



A CRITICAL STUDY FOR EMPLOYEE SATISFACTION OF TRAINEE & TEMPORARY EMPLOYEE AT TATA AUTOCOMP SYSTEM LIMITED, INTERIOR & PLASTIC DIVISION, HINJEWADI, PUNE

Prof. Deepali Desai

Asst. Professor, MIT-College Of Engineering-Centre for Management Studies & Research,
Kothrud, Pune, India.

ABSTRACT

Employee satisfaction plays an important role in analyzing and building the organization's reputation. In today's era, employees are having many alternatives available as job opportunities. Now, employee satisfaction has become one of the important retention strategies for many companies. The main reasons behind employee satisfaction are: Culture of the Institute, working environment, career prospective/opportunities available for employees, promotion, type of employment, payment policies and overall HR policies of the company. The concept of employee satisfaction has been developed in many ways by many different researchers and practitioners. Organizational policies are a major part of any culture. Employee satisfaction and wellness are directly correlated with organizational policies & culture of the company. Attrition rate, Growth and sustainability of employees in any organization are closely related to employee satisfaction. The researcher wants to study the satisfaction of Trainee and Temporary workforce in the TATA Auto comp System Limited, Interior & Plastic Division, Hinjewadi, and Pune.

Key words: Culture, Employee satisfaction, Trainee, Temporary workforce.

Objectives

- To study the satisfaction of trainee and temporary workforce in the TATA Auto comp System Limited, Interior & Plastic Division, Hinjewadi, Pune

- To find out and know the probable reason for leaving the company of trainee and temporary employee through exit interviews.

Introduction

Human resource is considered to be the most valuable asset in any organization. It is the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise executives, supervisors and the rank and file employees. It is the objective of any organization that human resources should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. Employee's performance is deciding factor for attaining the individual as well as organizational goals. However, the employee performance is to a large extent, influenced by motivation and job satisfaction at work.

But unfortunately, one factor that is being overlooked by most of the company owners is employee satisfaction. Various surveys and researches have shown that employee satisfaction plays a crucial role in performance of the candidate. If company wants the best from its employees then it should takes efforts to satisfy the need and requirements of its employees. It is necessary to retain these human assets in the organization for the complete service period and decrease their rate of absenteeism. It is the objective of any organization to decrease the overall cost by utilizing the human assets to the fullest extent which increases the overall productivity of the organization

Importance of Employee Satisfaction

Employee Satisfaction is of utmost importance in any organisation be it small or large. Employee satisfaction is not only important for the employee but also for the organisation.

A) From organisation point of view:

1. Employee Satisfaction reduces accident rates, absenteeism, wastage etc. It enhances employee retention and the company does not need to train employees repeatedly as concentration and commitment level is increased.
2. The overall productivity of the company is increased and it assists in achieving the goals of the company.
3. When employees are satisfied with their job, they deal with customers in a better manner and thus customer satisfaction is achieved to great extent.
4. It helps the company in getting better services and products from its employees.

5. Money spent on training new candidates and recruitment of new candidates can be saved extensively.
6. Overall productivity & profitability of the organization increased.

B) From employee point of view:

1. Employee would start taking interest in his work and commitment level is increased.
3. The employee starts feeling a sense of responsibility and belongingness towards the organisation.
4. Employee deals with customers in a better way and builds strong relations with them.
5. They would try to produce better results in order to get appreciation from the company.
6. He tends to remain less absent and more committed towards the work.

Factors Influencing Employee Satisfaction

Various factors exist in an organisation that contributes to area of employee satisfaction. Following are listed factors affecting employee satisfaction. They are:

- The brand name of the organisation plays very important role in employee satisfaction. Company brand gives identity to employee. Certainly well reputed brands like TATA plays important role in Employee satisfaction.
- The vision, mission and objectives of the organisation also affects employee satisfaction.
- Adequate salary and wage plays important role in employee satisfaction.
- Rewards and penalty policy plays important role in employee satisfaction.
- The kind of treatment given by the superiors to the employee largely determines his satisfaction level. It is always desired to treat employees in a good manner.
- Working methods (Authority, responsibility and power given) of the organisation determines the satisfactory level of an employee. It is true that every organisation has its own working methods but some freedom should also be given to the employees.
- Type of employment plays very important role in employee satisfaction. Job satisfaction and type of employment are closely related. There are different types of employment offered by the company like....
 - Full-time.
 - Part-time.
 - Casual.

