

Organizational factors that influence job satisfaction in a company from automotive industry

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Abstract. The aim of this paper is to present the most important organizational factors that influence job satisfaction in many companies from automotive industry. Therefore, we have firstly analyzed several theoretical aspects in the specialty literature regarding the factors that influence employee satisfaction. Secondly, we have developed a research based on questionnaire in a branch plant of an international organization in automotive industry. There are many factors that place the automotive industry ahead of other areas of activity in terms of maintaining high work satisfaction among employees. We have found which of these factors have a great impact on job satisfaction in the studied branch plant: the lunch vouchers received by employees, the microclimate at work (light, silence, lack of emissions etc.), the relationship with hierarchical boss, the work schedule (duration and time interval), the organization's support in solving personal problems, the clarity of the received tasks and others.

1. Introduction

In the last half century, many specialists have focused on Herzberg's theory to explain work satisfaction [1-4]. Several surveys have concluded that intrinsic motivational factors are more strongly related to the concepts of satisfaction and dissatisfaction than the extrinsic motivational factors [2].

In the last decade, specialists have identified ten organizational variables that influence employee satisfaction [5]:

- Organization development;
- Policies of compensation and benefit;
- Promotion and career development;
- Job satisfaction;
- Job security;
- Working environment and condition;
- Relationship with the supervisor;
- Work group;
- Leadership styles;
- Other factors, like: feedback and encouragement, feeling of belonging to the group, use of high technology at work.

On one hand, we have found that, in part, these variables are interdependent. By example, besides financial rewards, there are many other factors that influence job satisfaction, like: good working conditions, relationship between supervisors and subordinates, availability of effective human

resources structures, efficient dissemination of information from management to subordinates, and achieving challenging goals [6]. On the other hand, we have noticed that some specialists have emphasized the relationship between job satisfaction and organizational performances [7, 8], and other have been concerned on the employee psychological well-being, as emotional factor affecting his/her work performance [9, 10]. An important conclusion drawn from the specialty literature is that income and other material rewards are in most cases unimportant to happiness [11].

Taking into account all considerations above, we have developed our selective research based on simple questions and easy to understand by respondents, choosing only the most important factors that influence the job satisfaction in the automotive industry.

2. Research in a branch plant of an international organization in the automotive industry

We have conducted the research regarding the organizational factors that influence job satisfaction in a branch plant of an international organization in automotive industry in Sibiu County, Romania, in which the organizational culture is based on respect, fidelity and cooperation. Even this branch plant has been founded expressly for production activities, in the last years its top management has also developed here various research activities.

One of the reasons we have chosen this factory was the discover that we have made in a previous research [12] that its management has developed here a “culture of communication”, in the sense proposed by specialists: communication builds trust, stimulates employees to bring creative suggestions, helps management in decision making, stimulates engagement and better performance in the changing scenario [13].

2.1. Methodology

We have developed a research based on questionnaire. We have selected 100 respondents from all compartments, covering all jobs and occupational levels.

The most important group of questions was related to five groups of organizational factors affecting job satisfaction: general labor conditions, financial motivations, hierarchical relations, profession, and workplace climate. At each analyzed organizational factor, respondents have had to choose the variant corresponding to the importance of respective factor (“not important”, “minor importance”, “important”, or “very important”) and the variant corresponding to their own satisfaction with that factor (“not at all satisfied”, “slightly satisfied”, “satisfied”, or “very satisfied”).

We have noted the importance of a factor with I and have evaluated this importance using the following scale: 0 points for the variant “not important”, 1 point for “minor importance”, 2 points for “important” and 3 points for “very important”. The respondents’ satisfaction was noted with S and was evaluated with a similar scale: 0 points for “not at all satisfied”, 1 point for “slightly satisfied”, 2 points for “satisfied” and 3 points for “very satisfied”.

