

# A STUDY ON EMPLOYEE JOB SATISFACTION



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## Abstract:-

Job satisfaction in the favorable or unfavorable with which employees view their work. It results when there is a fit between job requirements, wants and expectations of employees. It expresses the extent of match between the employees expectation of job and rewards that the job provides.

## Keywords:

Employee Job Satisfaction , job requirements , community life.



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## INTRODUCTION

Job satisfaction may refer either to a person or a group. Job satisfaction may be more clearly understood in the context of the employee's extend of satisfaction in general in his total life situation. Job satisfaction can be viewed in relation to employees satisfaction with their home and community life. Some employee's for instance maybe very satisfied with their jobs as an average. Consequently their job satisfaction is lower than their other satisfactions. Some other employees may feel dissatisfied with home and the employee's job satisfaction will be relatively high. But, generally job satisfaction and life satisfaction are closely related. The effect in sprill of one over to other.

Job satisfaction is one of the most crucial but controversial issued in industrial psychology and behavioral management in organization. It ultimately decides the extend of employee motivation through the development of organizational climate or environment.

Job satisfaction is a complex phenomena. Many other factors also play their own roles in determining the job satisfaction of workers. Such factors as the workers, age, values, judgment and aspirations are also to be considered in determining job satisfaction.

Milton L. Blumsay job satisfaction is the result of various attitudes possessed by an employee. In a narrow sense, these attitudes are related to the job and are concerned with such specific factors on wages, supervision, steadiness of employment conditions or work, social relations on the job, prompt settlement of grievance, fair treatment by the employer and other similar.

## HISTORY OF CEMENT INDUSTRY

Cement Industry is one of the largest industries of the world and occupies predominant place as one of the basic industries for development and its employment generation capacity. Cement ranks next to steel in construction material and so is the basis of all modern construction. John Smeat on, who is also known as "father of civil engineering" and credited for design of many bridges, canals, harbors etc. was the first proclaimed civil engineer and pioneered the use of 'hydraulic lime', which led to discovery of modern cement. The common cement or Portland cement was prepared and Patented by Jose A spdin in 1824. In the later part of 19th century, cement production was taken up by many countries many decades after the first patent was taken by Aspdin in England. India entered into the Cement Era in 1914, when the Indian Cement Company Ltd. started manufacturing Cement in Porbundar in Gujarat. However, even before that a small cement factory was established in Madras in 1904 by a company named South India Industrial Ltd. Indian Cement Company Ltd produced only one type of cement which was designed by the British standard committee as "Artificial Portland Cement". This company marketed its product in Mumbai, Karachi, Madras and other parts and became a financial success. At that time India had to import cement from England. The price of the imported cement was higher. Some other factors such as increase in domestic demand, reduction in supply from abroad (due to war), availability of Indian Capital, ample raw material, Cheap labour, support of the government etc. made it a leading industry in India in a short period of time. In January 1915, a cement unit was started at Katni in Madhya Pradesh In December 1916, another unit at Lakheri in Rajasthan was started. During the First World War period, cement production in these three important factories was taken under control of the government and later the control was lifted once the war was over. After the war, 6 more units were launched in India. In 1924, India's cement production was 267000 tons. However, initially this increased production could not reduce the imports and the industry suffered a rate war. This led to closure of many indigenous units. The Indian companies which were away from ports or commercial centers faced the locational disadvantage. The above incidents led to the industry stakeholder approach to the government for some kind of protection. The British government constituted a Tariff board and this board recommended protection of the indigenous industry against the dumping of the imported cement. It recommended raising of the customs duty to 41% which was around 15% at that time, but this recommendation was not accepted by the government.

## CEMENT INDUSTRY IN INDIA

India's cement industry has been witnessing a phenomenal growth since early 1980, when the country adopted price decontrol policy for this industry. Table 1 outlines the enormous growth both in installed capacity and production in Indian cement industry. Commencing with a capacity of 3.28 million tones in 1950-51, cement industry surged to a capacity of 177.83 million tones in 2006-07. Similarly, production of cement increased from 2.95 million tones in 1950-51 to 161.66 million tones in 2006-07. Capacity utilization, which was 90% during 1950-51, gradually decreased to 67% in 1980-81. It however, took a reverse turn in the eighties and started increasing slowly.