- Fixed term.
- Shift workers.
- Daily hire and weekly hire.
- Probation.
- Outworkers

Trainee workforce is the human asset of the organization who work in the organization for the service period of 1 year who are initially enriched with the training in the organization, followed by the placement in different departments like paint shop, mould shop, welding, quality, and assembly in TATA Autocomp Systems Ltd.

Temporary workforce is the human asset of the organization who is placed in different departments (depending on their past experiences and skills) on hiring for the service period of 7 months.

Company Introduction

TATA AUTOCOMP SYSTEMS LIMITED- INTERIORS & PLASTIC DIVISION (TACO-IPD) is a public limited company started in Dec 1998 is an emerging unit manufacturing and Assembly of plastic components like bumpers, Dash boards, door trim, sound grills in Pune. Tata Auto Comp Systems Limited, promoted by the Tata Group, provides products and services in the automotive industry to Indian and global customers, including Ashok Leyland, BMW India, Mercedes-Benz India, Eicher Motors, Fiat, Force Motors, Ford India, General Motors India, Hero Honda, Hindustan Motors, Honda Scooters, Honda Siel Cars India Ltd, International Tractors John Deere India, Mahindra and Mahindra, Mahindra Renault, Man Force Trucks, New Holland, Piaggio, Punjab Tractors, Royal Enfield, Skoda, Swaraj Mazda, Tata Motors, Toyota Kirloskar Motor Pvt. Ltd., Tractors and Farm Equipment Limited.

Research Methodology

Research is a systematic structure of investigation undertaken in order to discover new facts. It provides a structure for decision making. It is a process that takes the assistance of the scientific method in solving problem. It clarifies the thought process.

Data collection technique

Primary data

1. Questionnaires

The satisfaction levels of employees towards working conditions and the welfare and other major facilities provided by the company is illustrated through quantitative research by analyzing the feedback of the questionnaires from employees and presenting them in a statistical form.

2. Exit Interviews

The data related to Exit interviews of employees were taken in order to know the reason for leaving the company before the completion for service period.

Secondary data

- Company website
- Websites
- Books from library

Scope Of Study: The scope of the study is limited to Trainee and Temporary Workforce of the Hinjewadi Plant of TACO IPD of all departments including Paint Shop, Quality, Maintenance and Assembly.

Size of the Population

The target population for this survey are the temporary and trainee workforce at TACO IPD, Hinjewadi. The sample population is 155.

Size Of The Sample

Out of 155 temporary and trainee workforce this study was carried out taking into the account of only 90 which are company's employees.

Sampling Technique Used- Simple Random Sampling.

Sample Area

Study conducting in the following departments:

- Quality
- Paint Shop1
- Paint Shop2
- Assembly

Description of Statistical Tool

1) Percentage analysis:

The percentage method was extensively used for analysis and interpretation. It can be generally calculated as follows

$$\text{Number of respondents favorable / Total No. of respondents} \times 100$$

Limitations

- The study is limited to Trainee & Temporary Employee at TATA Autocomp System Limited, Interior & Plastic Division, Hinjewadi, Pune

ANALYSIS & INTERPRETATION OF DATA

Q.1 At the time of joining the shop floor, did you get the clarity of your role/job/task?

	No. Of Respondents	% of Respondents
Yes	88	97.77777778
No	2	2.222222222
Total	90	100

Q.2 Give your rating for overall training given to you.

	No. Of Respondents	% of Respondents
Highly Satisfied	34	37.77777778
Satisfied	44	48.88888889
Dissatisfied	6	6.666666667
Highly Dissatisfied	4	4.444444444
No Opinion	2	2.222222222
Total	90	100

Q.3 Are you satisfied with working conditions of the shop floor.

