

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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# A STUDY ON FACTORS INFLUENCING EMPLOYEE JOB SATISFACTION IN CEMENT INDUSTRY AT BAGALKOT DISTRICT

**RIYANABEGUM.MULLA.**

**STUDENT**

**DEPARTMENT OF MANAGEMENT STUDIES**

**BASAVESHWAR ENGINEERING COLLEGE (AUTONOMOUS)**

**VIDYAGIRI**

**BRIJMOHAN VYAS.**

**ASSOCIATE PROFESSOR**

**DEPARTMENT OF MANAGEMENT STUDIES**

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**DEPARTMENT OF MANAGEMENT STUDIES**

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## ABSTRACT

Employees are considered as the most valuable resource and asset to an every organization. Today these organizations facing problem is that how to motivate employees to work more productively and to increase their feelings of satisfaction, commitment and involvement. This paper aims at studying the factors which are contributing towards employee job satisfaction level like working environment, salary, remuneration, compensation, work load, stress, other benefits, and relationship factors. This paper focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. The overall job satisfaction of the employees in cement industry is at the negative level it means 55% of employees are dissatisfied with the overall job position level. This research paper highlights some of these problems and presents a picture of level of job satisfaction among employees of cement industries and It also attempt what type of factors are contributing for improving the employees' satisfaction level. In this research paper select cement industry because they are currently undergoing continued expansion at competitive world. This research paper presents all-inclusive judgment of job satisfaction indices of cement industry operation, the factors causing the dissatisfaction and suggestion to improve industry efficiency.

## KEYWORDS

compensation, employee competence, Industry working environment, performance appraisal, remuneration.

## INTRODUCTION

Employee is a back bone of every organization without employee no work can be done so employees satisfaction is very important. employees will be more satisfied if they get what they expected job satisfaction relates to inner feelings of workers. Stressful environment to employee in job satisfaction is critical to the success of any organization or industry. They are more productive, efficient and effective, contributing to success of the company. Job satisfaction is a very important attribute which is frequently measured by organization. Most of the industries will spend a lot of time and money in developing the best customer service in order to keep their customers happy. What many companies forget is that happy employees equal to happy customer. Job satisfaction refers to how employees feel about their compensation, benefits, work environment, career development and relationship with co-workers, supervisors and management.

According to this study, 83% of Indian employees reported overall satisfaction with their current job, with 41% of employees indicating they were "very satisfied" and 42% "somewhat satisfied". despite this high percentage of satisfied employees, the level of overall satisfaction has been trending downward since 2009. employees 67 years and older were more likely to report being very satisfied overall compared with employees in the 31 to 61 age group (52% and 29% respectively). employees in smaller organization (fewer than 100 employees) were more likely to report being very satisfied than were employees in larger organizations (2500 or more employees). there were no significant differences in overall job satisfaction by employee industry, job tenure, race or gender. Job satisfaction is the collection of tasks and responsibilities regularly assigned to one person, while a job is a group of positions, which involves essentially the same duties, responsibility, skill and knowledge. Job satisfaction has some relation with the mental health of the people. it spreads the goodwill of the organization. Job satisfaction reduces absenteeism, labour turnover and accidents. Job satisfaction increases employees morale, productivity Etc. job satisfaction creates innovative ideas among the employees. Individuals may become more loyal towards the organization employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers. Naturally it is the satisfied worker who shows the maximum effectiveness and efficiency in his work. Most people generalize that workers are concerned more about pay rather than other factors which also affects their level of satisfaction.

## LITERATURE REVIEW

- ▶ According to "Halil Zaim, Selim Zaim" some factors are influencing to employee such as pay and benefits, peers, management, working environment and superiors. And also Brikend Aziri, (2011) studied Job Satisfaction and found that Job satisfaction is under the influence of a series of factors such as the nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions.
- ▶ According to "Tulen saner" Job satisfaction is important role in improving the financial standing of organization .the academic rank affects the satisfaction levels associated with advancement, compensation, co-workers, and variety for academics, gender, age and tenure may explain the job satisfaction of academics in developing nation.
- ▶ Keith Davis, "Job satisfaction is defined as "Favourableness or unfavourableness with which the employees view their work and results when there is a fit between job characteristic and wants of the employees"
- ▶ According to "Dr.Rao Nemani" Employee is the heart of the organization. They are primary source to the organization, so satisfaction level of employee is important. But some factors are influencing to employee in the form of autonomy and opportunity for advancement, personality traits, extrinsic and

intrinsic and social influence these factors are lead a person to be happy or not in his or her work and also other various factors are influencing to employee job satisfaction.

- ▶ According to “**M.M Nurul kabir**” Actually all employees’ work for money, employee need the money, a good salary, good compensations, a good pay back, fairness, work condition can be key factors affecting job satisfaction .it shows the problems and presents a picture of level of job satisfaction and job security, relationship with co-workers and supervisors etc .these are all factors causing the dissatisfaction to the employee.
- ▶ According to “**Ekta sinha**” Job satisfaction represents the combination of positive or negative feelings that workers have towards their work. they are not satisfied with their current job because empowerment ,work environment, working relation and salary and future prospects, training and work involvement and job rotation in an organization these are factors influencing.
- ▶ According to “**Locke (1976, p.1304)**” Job satisfaction is pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences. Job dissatisfaction leads to higher absenteeism, employee turnover and negative atmosphere at work.

## RESEARCH PROBLEM

**“Employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction.”**

In cement industry, there are a variety of factors that can influence a person’s level of job satisfaction. 83% of employees reported overall satisfaction with their current job, with 41% of employees are satisfied with their working condition (very satisfied) and 42% of employees are satisfied with their welfare facilities, compensation, promotion etc (some what satisfied) and other remaining employees are dissatisfied because they are not recognized for their work, no proper relation among their peers, co-workers and top management. And there is no career planning for the employee, safety provisions, salary, reward, compensation, welfare, compensation. In that time industry doesn’t give any recognition to the employee for their work than employee will not be satisfied. Hence there arises a need to study of the job satisfaction level of employee in cement industry.