## PROFILE OF THE COMPANY

Dalmia Bharat Enterprise Ltd is a cement manufacturer with plants in Tamil Nadu and Andhra Pradesh with a capacity of nine million tonnes per annum. The company is engaged in the business of cement, thermal power & other businesses. They operate the business of cement and power through their

subsidiaries, namely Avnija Properties Ltd and DCB Power Ventures Ltd. Dalmia Bharat Enterprises Ltd was incorporated on February 10, 2006 with the name Sri Kesava Mines and Minerals Ltd. In February 19, 2010, the company changed their name from Sri Kesava Mines and Minerals Ltd to DCB Renewable Energy and Industries Ltd. In March 25, 2010, they further changed their name to Dalmia Bharat Enterprises Ltd. In May 2010, Dalmia Cement, the parent company and KKR had collaborated to invest Rs 750 crore for use in both sequential and merger and acquisition-based growth of the cement making firm. In September 2010, as per scheme of arrangement, Dalmia Cement (Bharat) Ltd de-merged their cement business, refractory business, thermal power business and certain other businesses (collectively the de-merged Undertakings) and transferred to the company. As part of the scheme, the company further de-merged the cement business to Avnija Properties Ltd (Avnija) and thermal power business to DCB Power Ventures Ltd (DPVL). Thus, the company ceased to be a wholly owned subsidiary of Dalmia Bharat Sugar and Industries Ltd. In September 2010, the company received Rs 500-crore investment from private equity firm KKR in Avnija Properties Ltd, manufacturer of Dalmia brand of cements. The company's equity shares were listed on the Bombay Stock Exchange (BSE), National Stock Exchange (NSE) and Madras Stock Exchange (MSE) with effect from January 24, 2011. The company is looking to raise funds from some of the private equity (PE) firms to improve their production capacity.

#### **OBJECTIVES OF THE STUDY**

1. To study the employees job satisfaction of the company.
2. To analyze the working conditions of the employees.
3. To know the factors are influencing the job satisfaction
4. To know the level of satisfaction regarding the welfare facilities.
5. To find out suggestions regarding improving the job satisfaction.

#### **RESEARCH METHODOLOGY**

##### **Research Design**

Research design can be defined as the arrangement of conditions for the collection and analysis of data in a particular manner that aims to combine relevance in research purpose will economy in procedure. Descriptive research design was used in this study. Descriptive research design is generally concerned with specific prediction with narration of facts and characters concerning groups or situation.

##### **Statistical Analysis**

To find out the relationship among employees demographic variables .Statistical percentage analyses, Diagrammatic representations of the data are exhibited through graphical presentation and Chi-Square tests have been used in this study.

##### **Sample size**

The sample size of the study is 150 employees.

##### **Sample Techniques**

The researcher has adopted simple random sampling techniques to collect from 150 respondents by means of interview schedule designed by the researcher.

##### **Data Collection**

The methodology of this study consists of both primary and secondary data. The data collected from the respondents were through questionnaire. The primary data were collected from the respondents. The secondary data were collected from the office records and journals, internet etc.

##### **Limitations**

Period of study is a limiting factor since the researcher has spent only a year for the research. Busy schedule of the employees and restrictions to ask questions that may put the management in an uncomfortable situation are not encouraged.

Data collection conducted from only confirmed managerial staffs, so the sample size is only 150. The entire findings, suggestion, conclusion are based on the 150 respondents opinion only.

#### **REVIEW OF LITERATURE**

Job Satisfaction in this study is defined as the satisfaction level for leader and followers with the leader's style and approach as well as how satisfied they are in general with the leader (Bass, 1985). Among determinants of job satisfaction, leadership is viewed as an important predictor and plays a central role. During the previous century, large amount of studies has gathered so many types of leadership in term group processes, personality and its effects, the art of inducing compliance, the exercise of influence, an act or behavior, a form of persuasion, a power relation, an instrument of goal achievement(Bass,1990). But the usage of an appropriate theory extremely depends on the purpose of the study (Bass,1990;Yukl,1998)