	No. Of Respondents	% of Respondents
Highly Satisfied	24	26.66666667
Satisfied	50	55.55555556
Dissatisfied	12	13.33333333
Highly Dissatisfied	4	4.444444444
No Opinion	0	0
Total	90	100

Q.4 Are you satisfied with support of supervisors on shop floor.

	No. Of Respondents	% of Respondents
Highly Satisfied	36	40
Satisfied	38	42.22222222
Dissatisfied	12	13.33333333
Highly Dissatisfied	2	2.222222222
No Opinion	2	2.222222222
Total	90	100

Q.5 Give your feedback for transport facility provided by the organization..

	No. Of Respondents	% of Respondents
Highly Satisfied	22	24.44444444
Satisfied	50	55.55555556
Dissatisfied	14	15.55555556
Highly Dissatisfied	4	4.444444444
No Opinion	0	0
Total	90	100

Q.6 Give your feedback for canteen facility provided by the company.

	No. Of Respondents	% of Respondents
Highly Satisfied	14	15.55555556
Satisfied	62	68.88888889
Dissatisfied	6	6.66666667
Highly Dissatisfied	4	4.44444444
No Opinion	0	0
Total	90	100

Q.8 Give your feedback for washroom facility in the company.

	No. Of Respondents	% of Respondents
Highly Satisfied	16	17.77777778
Satisfied	64	71.11111111
Dissatisfied	6	6.66666667
Highly Dissatisfied	4	4.44444444
No Opinion	0	0
Total	90	100

Q.9 Are you satisfied with the compensation given?

	No. Of Respondents	% of Respondents
Highly Satisfied	20	22.22222222
Satisfied	34	37.77777778
Dissatisfied	4	4.44444444
Highly Dissatisfied	30	33.33333333
No Opinion	0	0
Total	90	100

Q.10 Are Personal Protective Equipment provided? If yes, rate the quality of PPE's.

	No. Of Respondents	% of Respondents
Highly Satisfied	26	28.88888889
Satisfied	56	62.22222222
Dissatisfied	6	6.66666667
Highly Dissatisfied	2	2.22222222
No Opinion	0	0
Total	90	100

Q.11 Do you get salary on time?

	No. Of Respondents	% of Respondents
Yes	82	91.11111111
No	2	2.22222222
No opinion	6	6.66666667
Total	90	100

Q.12 Do you get your salary slip?

	No. Of Respondents	% of Respondents
Yes	68	75.55555556
No	14	15.55555556
No opinion	8	8.88888889
Total	90	100

Q.13 Did you receive lesser salary due to missed punching issue due to late arrival of bus?

	No. Of Respondents % of Respondents	
Yes	40	44.44444444
No	40	44.44444444
No Opinion	10	11.11111111
Total	90	100

EXIT INTERVIEW

Q.15 What was the reason to leave the company before the completion of service period?

	No. Of Respondents	% of Respondents
Family Issues	15	37.5
Further Education	20	50
Not Compatible with company location	5	12.5
Total	40	100

16. How was your experience working with TACO IPD?

	% of	
	No. Of Respondents	Respondents
Very Good	15	37.5
Good	20	50
Average	5	12.5
Not Satisfied	0	0
Total	40	100