The final score F obtained for a factor was determined with the relation:

$$F = I \times S \quad (1)$$

So the final score can take values between 0 and 9. In our statistical analysis, we have noted for each factor with $\bar{I}$, $\bar{S}$, respective $\bar{F}$ the mean of importance, of satisfaction and of final score. The variance of responses collected for a factor was noted with $Var(I)$ for importance, $Var(S)$ for satisfaction and $Var(F)$ for final score. Taking into account that I and S are independent variables, we have used the variance of final score the following relation [14]:

$$Var(F) = Var(I) \times Var(S) + Var(I) \times \bar{S}^2 + Var(S) \times \bar{I}^2 \quad (2)$$

2.2. Results

The first analyzed group of organizational factors that affect job satisfaction has included four general labor conditions: work schedule (duration and time interval), breaks during working hours, microclimate at work (light, silence, lack of emissions etc.), and opportunities for career development (figure 1).

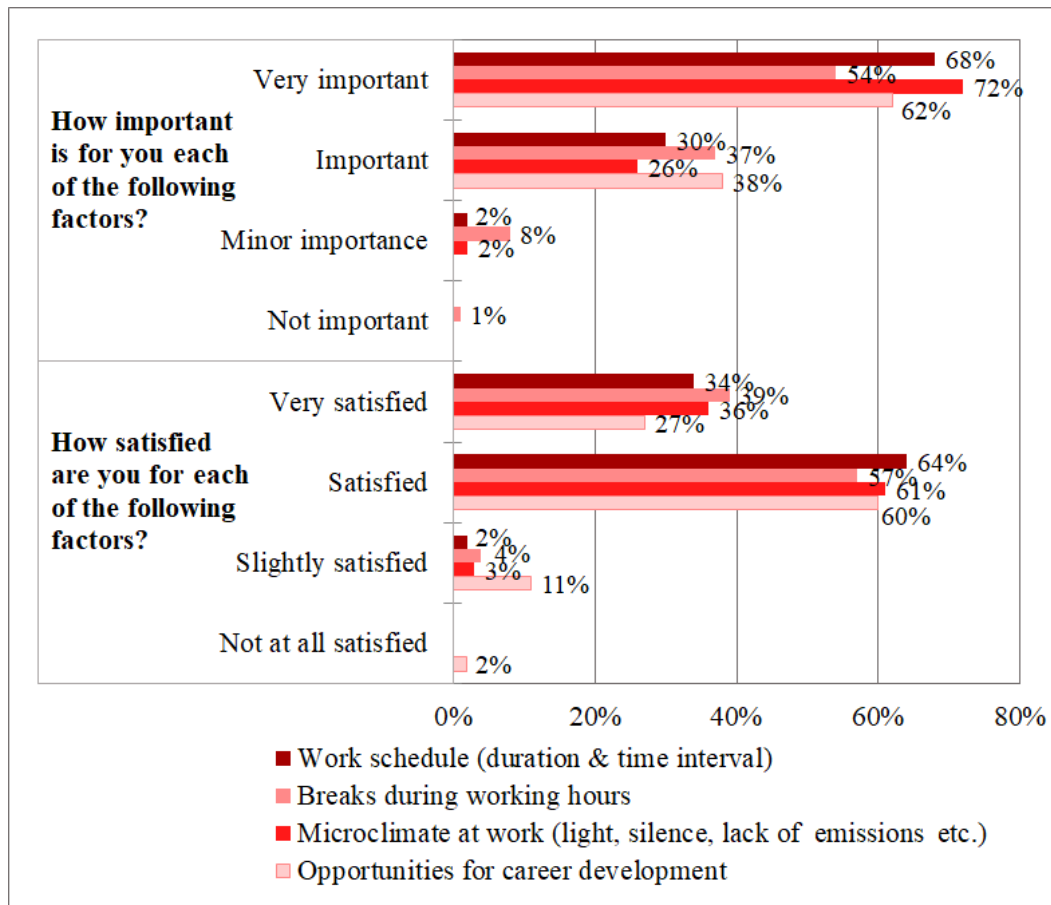


Figure 1. Importance of general labor conditions and employees' satisfaction related to them.

