



Study of Employee Job Satisfaction in Rajasthan Cement Industry

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Job satisfaction includes multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioral components.

Hulin and Judge (2003)

Abstract:

Indian workers are among the most satisfied with their jobs globally, and nearly one in five Indians like their jobs so much that they would even work for free, says a survey. According to a survey by online career and recruitment solutions provider Monster Worldwide and Gfk, an independent global market research company, over half of Indian workers (55 per cent) love or like their jobs a lot, placing India at third position in international happiness ranking, behind Canada (64 per cent) and the Netherlands (57 per cent).

Key Words: *Physiological needs, Safety, Belongingness/love, Esteem, Self-actualization, Organizational Climate.*

Introduction:

Among the seven countries surveyed, United States was ranked fourth with 53 per cent saying they either love or like their jobs, followed by United Kingdom (46 per cent, 5th), France (43 per cent, 6th) and Germany (35 per cent, 7th). The international survey that polled more than 8,000 workers in Canada, France, Germany, India, the Netherlands, the UK and the US, said nearly one in five (18 per

cent) Indians love their jobs so much that they would work for free.

Moreover, only 5 per cent of Indian workers admit they actively dislike their jobs and no Indian worker said they hate their jobs - the lowest percentage of all countries surveyed.

"The research findings are a reflection of prevailing business scenario and employee/worker mind-set where they want to be safe and not take any risks," Monster.com (India/Middle East South



East Asia) managing director Sanjay Modi said.

The survey further said that money does not buy happiness as those with medium level pay packets are happier than those with huge salaries.

Three in five (60 per cent) of those with middle incomes say they like or love their job as compared to just over half (52 per cent) of high earners. Lowest earners are the least content with less than half (47 per cent) saying they are happy at work.

"There are many variables to job satisfaction - and the size of your pay check is only one aspect," Mr Modi added. Meanwhile, on the other end of the happiness spectrum, US respondents are the most likely to feel negatively about their jobs, with 15 per cent giving their jobs a big thumbs down, followed by UK (12 per cent), Germany (10 per cent), France (9 per cent), Canada and the Netherlands (both at 7 per cent).

There are two types of job satisfaction based on the level of employees' feelings about their jobs. The first is global job satisfaction, which refers to employees' overall feelings about their jobs (e.g., "Overall, I love my job.") While the second is, job facet satisfaction, which refers to feelings about specific job

aspects, such as salary, benefits, and the quality of relationships with one's co-workers (e.g., "Overall, I love my job, but my schedule is difficult to manage.") (Mueller & Kim, 2008).

Theories on Job satisfaction have a strong overlap with those theories explaining human motivation. Beside other famous theories, the most common and prominent theories in this area includes the [a] Maslow's needs hierarchy theory and the [b] Two-Factor Theory (Motivator-Hygiene Theory) hence, further the Models have been extended to describe clearly the factors responsible for Job Satisfaction.

Hierarchy of needs:

Although commonly known in the human motivation literature, Maslow's needs hierarchy theory was one of the first theories to examine the important contributors to job satisfaction. The theory suggests that human needs form a five-level hierarchy (**Figure 1**) consisting of: (1) Physiological needs; (2) Safety; (3) Belongingness/love; (4) Esteem (5) Self-actualization.

Maslow's hierarchy of needs postulates that there are essential needs that need to be met first (such as, physiological needs and safety) (1,2),



before more complex needs can be met (such as, belonging and esteem) (3, 4).



Figure 1:1 Maslow’s Five-level hierarchy Source: OSH Wiki networking knowledge

Maslow’s needs hierarchy was developed to explain human motivation in general. However, its main tenants are applicable to the work setting, and have been used to explain job satisfaction. Within an organization, financial compensation and healthcare are some of the benefits which help an employee meet their basic physiological needs (1). Safety needs (2) can manifest itself through employees feeling physically safe in their work environment, as well as job security or having suitable company structures and policies. When this is satisfied, the employee’s can focus on feeling as though they belong to the workplace ,this can

come in the form of positive relationships with colleagues and supervisors in the workplace, and whether or not they feel they are a part of their team/organization (3). Once satisfied, the employee will seek to feel as though they are valued and appreciated by their colleagues and their organization which comes under esteem(4). The final step is where the employee seeks to self-actualise; where they need to grow and develop in order to become everything they are capable of becoming. Although it could be seen as separate, the progressions from one step to the next all contribute to the process of self-actualization. Therefore, organizations looking to improve employee job satisfaction should attempt to meet the basic needs of employees before progressing to address higher-order needs.

