

# ***Employee Satisfaction at Maruti Suzuki India Limited***

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## **Abstract**

*This research paper focuses on Employee Satisfaction Level of Maruti Suzuki India Ltd. (MSIL). Job satisfaction can be defined as a person's emotional response to aspects of work (such as salary, supervision, and benefits) or to the work itself. Job satisfaction as a combination of psychological, physiological and environmental circumstances that judge a person's satisfaction with the job. Nine factors were identified that influenced job satisfaction. These were creativity, leadership, health and safety, teamwork, ethics and values, expectations and your role, recognition and rewards, training and policies and practices. Based on these parameters, a questionnaire was designed and administered to the employees of Maruti Suzuki India Ltd. (MSIL). Analysis was done to find employee satisfaction index (ESI) in Maruti Suzuki India Ltd. (MSIL). Also analysis was done on each of the nine parameter. Depending upon the Data analysis, general observations, suggestions and recommendations have been listed down in the closing note of the article.*

**Key words:** - MSIL, Leadership, Health & Safety, Teamwork, Ethics & Value, Expectations & your role, Recognition and Rewards, Training and Policies & Practices.

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## **1. INTRODUCTION**

Job satisfaction is an employee's general attitude towards the job. The father of scientific management, Taylor's approach to job satisfaction was based on a most pragmatic and essentially pessimistic philosophy that man is motivated by money alone. Over the years we have moved away from Taylor's solely monetary approach to a more humanistic orientation. New dimensions of knowledge are added everyday and with increasing understanding of new variables and their interplay, the field of job satisfaction has become difficult to comprehend.

## **2. OBJECTIVE OF THE ARTICLE**

Article aims at finding out the employee satisfaction level in Maruti Suzuki India Limited (MSIL) by taking into account certain parameters which will help us in knowing the level of job satisfaction among the employees of an organization. Some of the parameters are:

- Leadership
- Health and Safety
- Teamwork
- Ethics and Values
- Expectations and Your Role
- Creativity
- Recognition and rewards
- Training
- Policies and Practices

The article aims to analyze the data and provide comprehensive solutions for the employee satisfaction after a comprehensive analysis of the data.

### **3. VALUE ADDITION**

#### ***To the Company***

- The article aims to find a detailed knowledge about employee satisfaction levels.
- This will help the management in finding solutions for the improvement of satisfaction levels of the company.
- The top Management will be able to identify, classify and list the parameters against which the employee satisfaction can be suitably measured.
- Amongst the important parameters the organization can narrow down on a factor/series of factors which are extremely important and vital for employee satisfaction.
- Taking the above point into consideration the organization can go in for a detailed, exhaustive and in depth policy framework which lays special emphasis on the vital factors.

#### ***To the Researcher***

- The article aims to equip the researcher with nuances of the factors which impinge and influence factors affecting employee satisfaction.
- This will help in giving the researcher a hand on experience and a learning with respect to problems faced by the organization in maintaining a high level of Employee satisfaction among its employees.

### **4. Why Employee Satisfaction?**

- View of Frederick Reichheld – Relationship between
- Employee satisfaction a Customer satisfaction
- According To HBR article
- Employee satisfaction + Customer satisfaction  
= Sustained Profitability

#### ***Maslow's Hierarchy of Needs***

- Physiological needs (Basic pay etc.)
- Safety or security needs (Job security)
- Social needs (Good Coworkers)
- Esteem needs (Important projects, recognition)
- Self actualization needs (challenging projects)

#### ***Measurement of Satisfaction***

- Role of Surveys
- Employee Satisfaction Index

#### ***The Service-Profit Chain***

- Profit and growth are stimulated primarily by customer loyalty.
- Loyalty is a direct result of customer satisfaction.
- Satisfaction is largely influenced by the value of services provided to customers
- Value is created by satisfied, loyal and productive employees.
- Employee satisfaction, results primarily from high-quality support services and policies that enable employees to deliver results to customers.

### **5. ABOUT THE QUESTIONNAIRE**

The Questionnaire consist of 4 headings – H.R. Policies, Corporate Culture, Health and Safety, Leadership and total of 21 questions covering all the parameters.