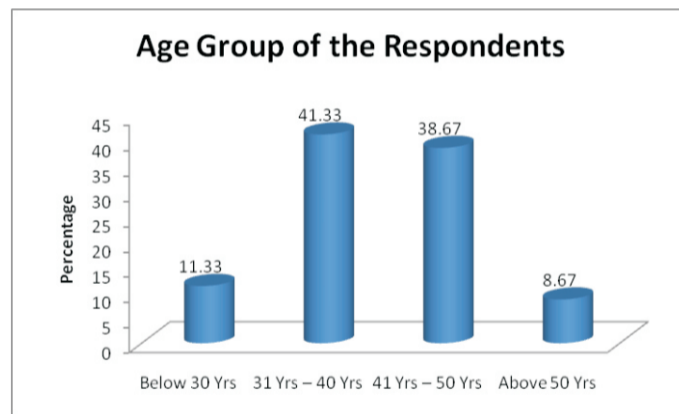
**Data Analysis and Interpretation**

**Table No: 1  
Age Group of the Respondents**

SI No	Age	No. of Respondents	Percentage
1	Below 30 Yrs	17	11.33
2	31 Yrs – 40 Yrs	62	41.33
3	41 Yrs – 50 Yrs	58	38.67
4	Above 50 Yrs	13	8.67
	<b>Total</b>	<b>150</b>	<b>100</b>

Table 1 and chart 1 indicates Age Group of the respondents. It reveals that the Age group of 31-40 years (41.33) was higher in the age group. 38.67% respondents belong to 41-50 years 11.33% respondents belong to below 30 years and 8.67% respondents belong to above 50 years.

**Chart: 1  
Age Group of Respondents Status**

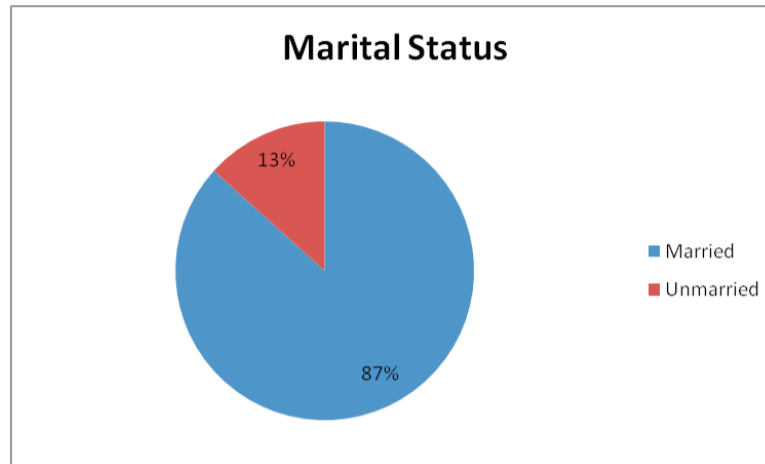


**Table No: 2  
Marital Status**

SI No	Marital Status	No. of Respondents	Percentage
1	Married	130	86.67
2	Unmarried	20	13.33
	<b>Total</b>	<b>150</b>	<b>100</b>

The above table 2 and chart 2 showing that 86.67% of the respondents are married.13.33% of the respondents belong to unmarried category.

**Chart: 2  
Marital Status**

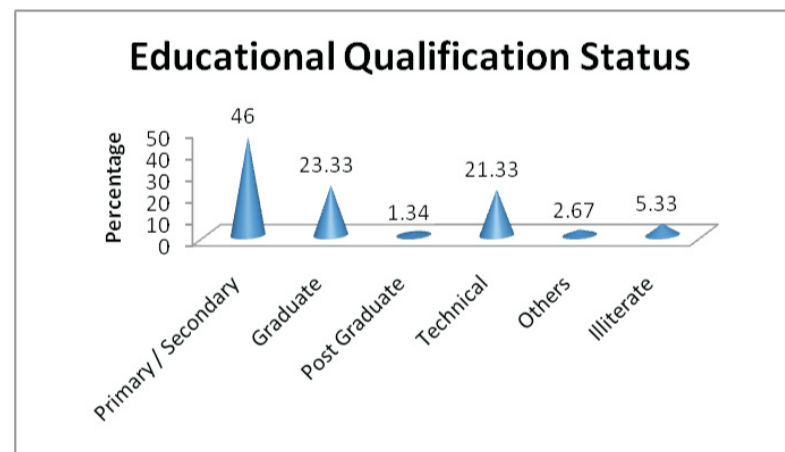


**Table No: 3**  
**Educational Qualification Status**

Sl No	Educational Qualification	No. of Respondents	Percentage
1	Primary / Secondary	69	46.00
2	Graduate	35	23.33
3	Post Graduate	2	1.34
4	Technical	32	21.33
5	Others	4	2.67
6	Illiterate	8	5.33
	Total	150	100