## OBJECTIVES OF THE STUDY

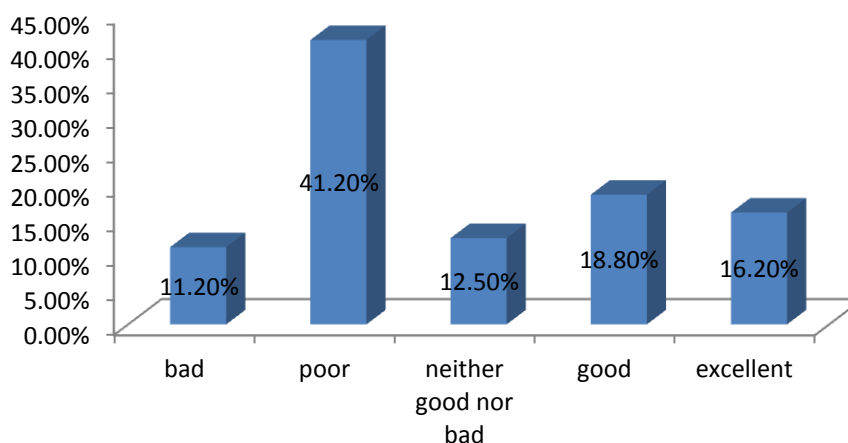
1. To assess the satisfaction level of employees in cement industry.
2. To identify the factors which influence the job satisfaction of employees.
3. To identify the factor this improves the satisfaction level of employees.

## RESEARCH METHODOLOGY

**Research Design:** Descriptive research is used. Because it is good structured instrument for collection of data because it consisting the observational and surveys method so it is helps to collecting the accurate answers from respondent. Sample size of 80 low level employees selected from the cement industries at Bagalkot District and also sample unit like Bagalkot Shakti cement Limited, Bagalkot and Keshav Cements Udyog Limited, Lokapur. Sampling method is Convenience method used to collect the data from the respondents. With here consider Simple random technique. The information obtained from the respondent will analyzed and interpretation with help of SPSS tool and excel tool.

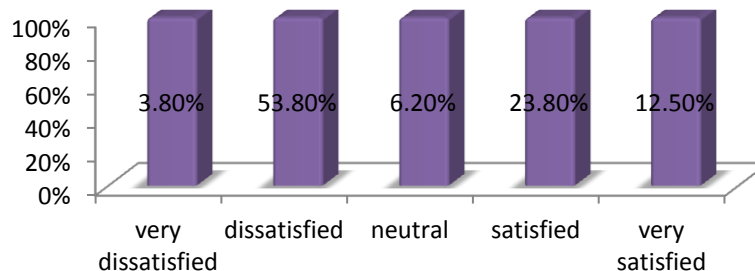
## DATA ANALYSIS AND INTERPRETATION

Chart 1 –showing the opinion of employees towards the infrastructure provided



The above chart 1 shows that 41.20% of respondents’ opinion is infrastructure provided is poor, 18.80% of respondents say it is good, 16.20% of respondents say that it is excellent, 12.50% of respondents says that it is neither good nor bad. it is found out that the industry is providing poor infrastructure system. Infrastructure also influence on the employee’s dissatisfaction/satisfaction level. Majority of employees agree that the industry is providing poor infrastructure.

Chart 2-showing that employee opinion on overall satisfied with their position



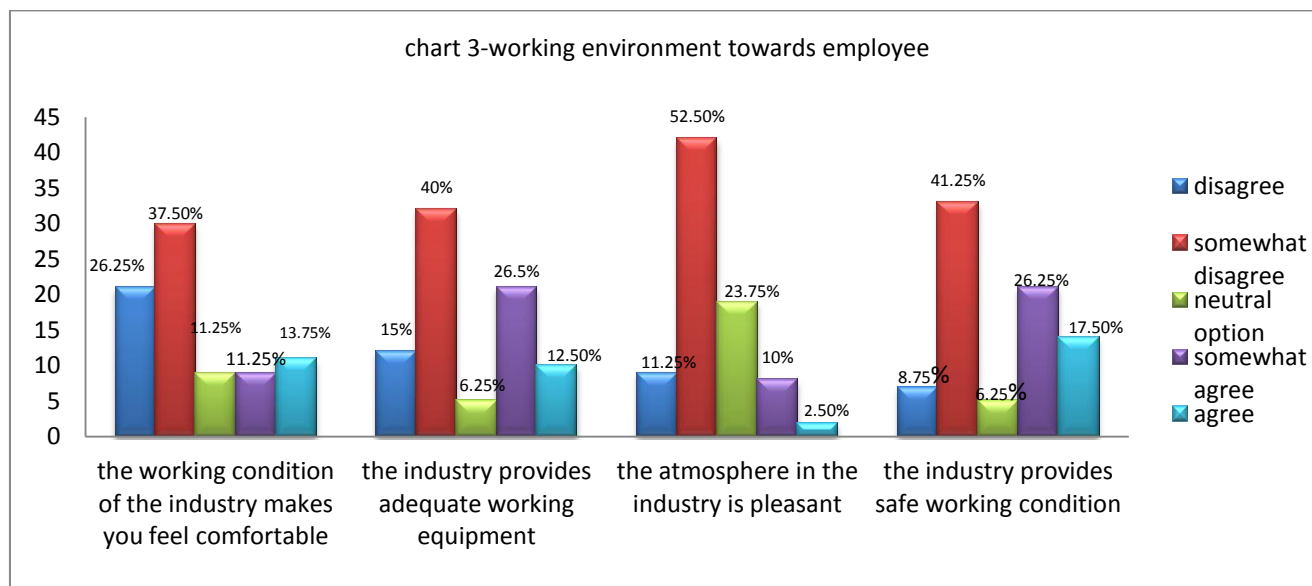
The above chart-2, it is inferred that 12.50% of respondents are very satisfied with their existing position, 23.80% of respondents are satisfied, 6.20% of respondents are neutral, 53.80% of respondents are dissatisfied, and 3.80% of respondents are very dissatisfied with their position. It is found that majority of



the employees are dissatisfied with their existing job position in cement industry. The reason might be the employee skill may not match with the job skill. The employee feel satisfied with the job position if it challenging and having autonomy to perform the job and certain support is given by the Top Management.