Table 1 contains statistical parameters obtained for the organizational factors from the group of general labor conditions. Responses regarding all these factors are homogenous, homogeneity coefficients being under 0.3 or a little over 0.3. We observe that microclimate at work and work schedule are real strengths for the automotive industry (mean 6.291, respective 6.171).

Table 1. Statistical parameters for the general labor conditions.

The factor	Importance (I)				Satisfaction (S)				Final score (F)			
	Mean	Variance	St. Dev. ^a	HC. ^b	Mean	Variance	St. Dev. ^a	HC. ^b	Mean	Variance	St. Dev. ^a	HC. ^b
Work schedule	2.66	0.264	0.514	0.193	2.32	0.258	0.508	0.219	6.171	3.314	1.820	0.295
Breaks	2.44	0.466	0.683	0.280	2.35	0.308	0.555	0.236	5.734	4.550	2.133	0.372
Microclimate	2.70	0.250	0.500	0.185	2.33	0.281	0.530	0.228	6.291	3.477	1.865	0.296
Career opportunities	2.62	0.236	0.485	0.185	2.12	0.446	0.668	0.315	5.554	4.223	2.055	0.370

^a St. Dev. = Standard deviation

^b HC. = Homogeneity coefficient

The second group of organizational factors that affect job satisfaction has included several financial motivations (figure 2). Looking at statistical analysis (table 2), we observe that lunch tickets /vouchers surprise us with the highest mean (almost 7) of the factors list.

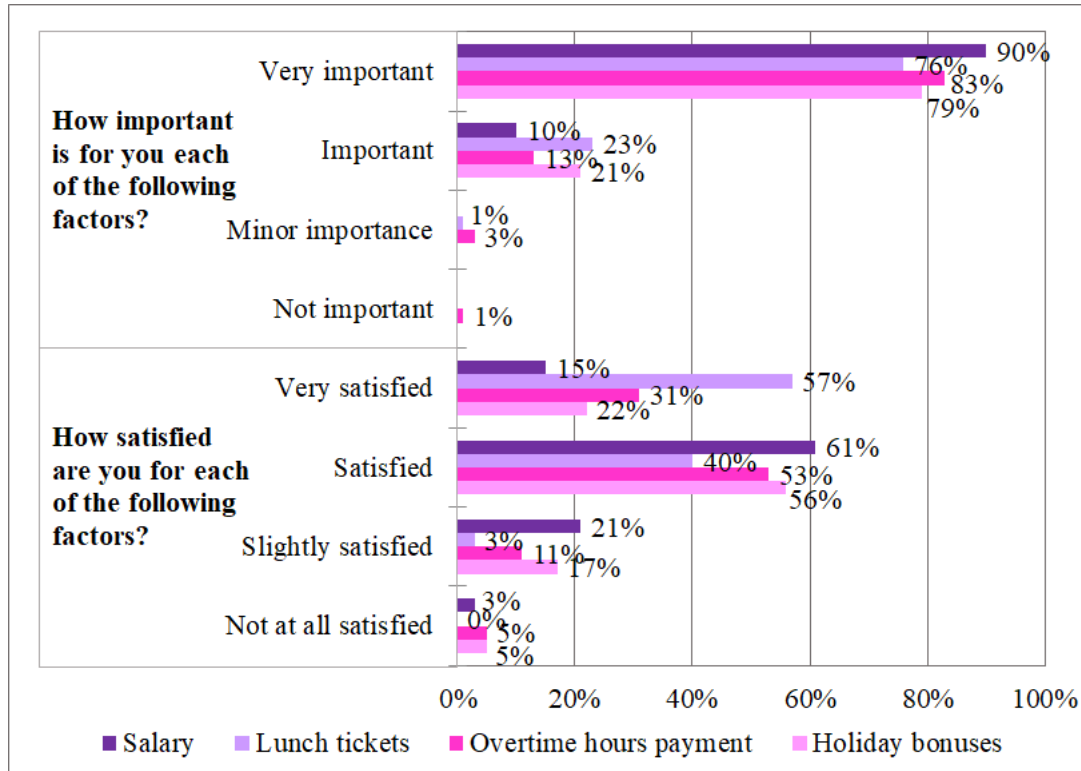


Figure 2. Financial motivations and employees' satisfaction related to them.

