their duties and responsibilities. Employee satisfaction depends on several factors such as salary, working environment, job security, career growth opportunities, welfare facilities, relationship with supervisors, recognition, and organizational culture. Employees who are satisfied with their jobs are generally more productive, committed, motivated, and loyal to the organization. On the other hand, dissatisfied employees may experience stress, low morale, absenteeism, and reduced efficiency, which can negatively affect organizational performance. In the modern business environment, organizations focus on improving employee satisfaction because it directly contributes to organizational growth and competitiveness. This study focuses on analyzing the level of job satisfaction among employees working at JTEKT India Limited and identifying the factors influencing employee satisfaction and motivation.

## INDUSTRY PROFILE

The automobile and automotive component industry is one of the largest and fastest-growing industries in the world. The industry plays a significant role in economic development by generating employment opportunities, encouraging industrial growth, and contributing to exports. The automotive industry includes vehicle manufacturers, automobile component producers, suppliers, dealers, and service providers. Technological developments such as electric vehicles, autonomous driving systems, connected vehicles, and sustainable manufacturing practices are transforming the industry rapidly. India has emerged as one of the major automobile manufacturing hubs globally due to increasing domestic demand, government support, and availability of skilled labor. The automotive component industry supports vehicle manufacturers by producing steering systems, bearings, driveline components, braking systems, and various precision parts required for automobiles. The industry contributes significantly to India's GDP and industrial output. Companies in this sector continuously focus on quality improvement, innovation, cost reduction, and customer satisfaction to remain competitive in the global market.

## COMPANY PROFILE

JTEKT India Limited is a leading manufacturer of automotive and industrial components in India. The company is a subsidiary of JTEKT Corporation, Japan, and operates as part of the global JTEKT Group. The company primarily manufactures steering systems, driveline components, bearings, and precision products used in passenger cars, commercial vehicles, tractors, and industrial applications. JTEKT India serves major automobile manufacturers such as Maruti Suzuki, Toyota Kirloskar Motor, Tata Motors, and Mahindra & Mahindra. The organization has manufacturing facilities located in different parts of India including Gurgaon, Bawal, Dharuhera, Sanand, and Sriperumbudur. The company focuses strongly on quality management, innovation, research and development, sustainability, and employee welfare. JTEKT India has implemented advanced manufacturing technologies and environmental initiatives to reduce energy consumption and improve operational efficiency. The company has received several awards and recognitions for quality management and contribution to the automotive industry.

## REVIEW OF LITERATURE

A review of literature helps in understanding previous studies and research conducted regarding job satisfaction and employee behavior. According to Michael Armstrong (2006), job satisfaction is an important factor that influences employee performance, productivity, and organizational commitment. Peter Drucker (1954) emphasized that employees are valuable organizational assets and organizations must create a supportive environment to improve employee morale and satisfaction. Murphy (2011) explained that employee satisfaction increases when organizations provide proper feedback, recognition, and career growth opportunities. Bhat and Rajashekhar (2021) identified that employee resistance to change and lack of effective communication are major barriers affecting organizational performance and employee satisfaction. Kumar et al. (2020) stated that customer satisfaction and employee satisfaction are interconnected because motivated employees contribute positively toward organizational goals. Shahin and Dabestani (2020) found that leadership, training, and process improvement are important factors influencing employee satisfaction and organizational effectiveness. Khanna et al. (2019) emphasized the importance of total quality management practices and employee involvement in improving organizational success. Previous studies clearly indicate that working conditions, salary, leadership style, communication, job security, and career opportunities significantly influence employee satisfaction levels.

## RESEARCH METHODOLOGY

Research methodology refers to the systematic process used to collect, analyze, and interpret data for achieving research objectives. The present study adopted a descriptive research design to understand employee satisfaction levels at JTEKT India Ltd. Both

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primary and secondary data sources were used in the study. Primary data was collected through structured questionnaires distributed among employees of the organization. The questionnaire included questions related to working conditions, salary, job security, welfare facilities, communication, management support, and career development opportunities. Secondary data was collected from books, journals, company reports, websites, and previous research studies. The total population for the study consisted of employees working in the organization, and a sample size of 120 respondents was selected using simple random sampling technique. Statistical tools such as percentage analysis, chi-square test, correlation analysis, and ANOVA were used for data analysis and interpretation. The methodology helped in identifying employee perceptions and the factors influencing job satisfaction.

## DATA ANALYSIS

The analysis of collected data revealed important insights regarding employee satisfaction at JTEKT India Ltd. The majority of respondents were male employees and most employees belonged to the age group of 31–40 years. A significant percentage of respondents expressed satisfaction with their jobs and considered the working environment supportive and comfortable. Employees agreed that management involved them in organizational decisions and provided opportunities to utilize their skills and talents. Many respondents expressed satisfaction regarding physical working conditions and flexibility in working hours. However, some employees remained neutral regarding welfare facilities and communication between supervisors and employees. Salary expectations and job security emerged as important concerns among employees. Statistical analysis using chi-square test showed a significant relationship between employee age and promotion opportunities. Correlation analysis indicated a slight negative relationship between work experience and satisfaction regarding working environment. Overall, the analysis showed that employees were generally satisfied with organizational practices while expecting improvements in certain areas.

## FINDINGS

The study identified several findings regarding employee satisfaction at JTEKT India Ltd. Most employees were satisfied with their working conditions and organizational culture. Employees appreciated management involvement, career development opportunities, and supportive workplace relationships. A majority of respondents believed that the company provided opportunities to utilize their knowledge and skills effectively. Employees were also satisfied with physical working conditions and flexibility in working hours. However, certain employees expressed concerns regarding salary structure, job security, and welfare facilities. Neutral responses regarding communication and welfare measures indicate the need for better employee engagement and organizational support. Statistical analysis confirmed that age and promotion opportunities were significantly related. Overall, the findings suggest that JTEKT India maintains a positive work environment while still having opportunities for improvement in employee welfare and compensation practices.

## SUGGESTIONS

The organization should focus on improving job security measures to increase employee confidence and commitment toward the company. Welfare facilities and employee benefits should be enhanced to improve overall employee satisfaction. Management should provide additional training and development programs to improve employee skills and career growth opportunities. The company can strengthen communication between supervisors and employees through regular meetings, feedback sessions, and employee engagement programs. Competitive salary packages and performance-based incentives should be introduced to improve employee motivation and reduce turnover. Recognition and reward systems can also encourage employees to perform better and remain committed to organizational goals. Flexible working arrangements and work-life balance initiatives may further improve employee morale and productivity. The organization should continue maintaining a positive work culture and transparent policies to strengthen employee trust and satisfaction.

## CONCLUSION

Job satisfaction is a crucial factor that influences employee performance, productivity, motivation, and organizational success. The study conducted at JTEKT India Limited revealed that most employees are satisfied with their jobs and appreciate the organization's supportive working environment, leadership involvement, and opportunities for growth. Employees expressed positive opinions regarding management support, physical working conditions, and skill utilization opportunities. However, certain aspects such as salary packages, welfare facilities, and job security require improvement. Organizations that focus on employee welfare, communication, recognition, and career development can create a more motivated and committed workforce. JTEKT India has established a strong foundation for employee satisfaction and can further improve organizational effectiveness through continuous employee engagement and supportive HR practices.

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