The above table shows that 46% of the respondents are Primary/Secondary education, 23.33% of the respondents are Graduate, 1.34% of the respondents are Post Graduate, 21.33% of the respondents are Technical and remaining 2.67% of the respondents are other category.

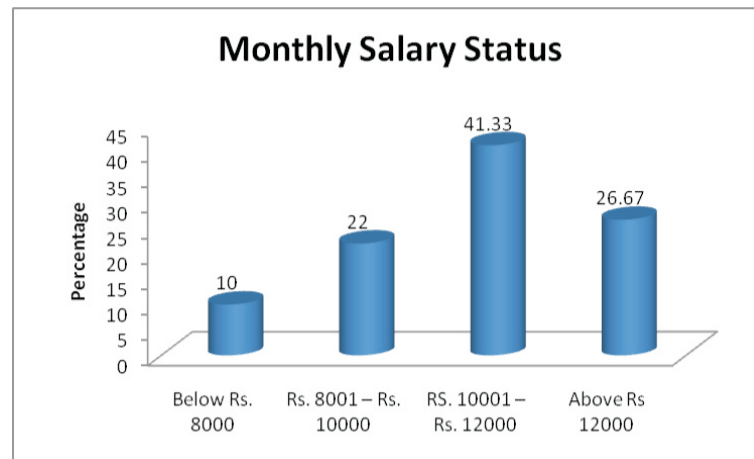
**Chart: 3**  
**Educational Qualification Status**



**Table No: 4**  
**Monthly Salary Status**

Sl. No	Monthly Salary	Monthly Salary	Percentage
1	Below Rs. 8000	15	10
2	Rs. 8001 – Rs. 10000	33	22
3	RS. 10001 – Rs. 12000	62	41.33
4	Above Rs 12000	40	26.67
	Total	150	100

**Chart: 4**  
**Monthly Salary Status**

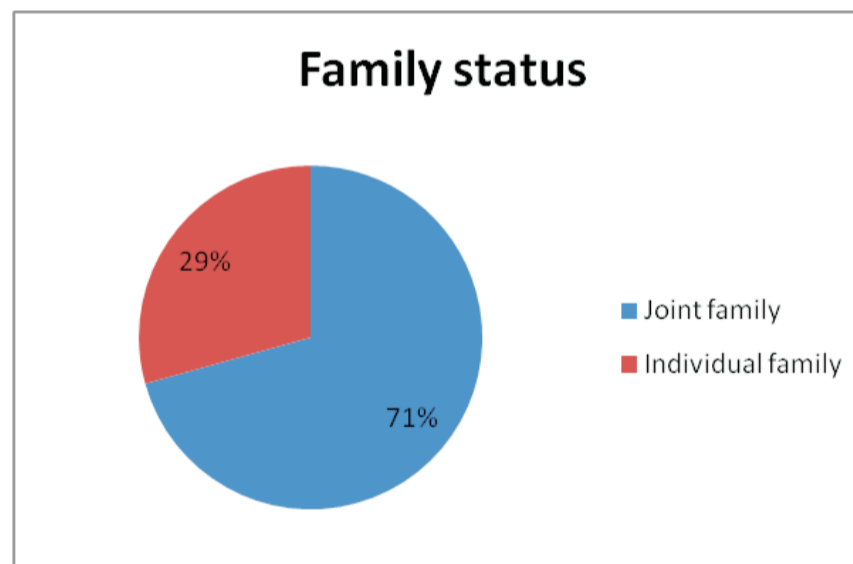


The above table 4 and chart shows that 10% of the respondents are getting salary below Rs. 8000, 22% of the respondents are getting salary Rs. 8001 – Rs. 10000, 41.33% of the respondents are getting salary Rs. 10001 – Rs. 12000 and remaining 26.67% of the respondents are getting salary above Rs. 12000.