Two-Factor Theory (Motivator-Hygiene Theory):

Fredrick Herzberg’s Two Factor Theory (1966) (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the work place. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. The motivating factors are considered to be intrinsic to the job and are those aspects of the job that make people



want to perform, and provide people with satisfaction, for example achievement in work, recognition and promotion opportunities and work carried out. While the hygiene factors are considered to be intrinsic to the job and include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions

Concluding, it can be proved that Job satisfaction is very important because it really have an impact in the life of employees because they spend a major portion of their life at working place. Thus to consider, manage and keep them always satisfied is the first most thing of an organization because they are the biggest asset the organization and the overall output of the goal depends upon their satisfaction level. As it is fact that The more satisfied the more committed the employees would be and will help in contributing the desired output but if they are less satisfied the output will reflect to be less as per desired. Hence, a satisfied, happy and hard working employee is the sign of a healthy organization.

History of Cement Industry In India:

Cement is an essential component of infrastructure development & most important input of construction industry,

particularly in the government's infrastructure & housing programs, which are necessary for the country's socio economic growth & development. It is also the second most consumed material on the planet. The total utilization of cement in a year is used as an indicator of economic growth. A fast developing economy as India, there is always large possibility of expansion of cement industry. The Government of India has been giving immense boost to various infrastructure projects, housing facilities and road networks for its development and ultimately at present the cement industry in India is currently growing at an enviable pace with first position in cement production.

History of Cement Industry In Rajasthan:

Rajasthan, the largest state of India is located in the north-western part of the subcontinent. It was established on November 1, 1956, and has 33 districts. Jaipur is the capital city and lies in the east-central part of the state. Geographically it is bounded to the north and north-east by the states of Punjab and Haryana, to the east and south-east by the states of Uttar Pradesh and Madhya Pradesh, to the south-west by the state of Gujarat, and to the west and north-west by



Pakistan. The southern part of the state is about 225km from the Gulf of Kutch and about 400 km from the Arabian Sea. Regarding the industries Rajasthan welcomes to set up mostly all industries due to its rich availability of natural resources. It was on December 1916 the first cement industry started at Lakheri in Rajasthan but the second one, which was set up after 36 years at Sawai Madhopur by the Sahu Jains, turned sick and closed due to some unhealthy reasons. But gradually the cement industries of Rajasthan picked up itself to such an extent that very successfully at present in India it stands second in the production of cement. As per the Draft of Mineral Policy, 2015, The State is fortunate to have 79 varieties of minerals, out of which 57 are being produced thus, its share is 9% in the country's total mineral production. As richly endowed with natural resources, the cement industry in Rajasthan witnesses a significant growth and is amongst the leading producer of cement in India. By considering the availability of Minerals specially for manufacturing cement, the major material limestone is found plenty in Rajasthan where out of its total consumption, 75 per cent of its use is in cement industry. The State also continues to be the leading producer of gypsum ,

where About 90% of India's total gypsum production comes from western and northwestern part of Rajasthan thus its estimated that this will satisfy the cement industry for the coming seven or eight years. Due to such huge reserves of resources in Rajasthan for cement manufacturing there is scope of establishing more plants in future. Thus, as per Mineral Policy 2015, due to such easy availability of major minerals for cement production, the State ranks first in the production of cement in the country.

Table 1:3 SOME OF CEMENT INDUSTRIES IN RAJASTHAN

CEMENT INDUSTRIES	
1	AMBUJA CEMENT
2	ULTRA TECH CEMENT
3	SHREE CEMENT
4	WONDERS CEMENT
5	BINANI CEMENT
6	J.K. CEMENT
7	BIRLA CORPORATION
8	NIRMAX
9	LAFARGE INDIA
10	J.K. LAKSHMI
11	ACC
12	MANGALAM



Objectives of Research:

The main objectives of research are:

1. To gain familiarity with a phenomenon or to achieve new insights into it- Explore or Formulate Research.
2. To portray accurately the characteristics of a particular individual, situation or a group- Descriptive Research.
3. To determine the frequency with which something occurs or with which it is associated with something else- Diagnostic Research.
4. To Test a hypothesis of a causal relationship between variables- Hypothesis-Testing.

Motivation in Research:

The motivation of research are changed and vary as Directives of Government, Employment Conditions, Curiosity about new things, desire to understand casual relationships, social thinking and awakening. Some of the motivations are listed below:

1. What makes you to undertake Research?
2. Desire to get degree along with its consequential benefits.

3. Desire to face the challenge in solving the unsolved problems- concern over practical problem initiates research.
4. Desire to get intellectual joy of doing some creative work.
5. Desire to be of service to society.
6. Desire to get respectability.