## 6. SCORING PATTERN

Disagree Stongly	Option 1	1 Mark
Disagree Somewhat	Option 2	2 Mark
Neutral	Option 3	3 Mark
Agree Somewhat	Option 4	4 Mark
Agree Strongly	Option 5	5 Mark

## 7. SATISFACTION SCORE

- 3> Satisfactory <4
- 4.25> Highly Satisfied <5
- 2> Dissatisfied <3
- < 2 Highly Dissatisfied.

The reason behind considering this score as satisfactory is as follows:

It is not possible to satisfy each and every employee. Every Employee has his personal choice and preference and one's satisfaction may be dissatisfaction for another. Therefore dissatisfaction and satisfied both are there in the option to find the aggregate of the five.

Secondly a person may be satisfied with one question but dissatisfied with another, so when calculating his aggregate, his overall score is pulled down by dissatisfaction caused by other points.

## 8. ANALYSIS OF DATA

**DATA Generated from survey :** Following table shows the employee satisfaction of employees of Maruti Suzuki India Ltd. The following figures are the average of all the answers that were filled by the particular employee.

**Table 1 : Employee Satisfaction Level**

Employee	Satisfaction Score	Result
E1	3.39	S
E2	2.86	DS
E3	3.21	S
E4	3.07	S
E5	4.14	MTS
E6	3.68	S
E7	3.75	S
E8	3.71	S
E9	4.89	HS
E10	4.18	MTS
E11	4.89	HS
E12	2.29	DS
E13	4.29	HS
E14	4.36	HS
E15	4.46	HS
E16	4.07	MTS
E17	3.5	S
E18	3.29	S
E19	3.64	S
E20	4.5	HS
E21	3.54	S
E22	3.89	S
E23	3.79	S
E24	4.46	HS
E25	3.32	S
E26	4.07	MTS

HS — Highly Satisfied

MTS — More Than Satisfied

S — Satisfied

DS — Dissatisfied

**Table 2 : Comparision Between Actual Satisfaction Level (As Calculated By Questionnaire) And that Stated Directly By the Employee**

Employee	Satisfaction Level As an Average of All Questions	Satisfaction Level As Directly Stated by the Employee
E1	3.39	2.86
E2	2.86	2.14
E3	3.21	2.86
E4	3.07	4.29
E5	4.14	3.57
E6	3.68	2.86
E7	3.75	3.57
E8	3.71	2.86
E9	4.89	5
E10	4.18	4.29
E11	4.89	5
E12	2.29	2.86
E13	4.29	4.29
E14	4.36	2.86
E15	4.46	4.29
E16	4.07	4.29
E17	3.5	2.14
E18	3.29	2.86
E19	3.64	3.57
E20	4.5	2.86
E21	3.54	2.86

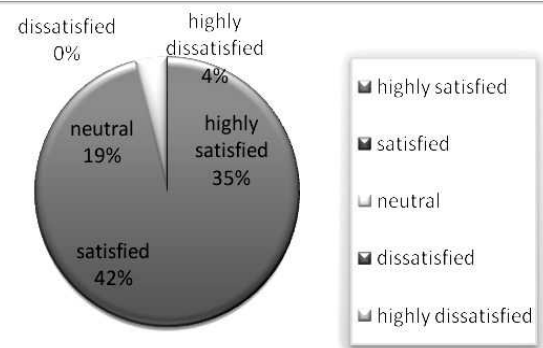
E22	3.89	3.57
E23	3.79	3.57
E24	4.46	5
E25	3.32	2.86
E26	4.07	3.57
AVERAGE	3.82	3.49

# Average score in both the cases is at the satisfaction level.

### 9. ESI AS PER PARAMETER

#### (a) Leadership :

**Questions covered :** Q1, Q2 and Q3- under the head leadership. The survey shows that the satisfaction level of employees in MSIL as per leadership aspect is satisfactory as only 4% employees were dissatisfied. But the percentage of employees who were either very satisfied or satisfied is = 35+42=77%. So we can infer that the MSIL is doing well as leadership is concerned.



**Fig 1.**

#### (b) Health and Safety

**Questions covered :** All questions under the head Health & Safety. The survey shows that the satisfaction level of the employees in MSIL as per the Health and Safety aspect is very satisfactory as 31+65=96% of employees are either satisfied or highly satisfied with health and safety levels at

MSIL. So we can infer that MSIL shows deep concerns for its employee health and safety and needs to maintain this level of satisfaction among the employees.