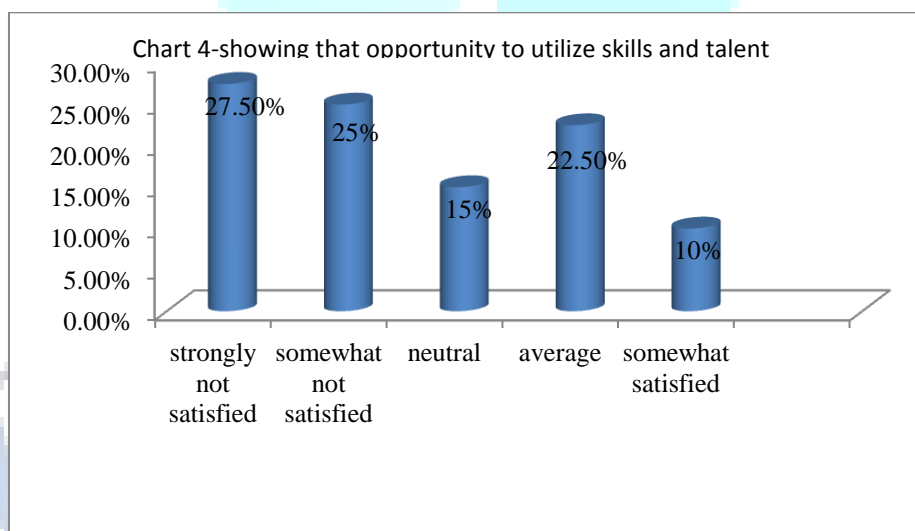
### AFFECTING FACTORS

#### ❖ WORKING ENVIRONMENT

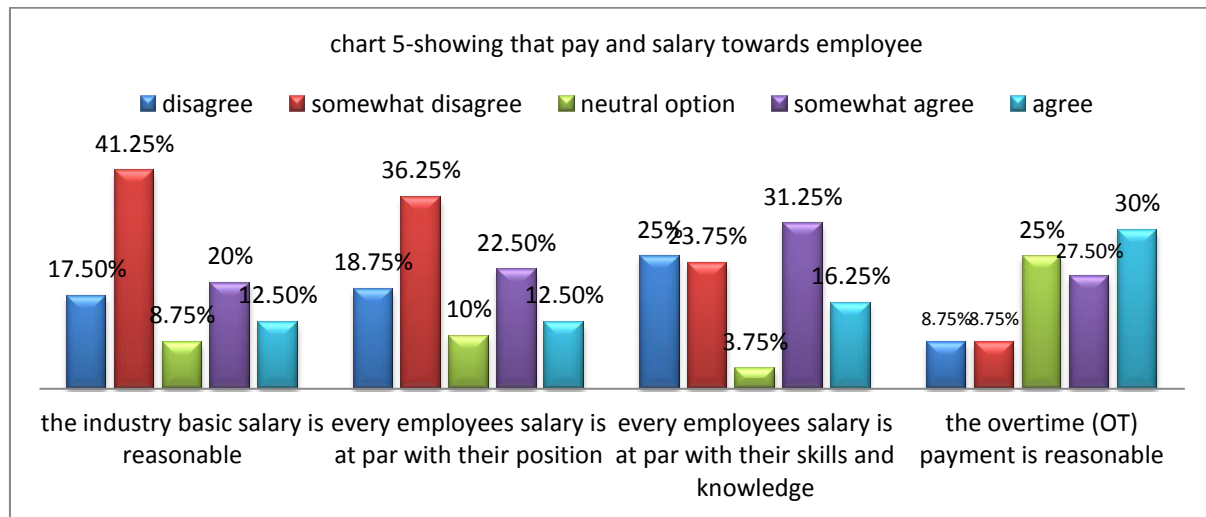


As per the chart- 3 indicate 52.50% of employees are somewhat disagree with pleasant atmosphere, 41.25% of employees are somewhat disagree with the industry provide safe working condition, 40% of employees are somewhat disagree with industry provide adequate working equipment, 37.50% of employees are somewhat disagree with the existing working condition makes feel comfortable. It can be interpreted that employees are dissatisfied with the overall working environment factors. Most of the employees are dissatisfied with main two factors like employees are dissatisfied with industry atmosphere is not pleasant because of the Disturbance, Dust, and Sound etc. Employee feel pleasure to work when the Atmosphere is pleasant and clam. Second factor like industry didn't provide proper safe working condition because negligence shows in that management, the poor approach towards the employees, maintaining poor relationship with employees, and by not providing suitable solution to their problems. So, maximum respondents are not satisfied with the working condition. Along with that employees are somewhat dissatisfied with Industry did not providing adequate equipment like mask, Gloves, shoes as well as pleasant atmosphere in the industry is not good because of dust, sound, surrounding environment, etc. These factors make to feel uncomfortable at work place so maximum employees are dissatisfied with working condition makes feel comfortable. From these reasons employees are not satisfied with working environment and also its effect to employee satisfaction level at work place.