Table 2. Statistical parameters for financial motivations.

The factor	Importance (I)				Satisfaction (S)				Final score (F)			
	Mean	Variance	St. Dev. ^a	HC. ^b	Mean	Variance	St. Dev. ^a	HC. ^b	Mean	Variance	St. Dev. ^a	HC. ^b
Salary	2.90	0.090	0.300	0.103	1.88	0.466	0.682	0.363	5.452	4.276	2.068	0.379
Lunch tickets	2.75	0.208	0.456	0.166	2.54	0.308	0.555	0.219	6.985	3.735	1.933	0.277
Overtime hours payment	2.78	0.292	0.540	0.194	2.10	0.610	0.781	0.372	5.838	6.178	2.486	0.426
Holiday bonuses	2.79	0.166	0.407	0.146	1.95	0.588	0.766	0.393	5.441	5.301	2.302	0.423

^a St. Dev. = Standard deviation

^b HC. = Homogeneity coefficient

In a similar manner, we have analyzed four factors that define the hierarchical relations of an employee (figure 3) and four factors regarding the importance of profession for employees (figure 4). Looking at figures 3 and 4, we observe that most of respondents have appreciated these factors being very important, according to maximum on the evaluation scale (3 points), but they are only satisfied of these factors (2 points on the evaluation scale).