Findings and Observations

1. It is found that 97.7% of respondents opined that they were given the clarity of job prior to joining shop floor.
2. It is found that 37.77% respondents opined that they are highly satisfied with the training and 48.88% opined that they are satisfied. So majority of workforce were satisfied with training.
3. It is found that 26.66% respondents opined that they are highly satisfied with the working conditions of the shop floor, 55.55% opined that they are satisfied, 13.33% opined that they are dissatisfied and 4.44% opine that they are highly dissatisfied. The reason of dissatisfaction among some respondents was non availability of fans or other cooling devices to decrease the hot temperature on shop floor.
4. It is found that 40% respondents opined that they are highly satisfied with the support of supervisors on shop floor, 42.22% opined that they are satisfied, 13.33% opined that they are dissatisfied, 2.22% opined that they are highly dissatisfied.
5. It is found that 24.44% respondents opined that they are highly satisfied with the transport facility provided by the company, 55.55% opined that they are satisfied and 15.55% opined that they are dissatisfied. The reason for dissatisfaction among some respondents was non availability of efficient sitting arrangement in busses for some routes.
6. It is found that 15.55% respondents opined that they are highly satisfied with the canteen facility provided by the company, 68.88% opined that they are satisfied, 6.66% opined that they are dissatisfied and 4.44% opined that they are highly dissatisfied.
7. It is found that 17.77% respondents opined that they are highly satisfied with the washroom facility in the company, 71.11% opined that they are satisfied, 6.66% opined that they are dissatisfied and 4.44% opined that they are highly dissatisfied.
8. It is found that 22.22% respondents opined that they are highly satisfied with the compensation given, 37.77% opined that they are satisfied, 4.44% opined that they are dissatisfied and 33.33% opined that they are highly dissatisfied.
9. It is found that 28.88% respondents opined that they are highly satisfied with the quality of Personal Protective Equipment, 62.22% opined that they are satisfied, 6.66% opined that they are dissatisfied and 2.22% opined that they are highly dissatisfied. The reason for dissatisfaction among some respondents was that the size of safety shoes provided to them dint match their actual foot size.

10. It is found that 91.11% respondents opined that they get the salary on time and 2.22% opined that they don't get the salary on time.
11. It is found that 44.454% respondents opined that they received lesser salary due to missed punching issue (due to late arrival of bus) and 44.44% opined that they haven't received lesser salary due to missed punching issue .
12. It is found that 37.5% respondents opined that they left the company due to family issues, 50% opined that they left the company because they wanted to take further education and 50% opined that they left the company because they were not comfortable with the location of the company.
13. It is found that 37.5% respondents opined that they had a very good experience working with company and 50% opined that they had a good experience working with company .

Recommendations

1. Majority of the employees are satisfied with working conditions. But 8% of the employees are not satisfied as there are no fans or other cooling devices used on shop floor and the temperature is so hot inside with no proper ventilation. So, use of some cooling device or exhaust fans can used to reduce the heat produced at the workstation. This will give employees more comfort to work.
2. Though the transport facility has been rated good, employees face problem with the sitting arrangement as the capacity of bus becomes full and the newly joined employees need to face this issue. So, at the time of hiring employee, proper arraignment should be made by the admin person to ensure that the new person hired get proper transport facility.
3. As far as the feedback for Personal Protective equipment is concerned, the employees are satisfied with the PPE's provided but some employees are facing the problems with safety shoes provided to them as the size of shoes does not match their actual size. So it becomes difficult and uncomfortable for them to work. So admin personal should ensure that all employees get safety shoes of perfect size.
4. Majority of the people receive their compensation ,but incase if it is delayed due to any reason, the employees should get a proper and prompt support from the HR personal which is not actually the case at present as far as the conclusions drawn from the observations.

5. At the time, when any employee losses his salary due to missed punching issue if the bus becomes late, he should be given proper support by manual attendance entry so that he is less likely to lose his salary.

6.As per the exit interviews were taken, one of the reason to leave the company before the service period was that the employees were not comfortable with the location of the company allocated to them. So in order to retain the employees for the longer period, HR personal should ensure at the time of interview that the employee is comfortable with the location which is to be allocated to the employees.

CONCLUSION

Employee satisfaction plays crucial role in any organization. TATA provide equal opportunities and welfare facilities to trainee & temporary employee. The findings focus on the causes of satisfaction and dissatisfaction among the employees with the suggestions for relevant solutions and remedies to increase the level of satisfaction.

Employee satisfaction is highly recommended for:

1. Increasing the productivity.
2. Decreasing the absenteeism.
3. Decreasing attrition rate.
4. Increasing employee motivation.
5. Achieving individual as well as organizational goals.

The findings and observations drawn out from this paper will prove helpful to the management of the organization in improving the working environment of the organization, so as to improve the satisfaction levels of Trainee and Temporary in the organization and therein utilizing the human resources effectively.

On implementing the suggestions, organization can be successful in satisfying the needs and requirement of the employees to the major extend which will indeed help in solving the current absenteeism and attrition problems in the organization.

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