Review of Literature:

Ekta Sinha, 2013 measured the satisfaction level of employees. Discussed that dissatisfied employees tend to perform below their capabilities, result in high turnover of staff and leave their jobs relatively quickly thus the staff well-being and their level of satisfaction and engagement has been found to directly impact on organizational performance and ultimately organizational success, Satisfied employees tend to contribute more in terms of Organizational productivity and maintaining a commitment to customer satisfaction. For the Research Methodology Descriptive research design was adopted, which is also known as statistical research, Sample sizes of 150 employees from various departments were taken for the research purpose. To cater the need of the research we have used primary (self constructed structured Questionnaire) as well as secondary sources of data (web sites, journals etc.).



Structured questionnaire was prepared to interview the employees of the organization on distinct 23 parameters like: salaries, job rotation, work environment welfare measures at the organization etc. and it was measured on Likert five point scale, which was later reduced to 5 factors with help of factor analysis. Under the probabilistic sampling techniques, a systematic sampling was done. Statistical Tools like the IBM SPSS 20 (Statistical Package for the Social Sciences), for data analysis was used. To find out major factors that contribute towards the employee satisfaction, factor analysis, the data reduction technique was used. Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO), Bartlett's Test of Sphericity found that a few important factors that normally contributed to the employee satisfaction such as: welfare measures, role clarity, freedom of decision making and recognition at work did not had much influence in employee satisfaction. The innovativeness and creativeness also takes a back seat. Used Kolmogorov-Smirnov test of normality; Kruskal-Wallis Test, Chi-Square test Statistics, the researchers were seen more interested to know employee satisfaction level on the basis of Employees' Experience; salary; gender; job rotation

;age and satisfaction regarding training opportunities. Observed that with respect to experience the satisfaction level of the employees differ significantly regarding salary. There was no difference of satisfaction level regarding training opportunities between different age groups between gender groups there exists no significant difference in satisfaction level of employees regarding job rotation policy of the company. Author concluded that the overall employees were satisfied with their organization.

Mina Shirvania et -al, 2013 presented different factors influencing job satisfaction in cement industry, discussed the relationship between job satisfaction and employees' personal characteristics including gender, marital status, etc. Described the Job satisfaction as an important role on increasing business productivity and efficiency whereas having too much stress to reduce job satisfaction. Proposed questionnaire and distributes it among 244 out of 800 employees who worked for cement industry, sample size was 246 out of 800 employees. The proposed study designed a questionnaire in Likert scale and distributed it among employees of this business unit, for the hypothesis of the survey the data were analyzed using



different statistical tests such as t-student and analysis of variance. The results indicate that while there was not any meaningful relationship between gender and job satisfaction there was some meaningful relationship between marital status and job satisfaction.

Arvind Hans et-al, 2013 presented a study on job satisfaction, Study was extended to report the effect of demographic variables such as Age, Gender, Years of experience and sectors on Locus of Control and Job Satisfaction among the middle level management. Discussed the Concept of Locus of Control and Job Satisfaction. The study provided a foundation in exploring the impact of locus of control on job satisfaction of employees. A Descriptive research design was used for this research based on adoption of survey method. The total sample size was 100 middle level management employees from 25 companies, Pilot study has been done among fifteen members and then 100 questionnaires were distributed among middle level, the Organizational Job satisfaction scales were also used . Proportionate stratified random sampling and Probability sampling method was chosen for study. 100 questionnaires were received by the respondents where Supervisors and managers were essentially

considered as middle level management employees. For Data Collection Method(s), both primary and secondary data were used. The Primary Data was collected through two structured Questionnaires with coupled six point Likert scale, for the Secondary Data, the information were collected through Internal sources, books, research journal, articles, internet and many more other official sources and records. Further, the data collected from the sample were analyzed by using descriptive statistics from the statistical tools. To collect the data following eight sectors were selected like: Tourism sector; Banking and investment sector ; Oil and Gas sector ;Service sector; Industry sector ; Energy sector ;.Transport, Aviation and port sectors; and Exhibition. Result indicated that the middle level management employees in the organizations were primarily driven by internal locus of control and most of the employees in the sector scored low in job satisfaction scale. The findings revealed that as through the demographic factors, based on Gender- Male employees were found dissatisfied with their job. based on age, the Middle level employees at all age group were found dissatisfied, based on experienced, the most experienced employees were



found dissatisfied and finally based on sector, all sectors of middle level management had an internal locus of control since they scored high in individual control. Thus the result indicated that the middle level management employees in the organizations were primarily driven by internal locus of control and most of the employees in the sector scored low in job satisfaction scale. Researchers suggested that the further study can be done on a large sample size for better understanding of job satisfaction and locus of control, even the study of locus of control and job satisfaction can be carried out at different levels like Top level and Primary level; research can also be conducted on various ministries to see the effects of locus of control and job satisfaction on middle level management. As the middle level management employees were driven by internal locus of control they had high score in the individual control and low score in chance control. Thus, finally the authors concluded that the employees were found dissatisfied with their jobs as they scored less in level of satisfaction.