#### ❖ USE OF SKILLS AND KNOWLEDGE

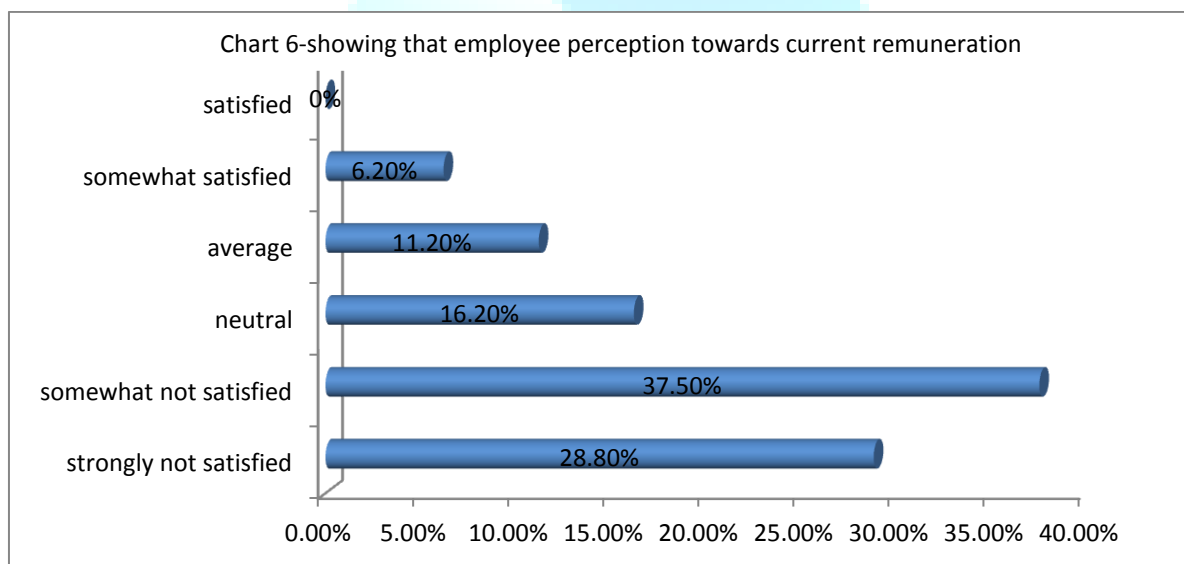


The above chart -4 reveals that, 27.50% of respondents are strongly not satisfied with opportunity to utilize their skills and talent, 25% of respondents are somewhat not satisfied, 15% of respondents are neutral, 22.50% of respondents are average, 10% of respondents are somewhat satisfied. Usually industry doesn't consider the low level employees skills and talent at work place, they consider only their work performance. So employee doesn't get an opportunity to utilize the skills and talent at work place.



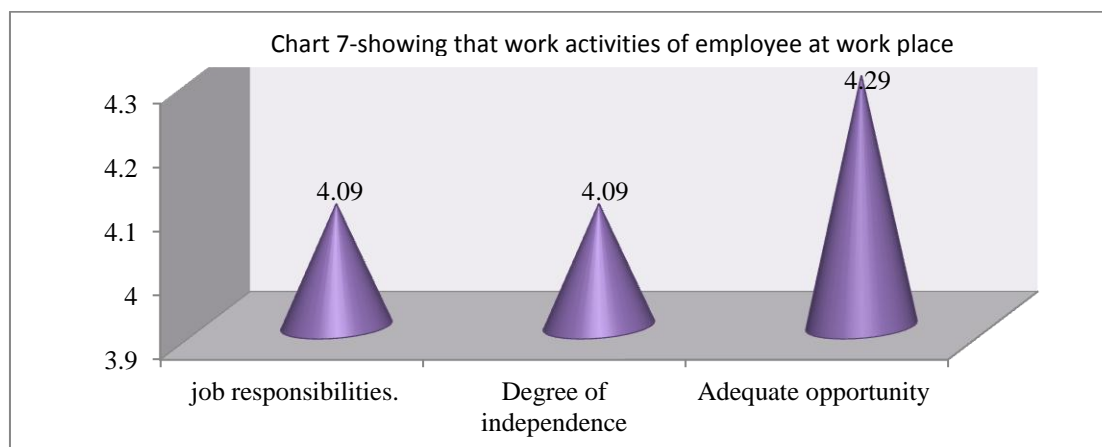
As per the above chart-5 shows that, 41.25% of employees are somewhat disagree with reasonable salary, 36.25% of employees are somewhat disagree with employees salary is at par with their position, 31.25% of employees are somewhat agree with employees salary is respect to their skills and knowledge, 30% of employees are agree with the OT payment is reasonable. Maximum employees are somewhat dissatisfied with main two factors like the industry salary is not reasonable because the employee expect salary according to their skills, knowledge, competency and job Designation. If the salary does not match with these factors then employee feel that salary provided is not Reasonable. Second factor like salary is not pay according to their position. Along with that most of the employees are somewhat agree with salary according to their skills and knowledge Because of salary is depending upon their work culture the industry utilizes the employees skills in the work place. So most of the employees are somewhat agree with salary is at par with their skills and knowledge as well as maximum employees are satisfied with industry provide over time (OT) is reasonable because Employees are paid extra for their over time Duty and whatever they are paid for OT is Reasonable and by it can be said that they are satisfied with the OT. Some time the over time working conditions are important to employees because they can influence on work. If people are required to work for long hours and / or overtime, they have to be paid extra for their over Time. So, overall in rewards/pay factors, the industry provide over time (OT) payment is reasonable as well as employees salary is according to their skills and knowledge so most of the employees are satisfied with these two factors along with that majority of employees opinion is that industry provide salary is not reasonable as well as salary is not respect to their position.

## ❖ REMUNERATION



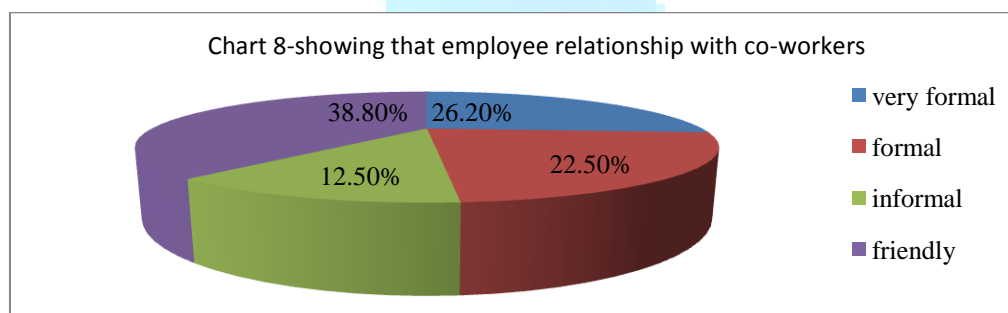
The above chart-6 explains that, 28.80% of respondents are strongly not satisfied with their current remuneration, 37.50% of respondents are somewhat not satisfied, 16.20% of respondents are neutral, 11.20% of respondents are average, and 6.20% of respondents are somewhat satisfied. Majority of employees are not satisfied with current remuneration system. Here industry does not give proper remuneration its effects on employee job satisfaction.