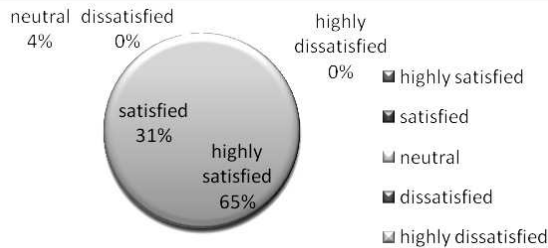


Fig. 2

**(c) Teamwork**

**Questions covered :** Q5a, Q5b- under the head H.R. policies. Q2a and Q2b- under the head corporate culture. Above shown chart clearly depicts the level of satisfaction among the employees concerning Teamwork. Only 17+38=55% of the employees are satisfied with the amount of teamwork, but a major fraction i.e 45% of employees still end up being neutral. The survey thus shows that MSIL needs to concentrate on improving the scenario.

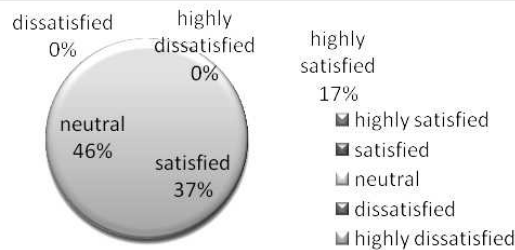


Fig. 3.

**(d) Ethics and values**

**Questions covered :** Q4- under the head Corporate Culture. Above shown chart clearly depicts the level of satisfaction among the employees concerning Ethics and Values of MSIL.

Only 35+27=62% of the employees are satisfied with the Ethics and Values of MSIL, but a major fraction i.e 15+19+4=38% of employees still end up being neutral or dissatisfied. The survey thus shows that MSIL needs to concentrate on improving the scenario.

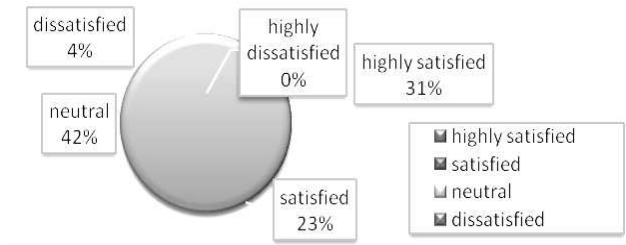


Fig. 4

**(e) Expectations and Your Role**

**Questions covered :** Q3- under the head H.R. policies. Q1a, Q1b- under the head Corporate Culture. The survey shows that 52+28=80% of the employees at MSIL are satisfied with their roles and expectations in the organization. So the overall level of employee satisfaction is satisfactory. Majority of the employees feel that their job duties are clearly spelled out and they are given enough authority to make decisions they need to make.

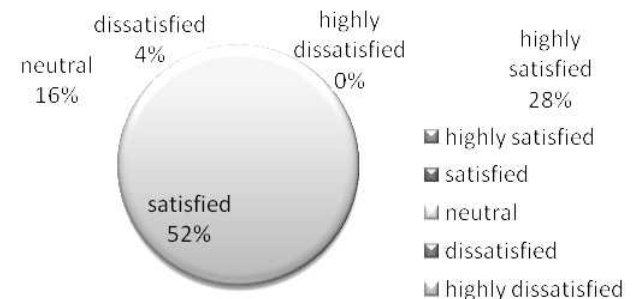


Fig. 5.

**(f) Creativity**

**Questions covered :** Q3- under the head corporate culture. The survey clearly shows that as far as Creativity aspect is concerned; only 12+42=54% of



the employees are satisfied. A major proportion of employees (38%) tends to stay neutral. This shows that the employees of MSIL are not rewarded for improving their work processes. MSIL needs to throw some light at this situation and needs to improve the present conditions.

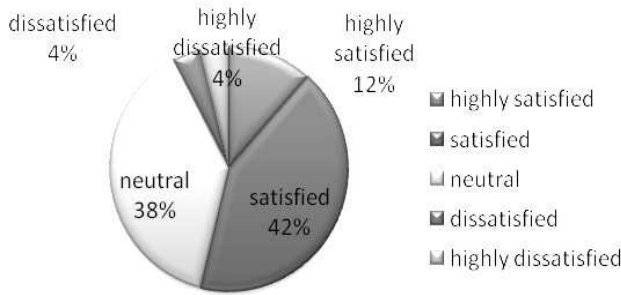


Fig. 6.