STRENGTHS AND WEAKNESSES:

STRENGTHS:

1. Observations and interviews methods helped management in understanding the perception of job satisfaction trend more vividly.
2. Research findings revealed clearly that the satisfaction level of employees on their job was good and satisfactory.
3. All the results of hypothesis and models implemented showed clearly that the job satisfaction strongly influenced the productive efficiency of organization and the employees' efficiency to work.
4. Surveys conducted helped in reflecting the management's mind to the employee as well as indicated to the management about employees' feelings, opinions and attitudes.
5. Different studies helped managers to monitor effectively and react promptly for increasing the level of job satisfaction.
6. Among all parameters the Performance, superior-subordinate relationship, fairness in the job, Motivation, teamwork, salary, fair promotion, experience, demographic factors, working environment, efficiency in work, effective commitment; fringe



benefits, supervision, and co-worker relation were seemed to be one of the most important factors contributing to job satisfaction.

7. Observed that most of the employees were satisfied on majority of the factors and were proud to work and be associated with the organization.
8. Compared to the younger executives, In terms of promotion, the older executives who had more work experience showed a higher level of job satisfaction.
9. In terms of job satisfaction, the Junior officers and non-executive employees with less number of service were found to have more job satisfaction levels than older ones .
10. In terms of gender, male executives experienced a higher level of job satisfaction compared to female executives.
11. Analyzed Job satisfaction as an important role on increasing business productivity and efficiency.
12. Positive and healthy interpersonal skills, work place, pay, promotions, relations with co-workers and change in technology were seen as

main factors of job satisfaction that influences employee's behavior in any organization.

13. Researchers concluded every research saying the satisfactions level of employees and workers were was highly satisfied on majority of the factors.

WEAKNESSES:

1. Analyzed that there was no significant relationship between the levels of job satisfaction based on demographic factors.
2. Fairness of the company does not have significant impact towards the employees' level of job satisfaction.
3. Observed that factors such as rewards, high negative stress ,compensation, promotion policy, frequent transfers, working hours, poor T&D and the frequent transfers led to dissatisfaction of among employees.
4. The Work place safety measures adopted was not very satisfactory because of the work environment that had a low correlation with job satisfaction.



5. Because of a negative relationship between job satisfaction and promotion the executives appeared not to be satisfied with their work culture.
6. Considered factors like high stress, lack of communication, lack of recognition, perception of an employer's; lack of work flexibility; stress ; lack of proper amusement; limited growth opportunity; bad treatments etc.... to be as factors of dissatisfaction.
7. Observed that compared to females male employees were found mostly dissatisfied with their job.
8. Perceived that the Over qualification of employees did not affect the employees' health, status or Job Stress but greatly affected their job satisfaction level.
9. Poor Salary, work environment, promotion were seen obviously affecting the level of job satisfaction among employees.
10. Need for non financial gains have always seen a significant negative response on the job satisfaction level of middle level managers.
11. Observed that based on age, the Middle level employees at all age group were found dissatisfied; based on experienced, the most experienced employees were found dissatisfied and finally based on sectors, all sectors of middle level management were found dissatisfied with their jobs.
12. Factors like high stress, lack of communication, layoff threats, quick turnover, less welfare schemes, less scope for vertical growth, lack of recognition, perception of an employer's towards his workers; lack of work flexibility,; lack of proper amusement; limited growth opportunity ; bad treated were seen as major factors of dissatisfaction.

Conclusion:

The study indicates that all the executives are satisfied with the talent management practices in their organisation as most of the responses received were in strongly agree and agree categories. This was also evident from the fact that many employees have been working in the present organisations for long periods with a large number having worked in one single organisation since the beginning of the career never



switching the job.

The analysis clearly shows that there is no difference in the satisfaction level of employees among different age groups, experience and organizations. All the executives are highly satisfied with the talent management practices in their organizations. The analysis also indicated that there was no difference in the impact of the four parameters on the satisfaction level of employees with talent management practices in their organizations.

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