**Table No:5**  
**Family status**

Sl No	Family Status	No. of Respondents	Percentage
1	Joint family	106	70.67
2	Individual family	44	29.33
	Total	150	100

**Chart: 5**  
**Family status**



The above table 5 and chart 5 clearly shows that 70.67% of the respondents are joint family and remaining 29.33% of the respondents are individual family.

**Table No:6**  
**Year of service of the Employees**

SI No	Year of Service	No.of Respondents	Percentage
1	Below 5 Yrs	6	4
2	6 Yrs – 10 Yrs	18	12
3	11 Yrs – 15 Yrs	72	48
4	Above 15 Yrs	54	36
	Total	150	100

The above table shows that 4% of the respondents have below 5 yrs experience, 12% of the respondents have 6 yrs 10 yrs experience, 48% of the respondents have 11 yrs – 15 yrs experience and remaining 36% of the respondents are above 15 yrs experience.

**Table No:7**  
**Employees level of satisfaction on canteen**

	Level of Satisfaction on Canteen	No. Of Respondents	Percentage
1	Highly Satisfied	50	33.3
2	Satisfied	38	25.00
3	Neither Satisfied Nor Dissatisfied	33	22.00
4	Dissatisfied	13	8.7
5	Highly Dissatisfied	16	11
	Total	150	100

From the above table we can understand that 33.3% of the respondents are highly satisfied, 25% of the respondents are satisfied, 22.00% of the respondents are neither satisfied nor dissatisfied, 8.7% of the respondents are dissatisfied and 11% of the respondents are highly dissatisfied

**Table No:8**  
**Employees level of satisfaction on drinking water**

SI No	Level of Satisfaction on Drinking Water	No. of Respondents	Percentage
1	Highly Satisfied	46	31
2	Satisfied	33	22
3	Neither Satisfied Nor Dissatisfied	40	27
4	Dissatisfied	11	7
5	Highly Dissatisfied	20	13
	Total	150	100

From the above table : 8 we can understand that 31% of the respondents are highly satisfied, 22% of the respondents are satisfied, 27% of the respondents are neither satisfied nor dissatisfied, 7% of the respondents are dissatisfied and 13% of the respondents are highly dissatisfied.

**Table No: 9**  
**Employees level of satisfaction on Uniforms**

S.L No	Level of Satisfaction on Uniforms	No. of Respondents	Percentage
1	Highly Satisfied	70	47
2	Satisfied	50	33.1
3	Neither Satisfied Nor Dissatisfied	20	13.3
4	Dissatisfied	8	5.3
5	Highly Dissatisfied	2	1.3
	Total	150	100

From the above table shows that 47% of the respondents are highly satisfied in uniforms, 33.1% of

the respondents are satisfied in uniforms, 13.3% of the respondents are neither satisfied nor dissatisfied in uniforms, 5.3% of the respondents are dissatisfied in uniforms and 1.3% of the respondents are highly dissatisfied.

**Table No:10**  
**Employees level of satisfaction among the toilet**

SL No	Level of Satisfaction among the Toilet	No. Of Respondents	Percentage
1	Highly Satisfied	36	24
2	Satisfied	46	31
3	Neither Satisfied Nor Dissatisfied	20	13
4	Dissatisfied	33	22
5	Highly Dissatisfied	15	10
	Total	150	100

The above table: 10 shows that the percentage of respondents on levels of satisfaction in toilet is 24% of the respondents are highly satisfied, 31% of the respondents are satisfied, 13% of the respondents are neither satisfied nor dissatisfied, 22% of the respondents are dissatisfied and 10% of the respondents are highly dissatisfied.

**Chi Square –Test**

**Table: 1**  
**Age and level of Satisfaction**

Age	Low	Medium	High	Total
Less than 30 years	0.11 3	1.133 2	15.75 12	17
30-40 years	0.42 1	4.2 3	58.38 59	63
40-50 years	0.37 3	3.733 3	51.89 50	56
Above 50 years	0.09 2	0.933 2	12.97 10	14
<b>Total</b>	<b>1</b>	<b>10</b>	<b>139</b>	<b>150</b>

To test whether the age has an influence over the level of satisfaction on reason, Chi-square test was adopted. HO:Age has no influence over the level of awareness of age and level of awareness of age and level of awareness on reasons Chi-Square.