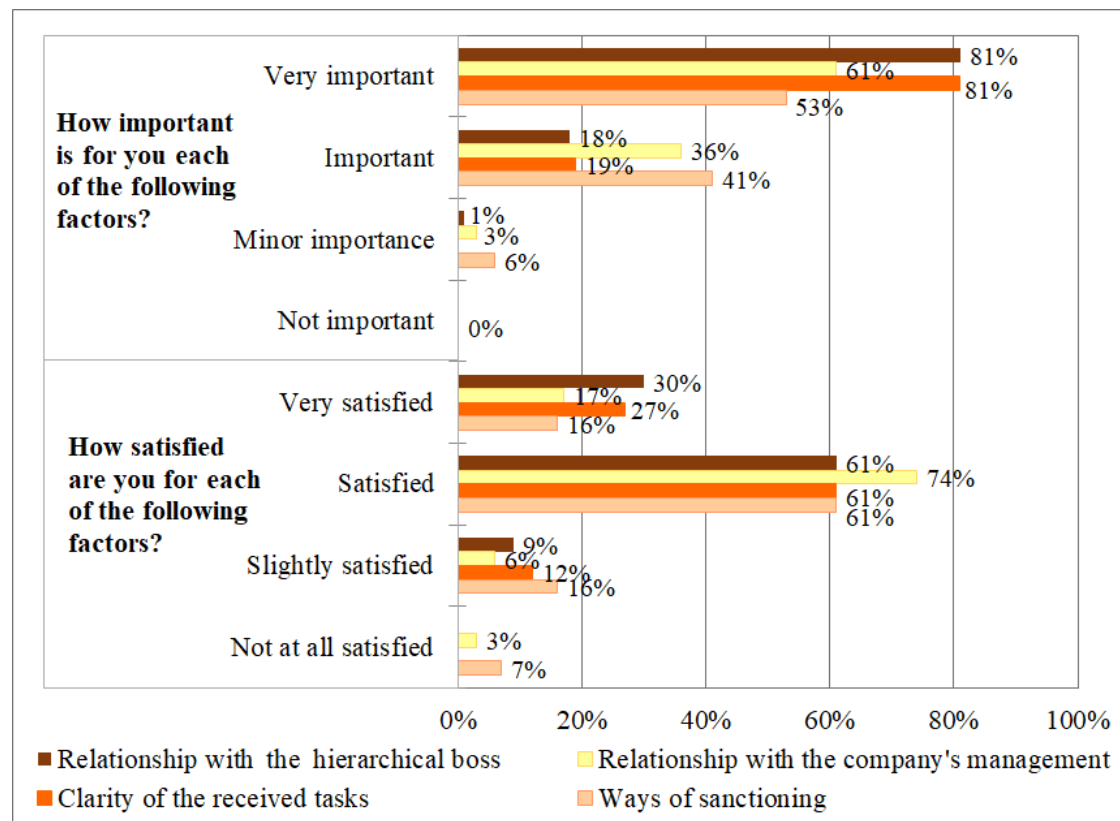


Figure 3. Hierarchical relations and employees' satisfaction related to them.

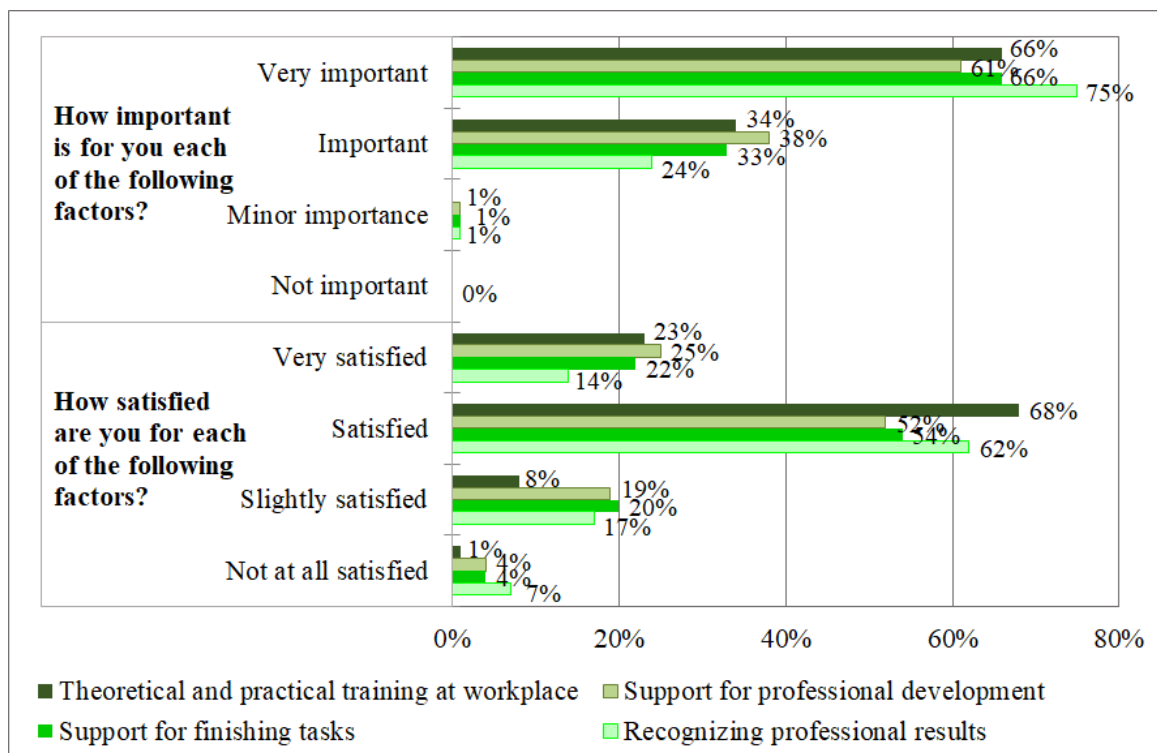


Figure 4. Factors regarding the importance of profession for employees.