## ❖ WORK ACTIVITIES

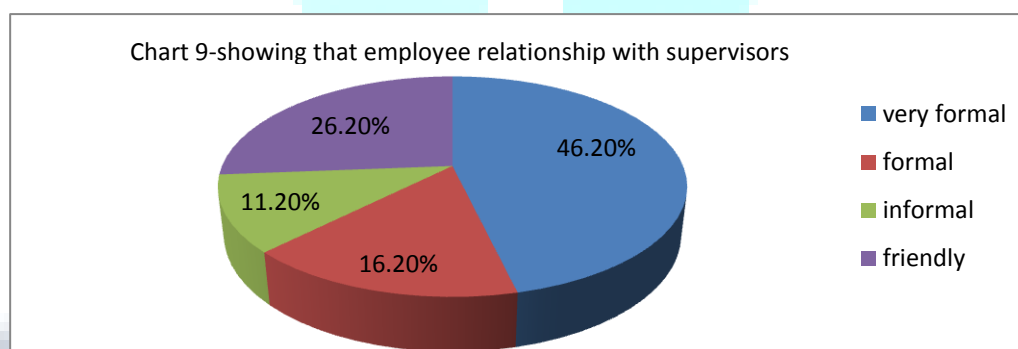


- According to above chart -7 shows that most of employees are average with their job variety. In the absence of other employee, the present employee can perform the task of the other employee were it is a chance to show their talent in the other job field as well. Hence the employees' opinion is that variety on Job responsibility is average.
- As per the survey conducted, 4.09 mean of employees are average with the degree of independence associated with their work role. Because the management gives enough rights to take decisions related to their job field.
- As per the survey conducted, 4.29 mean of employees are average with providing adequate opportunity for periodic change in duties. Job related opportunities will increase the employee satisfaction level.

## ❖ WORK RELATIONSHIP FACTOR

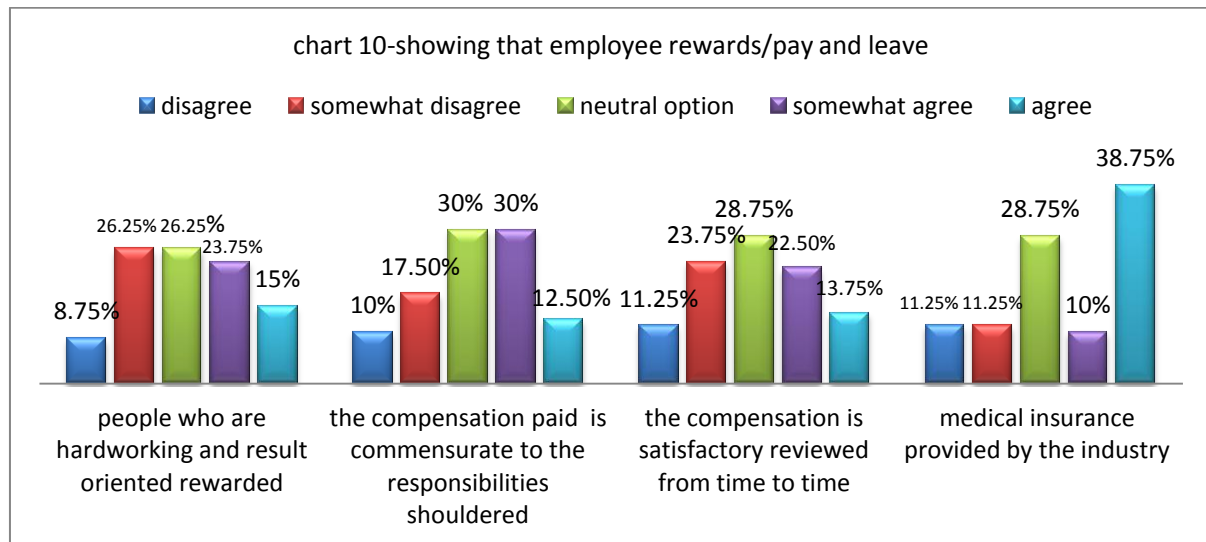


The above chart -8 indicates, 38.80% of the respondents' opinion is that they have a friendly relationship with their co-workers, 26.25% of the respondents are very formal, 22.50 % of the respondents are formal and 12.50 % of respondents are informal relationship with their co-workers. And maximum employees felt that industry have friendly and good relationship with their all co-worker this increase the satisfaction level at work place.