**Age and Level of Satisfaction**

Factor	Level of Significance	DF	Table Value	Calculate Value	Result
Age	0.05	6	12.592	139.988	Significance

From Table No: 1 it is observed that since the calculated value is greater than the table value, it falls in the rejection region. Hence the null hypothesis is rejected and it is concluded that age influence the level of awareness on reason.

**Table: 2**  
**Marital status and level of Satisfaction**



Marital status	Low	Medium	High	Total
Married	2 4.8	32 38.4	86 76.8	120
Un-married	4 0.11	16 0.11	10 0.11	30
<b>Total</b>	<b>6</b>	<b>48</b>	<b>96</b>	<b>150</b>

To test whether the marital status has an influence over the level of satisfaction on reasons, ChiSquare test was adopted HO: Marital status has no influence over level on satisfaction. Marital status and level of awareness on reasons Chi-Square.

**Marital Status and Level of Satisfaction**

Factor	Level of Significance	DF	Table Value	Calculate Value	Result
Marital Status	0.05	2	5.991	19.006	Not Significance

From table No: 2 it is implied that since the calculated value is greater than the table value, it falls in the rejection region. Hence the null hypothesis is rejected and it is concluded that marital status influences the level of Job satisfaction.

**Table: 3**  
**Educational Status and level of Satisfaction**

Educational Status	Low	Medium	High	Total
Preliminary	1 0.373	2 2.8933	11 10.73	14
Higher Secondary	2 2.08	16 16.12	60 59.8	78
Illiterate	3 0.826	8 0.4133	20 23.76	31
UG	2 0.32	0 2.48	10 9.2	12
PG	2 0.186	3 1.446	2 5.366	7
Others	2 0.213	2 1.6533	4 6.133	8
<b>Total</b>	<b>4</b>	<b>31</b>	<b>107</b>	<b>150</b>

To test whether the Educational Status has an influence over the level of satisfaction, Chi-Square test was adopted. HO: Educational status has no influence over the level of awareness of Educational Status and level of satisfaction on Chi-Square.

#### Marital Status and Level of Satisfaction

Factor	Level of Significance	DF	Table Value	Calculate Value	Result
Educational Status	0.05	10	18.307	195.666	Significance

From table No: 3 it reveals that since the calculated value is greater than the table value, it falls in the rejection region. Hence the null hypothesis is rejected and it is concluded that educational status influence the level of satisfaction

#### FINDINGS

Majority of the respondents belongs to the Age Group of 31-40 years.  
 Most of the respondents existed in the married group  
 Most of the respondents were having Primary / Secondary Educational Qualification  
 Maximum of the respondents fell in the monthly salary group of Rs. 10001-12000  
 Majority of the respondents were having a joint family status.  
 Level of Job satisfaction was higher when their year of service was 11 to 15 years

#### SUGGESTIONS

1. It is suggested that the company might try to find out various causes for the employees dissatisfactions and try to undertake remedial measures, so that they can develop job satisfaction among the employees, which is indispensable for productivity and higher standard of living.
2. It is suggested that co-operation between the employees and the company would lead to job satisfaction among the employees.
3. The salary and other allowances provided to the employees are satisfied, but it is suggested that the bonus and loans, washing allowance, house rent allowance and other allowances should increased by the company.
4. The company should introduce the incentives scheme and should implement new technologies in work methods in order to make the job more interesting and to motivate the employees.
5. To promote the company peace and harmony employees participation in company should be adopted. Suggestions should be invited from the employees in order to motivate them by keeping suggestion boxes.

#### CONCLUSION

Job satisfaction is an interesting concept, which has received much attention, in the past and deserves to receive more in the future. There are good instruments for measuring it and well-formulated theoretical explanations of it. The Job satisfaction are inducing the more and increasing the productivity of the company. Almost all the employees are satisfied with welfare facilities and allowances providing by the company. But the few employees are Dissatisfied with some of the facilities such as cleanliness of working place, washing allowance, ESI, bonus and loans. If the organizations implement the suggestion given in the report it will increase the job satisfaction and also productivity.

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