The statistical analysis of hierarchical relations (table 3) shows that relationship with hierarchical boss is on the first place in this group of factors (mean of final score being 6.188), and clarity of the received tasks is on the second (mean 6.042). Therefore we affirm that a strong point of the branch plant is the way in which the right people are chosen as operational managers. It seems that these people have solid professional knowledge, high communication abilities and the ability to inspire trust in employees, items that are of great importance to employees.

Table 3. Statistical parameters for hierarchical relations.

The factor	Importance (<i>I</i>)				Satisfaction (<i>S</i>)				Final score (<i>F</i>)			
	Mean	Variance	St. Dev. ^a	HC. ^b	Mean	Variance	St. Dev. ^a	HC. ^b	Mean	Variance	St. Dev. ^a	HC. ^b
Relationship with the boss	2.80	0.180	0.424	0.152	2.21	0.346	0.588	0.266	6.188	3.653	1.911	0.309
Relationship with the top management	2.58	0.304	0.551	0.214	2.05	0.348	0.589	0.288	5.289	3.694	1.922	0.363
Clarity of the received tasks	2.81	0.154	0.392	0.140	2.15	0.368	0.606	0.282	6.042	3.670	1.916	0.317
Ways of sanctioning	2.47	0.369	0.608	0.246	1.86	0.580	0.762	0.410	4.594	5.032	2.243	0.488

^a St. Dev. = Standard deviation

^b HC. = Homogeneity coefficient

Table 4 summarizes the statistical analysis of the factors regarding the importance of profession for employees. The training system is the first at this category, but the mean of 5.666 is lower than means obtained by many factors from the other three categories above analyzed (see tables 1, 2, and 3).

Table 4. Statistical parameters for the factors regarding the importance of profession.

The factor	Importance (<i>I</i>)				Satisfaction (<i>S</i>)				Final score (<i>F</i>)			
	Mean	Variance	St. Dev. ^a	HC. ^b	Mean	Variance	St. Dev. ^a	HC. ^b	Mean	Variance	St. Dev. ^a	HC. ^b
Training	2.66	0.224	0.474	0.178	2.13	0.333	0.577	0.271	5.666	3.450	1.857	0.328
Support for finishing tasks	2.60	0.260	0.510	0.196	1.98	0.600	0.774	0.391	5.148	5.228	2.287	0.444
Support for development	2.65	0.248	0.497	0.188	1.94	0.576	0.759	0.391	5.141	5.122	2.263	0.440
Recognizing results	2.74	0.212	0.461	0.168	1.83	0.561	0.749	0.409	5.014	5.043	2.246	0.448

^a St. Dev. = Standard deviation

^b HC. = Homogeneity coefficient

Responses regarding the last group of organizational factors affecting job satisfaction – the workplace climate – are sketched in figure 5. The statistical analysis related to them is presented in table 5.