**(g) Recognition and Rewards**

**Questions covered :** Q2a, Q2b, Q4a, Q4b and Q8- under the head H.R. policies. The survey clearly shows that 46+27=73% of employees are at the satisfactory level, which is in fact good. This parameter is vital for overall job satisfaction of an employee. Rewards and recognition is major motivation factor that an organization employs. Number of employees dissatisfied in this parameter is as low as 4%.

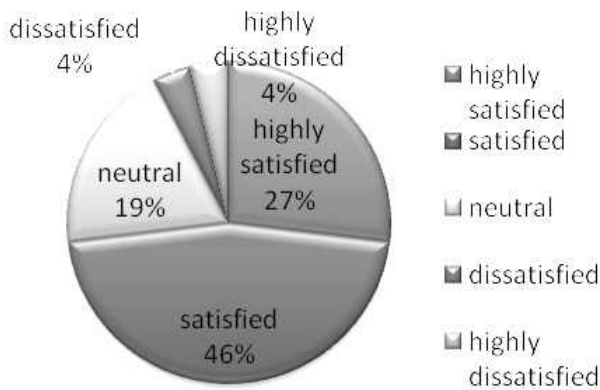


Fig. 7.

**(h) Training**

**Questions covered :** Q7- under the head H.R. policies. The above figure shows that 57+27=84% of the employees are satisfied with the training program provided by MSIL. This shows that training provided by MSIL is very good and helps employees in understanding their work better. Number of dissatisfied employees is as low as 4% which can be dealt with further innovations.



Fig. 8.

**(i) Policies and Practices**

**Questions covered:** Q5- under the head Corporate Culture. The survey shows that satisfaction of employees with regard to this parameter is not satisfactory. Overall 35+27=62% of the employees are satisfied with it. Around 38% of the employees remain neutral or dissatisfied with the policies and practices followed by MSIL.



Fig. 9.

## 10. ESI PIE CHARTS

Following are the 9 Pie charts, which are represented to show the results of the Questionnaire on the basis of the 9 fields of the Questionnaire.

## 11. FINDINGS AND OBSERVATIONS

- ❖ The employees are satisfied with the leadership of top management of MSIL. They feel satisfied with the level of concern for the employees.
- ❖ The employees are much happy with the concern of MSIL towards their Health & Safety.
- ❖ The employees also feel that team-spirit among them should be raised so as to achieve the organizational goals.
- ❖ The satisfaction towards job is comparatively less among the employees. This is because of the fact that Ethics & Values of an organization are designed keeping an eye on the organizational goals rather than employee concern.
- ❖ The training is provided to the employees, and the employees are very much satisfied with the amount of training they had received.
- ❖ The employees are overall satisfied with the job design because their work is clearly defined and they have been given free hand to perform their jobs.
- ❖ The level and clarity of communication and flow of information is quite satisfactory in MSIL and employees are happy with that.
- ❖ The employees want that a proper feedback must be given to them as to why their promotions have been withheld (whenever this happens).

- ❖ They are happy with the level of interaction they have with their superiors (interaction level is adequate).
- ❖ All the employees perceive that the organization has a bright future.

## 12. RECOMMENDATIONS

- ❖ The Performance Appraisal System of the organization should be made more transparent because every employee wants to know what all parameters are considered while deciding about promotions, rewards and benefits etc.
- ❖ Job relocation must be done from time to time for the employees working on the administrative/clerical jobs, so as to make their jobs interesting and help them pick – up new skills.
- ❖ The Department Heads must meet their subordinates regularly to find out their problems. This will boost the morale of the employees and motivate them to work better.
- ❖ The employees must be given time – to – time feedback on their work and must be told to improve in the areas the management feels the employees are lacking.
- ❖ The employees should also be given constructive feedback and recognition for any extra-ordinary effort made by them while performing their job.

There is good coordination among the employees, and even the employees working in different departments in MSIL cooperate with each other. There is an employees' union, which takes up the issues related to the employees. This level of satisfaction can be seen among all grades of employees though it is somewhat lesser in lower level employees.

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