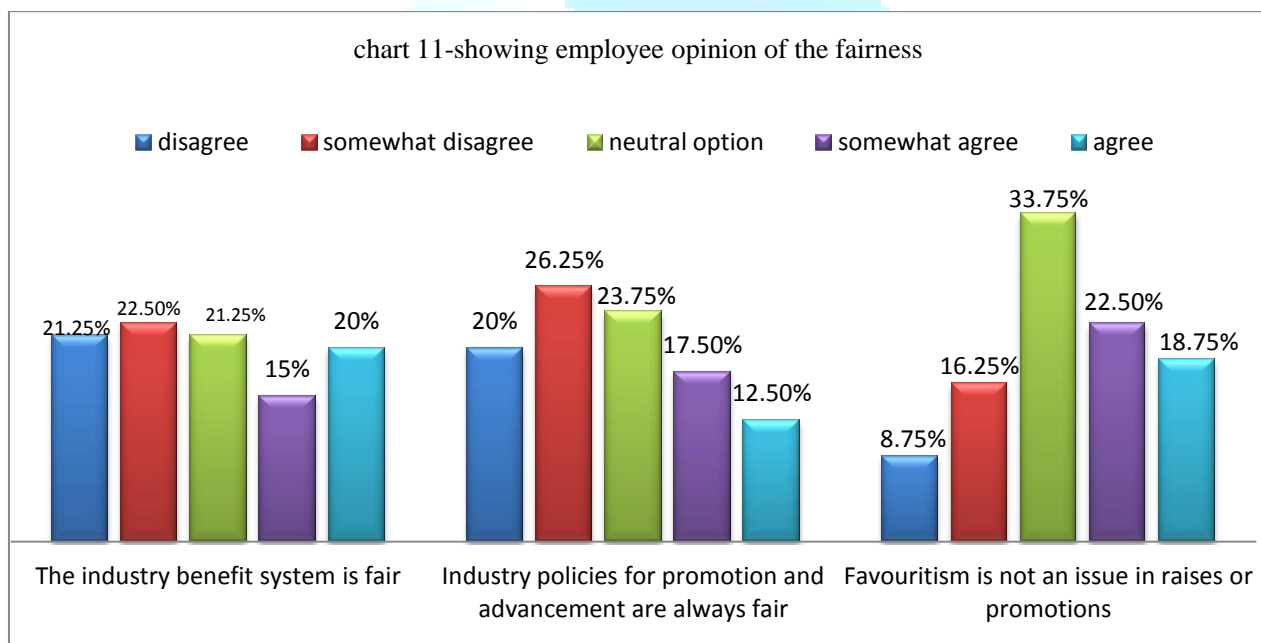
The above chart -9 shows that 46.20% of respondents are very formal relationship with their supervisors, 26.20% of respondents are friendly, 16.20% of respondents are formal, and 11.20% of respondents are informal relationship with their supervisors. Maximum employee's have very formal relationship with their supervisors. Hence there will no bondage between employees and supervisors.

## ❖ REWARDS/PAY AND LEAVE FACTOR



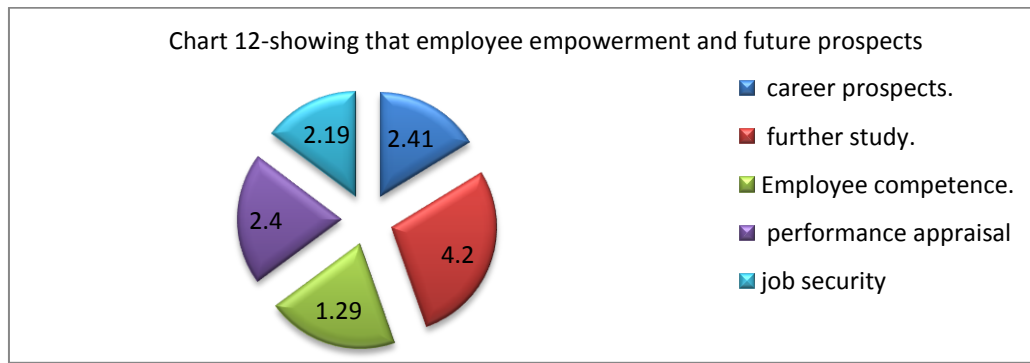
The above chart- 10 shows that 38.75% of employees are satisfied with industry provide medical insurance, 30% of employees are not satisfied with compensation paid in this industry is to responsibilities shouldered, 28.75% of employees are neutral with compensation is satisfactory reviewed from time to time, 26.25% of employees are dissatisfied with reward is hard work and result oriented. The majority of employees are satisfied with the medical facility It helps to motivate the employees in their work place as well as maximum employees are dissatisfied with compensation paid in this industry is to responsibilities shouldered along with that employees are neutral with compensation is reviewed from time to time because some time management does not provide sufficient compensation to the lower level of employees, so most of the employees are either satisfied nor dissatisfied. Along with that employees are dissatisfied with the rewards are based on their hard work and result oriented. The reward systems apply to some employees not all because some time management do not pay attention towards the hardworking employees and even the management fails to praise their employees with rewards. So, majority employees are satisfied with industry provide medical insurance scheme along with that dissatisfied with compensation paid to responsibilities shouldered and reward is not paid hard work and result oriented. Most of the employees are neutral with compensation is satisfactory reviewed from time to time.

## ❖ FAIRNESS FACTOR



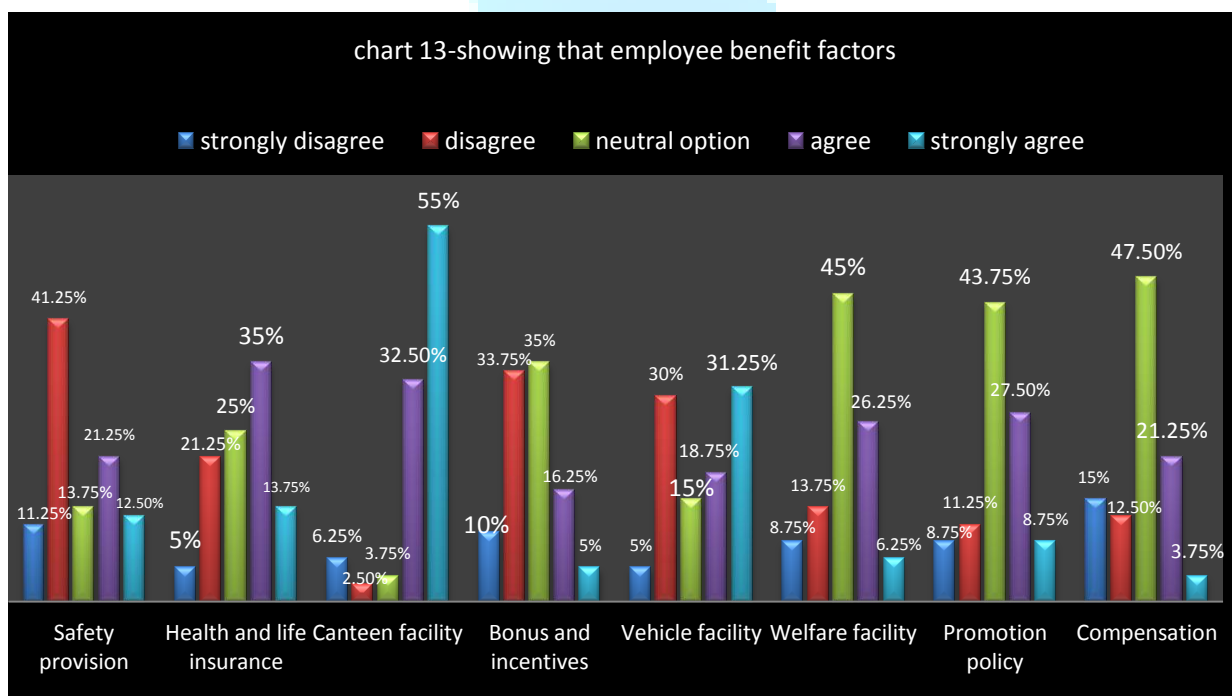
The above chart-11 explains 33.75% of employees are neutral with favouritism is not an issue in raises or promotion, 26.25% of employees are somewhat dissatisfied with industry provide policies for promotion and advancement procedure, 22.50% of employees are dissatisfied with industry provide fair benefit system. Majority of employees are dissatisfied with two major factors like industry provide policies for promotion and advancement is always not fair Because of industry didn't give proper policies for promotion to the low level employees. So, most of the employees are dissatisfied with promotion policy and advancement procedure. Second factor like fair benefit system, benefits are not equally distributed based on the performance along with that most of the employees are neutral with favouritism is not an issue in raises or promotion. The Industry doesn't give promotion based on the Favouritism, by this it can found out that promotional are given on their performance. From this majority of employees are dissatisfied with benefit system is not fair and also industry doesn't give proper promotion and advancement procedure to employees at work place.