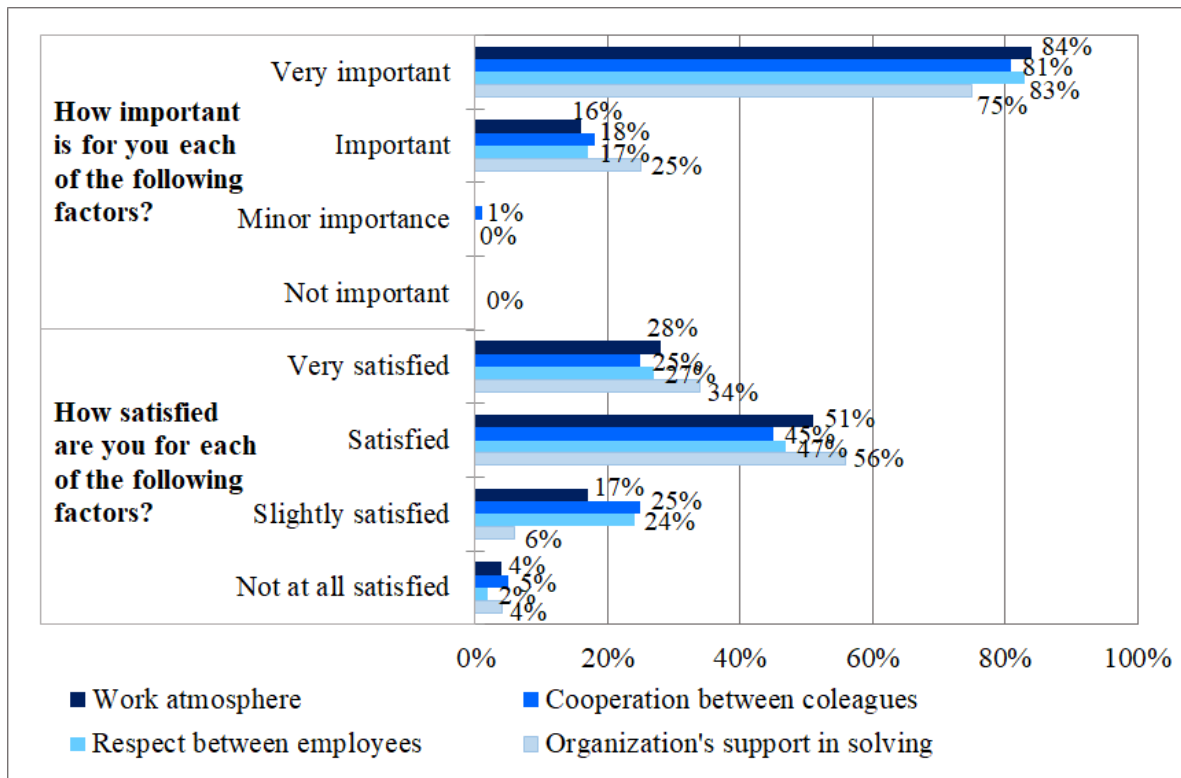


Figure 5. Workplace climate.

Table 5. Statistical parameters for factors related to the workplace climate.

The factor	Importance (<i>I</i>)				Satisfaction (<i>S</i>)				Final score (<i>F</i>)			
	Mean	Variance	St. Dev. ^a	HC. ^b	Mean	Variance	St. Dev. ^a	HC. ^b	Mean	Variance	St. Dev. ^a	HC. ^b
Work atmosphere	2.84	0.134	0.367	0.129	2.03	0.609	0.780	0.384	5.765	5.548	2.356	0.409
Cooperation	2.79	0.148	0.385	0.138	1.90	0.690	0.831	0.437	5.301	6.008	2.451	0.462
Respect between employees	2.83	0.141	0.376	0.133	1.99	0.590	0.768	0.386	5.632	5.366	2.317	0.411
Support in solving personal problems	2.75	0.188	0.433	0.157	2.20	0.520	0.721	0.328	6.050	4.938	2.222	0.367

^a St. Dev. = Standard deviation

^b HC. = Homogeneity coefficient

The support received by employees for solving personal problems has the highest score in this group (table 5). Compared to the other groups of factors above analyzed, the answers related to the workplace climate had a rather high degree of inhomogeneity, the homogeneity coefficient having values even above 0.4 (table 5), similar to the statistical results from the importance of profession (table 4).

3. Conclusions

The most of respondents have appreciated the organizational factors affecting job satisfaction as being very important, but they were only satisfied with them, and too few were very satisfied. So, one conclusion is the fact that managers know to choose the proper factors for increase the job satisfaction, but they have still to work regarding the quality of these factors in their compartments.

The factors that have a great impact on job satisfaction in the studied branch plant, with a mean of final score above 6, are: the lunch vouchers received by employees on the first place, the microclimate at work on the second place, the relationship with hierarchical boss on the third place, the work schedule on the fourth place, the organization's support in solving personal problems on the fifth place, and the clarity of the received tasks on the sixth place (tables 1-5). We mention that we have taken into account at this top both the importance of the factors and the way in which those factors satisfy employees in the studied branch plant. Based on the study presented in this paper, we intend to expand our research to other companies in the automotive industry, but also to other industries.

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