## ❖ IMPROVING FACTOR



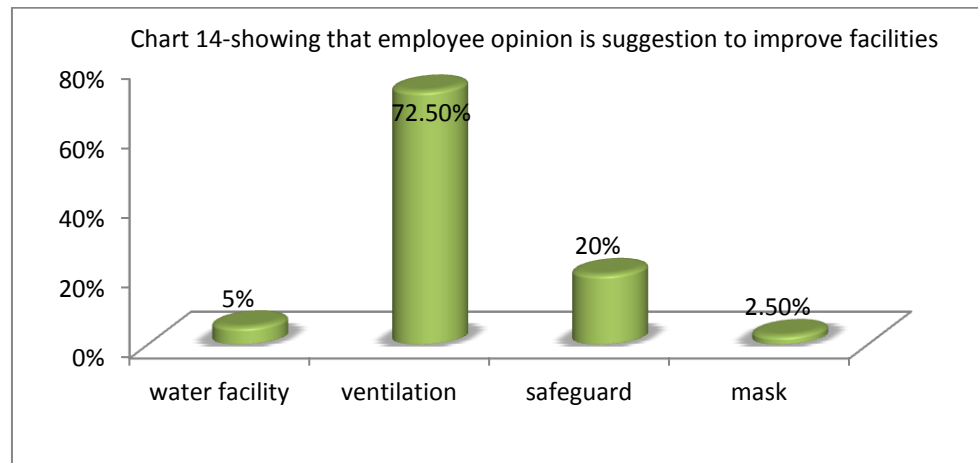
- As per the above chart-12 indicate that 2.41 mean of employees career prospects is not good. The industry does not provide career prospects to employees. Management fail to provide good career prospects to employees And employees also expect and dream about their career development so this criteria affects to employees' satisfaction level.
- As per the survey, 4.2 mean of employees are averages with industry provide opportunity for further study. Because it's not compulsory to provide this facility but when any employees are interest for further study the industry should help to continue the study by this employee feel motivated. So giving opportunity is average.
- As per the survey conducted, in industry low level employee competence mean is 1.29. maximum employees are strongly dissatisfied with employee competence. The management doesn't have awareness about the employee competence.
- As per the study conducted, industry scientific performance appraisal mean is 2.4 and it has not been successfully implemented so most of the employees are somewhat dissatisfied with industries scientific performance appraisal system.
- As per the survey conducted, 2.19 mean of employees are somewhat dissatisfied with their job security. The management has not paid attention towards the employee's job securities like Health Insurance, PF based on their performance. Hence the employees are dissatisfied with their job security.

## ❖ REQUIRED BENEFITS FACTOR



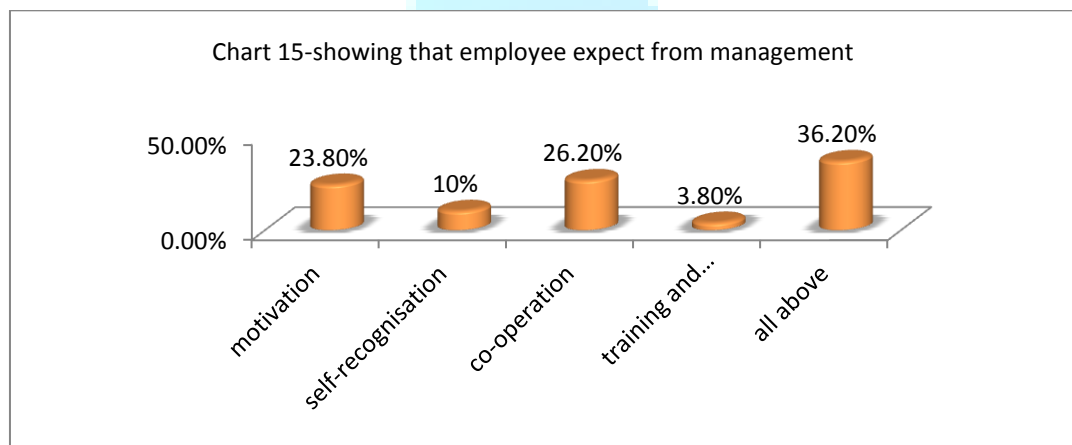
The above chart-13 shows that 55% of employees are strongly satisfied with industry provide canteen facility, 47.50% of employees are neutral with industry provide compensation procedure, 45% of employees are neutral with welfare facility, 43.75% of employees are neutral with industry provide promotion policy, 41.25% of employees are somewhat dissatisfied with provide safety provision, 35% of employees are neutral with industry provide bonus and incentives, 35% of employees are satisfied with industry provide health and life insurance to employees. 31.25% of employees are strongly satisfied with vehicle facility. The majority of employees are strongly satisfied with industry provide canteen facility and vehicle facility, health and life insurance as well as employees are neutral with compensation, promotion policy, welfare, bonus and incentives along with that employees are dissatisfied with industry provide safety provision. Here industry provide canteen facility is good and majority of employees are satisfied with vehicle facility because of Bagalkot cement industry and katawa udyoga (jyoti) cement Industry is on the out skirts of Bagalkot City So vehicle facilities are must. The vehicle facility in cement industry works round the clock because the work is done in shifts. Buses are provided for the employees. Some employees are satisfied with industry provide health and life insurance along with that employees are neutral with compensation, welfare system and promotion procedure because of the management doesn't give more important to welfare facilities as well as management didn't consider the lower level employee for promotion policy system. along with that maximum number of employees are not satisfied with industry providing safety provisions at work place because Safety provision participate major part in every industry And this factor influence on employees satisfaction level. Maximum employees are dissatisfied with the industry safety provision for the low level employees like Mask. Gloves, Shoes. From this majority of employees are satisfied with industry provide canteen facility, vehicle facility and other reaming factors are influence to employees satisfaction level at work place.

## ❖ EMPLOYEES SUGGESTIONS



The above chart-14 shows that 72.50% of respondents suggest to improve the ventilation facility, 20 % of respondents suggest to improve safeguard facility, 5 % of respondents are to improve water facility and 2.50% of respondents suggest to improve the mask facility in cement industry. The majority of employees suggest to improving the ventilation system because ventilation is important factor which have an impact on human health so here improving factor is ventilation and other remaining improvement facilities like safeguard, water facility and mask system in cement industry.

## ❖ EXPECTATION FACTORS FROM MANAGEMENT



The above chart-15 shows that 36.20% of respondents expect all factor like motivation, self-recognition, co-operation and training and development system from management, 26.20% of respondents expect co-operation factor, 23.80% of respondents are expect motivation factor, 10 % of respondents are expect self-recognition and 3.80% of respondents are expect training and development factor from management. The employee expect motivation, self-recognition, co-operation, training and development from the management and also expects fair treatment among the workers. These are the main factors which influences to employee satisfaction level in cement industry.

## FINDINGS

- It is found that industry provide poor infrastructure system. Infrastructure also influence on the employee's dissatisfaction/satisfaction level. Majority of employees agree that the Industry is providing poor infrastructure.
- It is found that 53.80% of the employees are dissatisfied with their existing job position in cement industry. The reason is to be the employee skill may not match with the job skill. The employee feel satisfied with the job position if it challenging and having autonomy to perform the job and certain support is given by the Top Management.
- It is found that maximum employees are dissatisfied with the overall working environment factors like industry provides safe working condition, providing adequate equipment at work place along with that industry atmosphere is not pleasant.
- It is found that 41.25% of employees are somewhat disagree with industry salary is not reasonable. Because the employee expect salary according to their skills, knowledge, competency and job Designation. If the salary does not match with these factors then employee feel that salary provided is not Reasonable. Along with that 36.25% of employees are somewhat disagree with employees salary is at par with their position.
- It is found that 27.50% of employees are strongly not satisfied with industry doesn't give opportunity to utilizes their skills and talent. The reason might be usually industry doesn't consider the low level employees skills and talent at work place, they consider only their work performance. So employee doesn't get an opportunity to utilize the skills and talent at work place.
- It is found that, 28.80% of respondents are strongly not satisfied with their current remuneration because industry does not give proper remuneration its effects on employee job satisfaction.
- It is found that 4.09 mean of employees are average with the degree of independence associated with their work role. Because the management gives enough rights to take decisions related to their job field. Along with that 4.29 mean of employees are average with providing adequate opportunity for periodic change in duties.
- As per the study conducted that maximum employee's have very formal relationship with their supervisors. Hence there will no bondage between employees and supervisors.
- As per the survey, 38.75% of employees are satisfied with industry provide medical insurance scheme is good to all employees so majority of employees are satisfied with the medical facility It helps to motivate the employees in their work place.



- As per the survey conducted, 22.50% of employees are dissatisfied with fair benefit system. It's not equally distributed based on the performance. Along with that 26.25% of employees are dissatisfied with industry didn't provide policies for promotion and advancement procedure Because of industry didn't give proper policies for promotion to the low level employees.
- As per the survey, 2.41 mean of employees career prospects is not good. As well as 4.2 mean of employees are averages with industry provide opportunity for further study. Along with that employees are dissatisfied as there is no employee competence and scientific performance appraisal system the industry.
- It is found that 55% of employees are strongly satisfied with industry provide canteen facility, 47.50% of employees are neutral with industry provide compensation procedure and other remaining employees are dissatisfied with safety provision. Along with that employees are neutral with welfare facility.
- it is found that 72.50% of employees are suggest to the improve ventilation system because ventilation is important factor it influences to human health so here improving factor is ventilation and other remaining improvement system is like safeguard, water facility and mask system in cement industry.
- It is found that 36.20% of employees expect all these factors from management like motivation, self-recognition, co-operation, training and development factor.

## CONCLUSION

According to the study conducted it can be conclude that employees job satisfaction level is based on the results for the standardized values, work conditions, fairness, promotion, salary, remuneration, benefits, pay, are key factors affecting to the employees. Money is a good motivator, actually all employees' work for money, employees need the money, a good salary and good compensations are key factors in satisfying the employee.

As the research was carried in order to know the employees' satisfaction level on the job 45% result was positive and rest 55% can be improved by the suggestions. The industries adopt policies and structure so that work will be delegated easily.

As per the study came to know that in cement industry variety of factors that can influence to low level employees at work place like good infrastructure, working condition, rewards, salary, welfare, compensation, fair benefits system, compensation, remuneration, safety provision, career prospects, employee competence, scientific performance appraisal and job security.

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