

## A STUDY ON EMPLOYEE SATISFACTION AND PERFORMANCE AT CEMENT INDUSTRIES IN RAYALASEEMA REGION

**RAMA KUMARI.M**

Research Scholar,  
Department of Management  
Sciences, JNTUA,  
Ananthapuramu, A.P, India.

**Dr.D.PRADEEP KUMAR**

Professor & Head,  
Department of Business  
Management, Madanapalle  
Institute of Technology and  
Science, Madanapalle, A.P,  
India.

**Dr. T. NARAYANA REDDY**

Assistant Professor & Head,  
Department of MBA, Jawaharlal  
Nehru Technological University,  
Anantapur, A.P, India.

### ABSTRACT

*The purpose of the study is to find the level of employee satisfaction and performance of the employees of five Cement Companies such as Bharathi Cement Corporation Private limited, Rain Cements limited, Ultratech Cements limited, Penna Cements limited and Zuari Cements limited in Rayalaseema Region. Totally 150 questionnaire were distributed to the employees in an equal proportionate basis both executives and non-executives of five companies in Rayalaseema region. 25 questions were developed on 5 factors: (a) Working Conditions; (b) Career Development; (c) Management attitude; (d) Interpersonal relationship and Compensation. 1-5 scale was used to measure the level of employee satisfaction where 1 stands for strongly agree and 5 for strongly disagree. The findings and inferences for each of the items have been presented in the forms of tables. The overall mean score is 2.04 with SD score 0.81 which revealed that the responses are consistent and almost majority of the respondents agreed that they are satisfied in their jobs and performance. It was concluded that the organization has developed a strong value system which was incorporated across all the organization values.*

**Key words:** Working Conditions, Career Development, Management attitude and Employee Satisfaction & Performance.

### INTRODUCTION:

Employee satisfaction is of extreme importance for employees to remain happy and also bring their level best. Satisfied employees are the ones who are particularly loyal towards their organization and switch to it even in the worst situation. Employee satisfaction leads to a positive feel at the workplace. It aids the company in getting better services and products from its employee, plays a very important role in productivity of employee and organizations can achieve the expected goals. Most organizations strive for employee satisfaction, but not all attain this goal. That is why it is important for human resources professionals to know more about the factors that can increase employee satisfaction and performance, and how it turns into a company's overall success.

### FACTORS OF EMPLOYEE SATISFACTION:

**Goal of Organization-** Every company has its own goal and objectives. They are giving a direction to the company and its people to work in the same direction so they achieve that goal and objectives but sometimes the aims and objectives of the organization are likely to affect employee satisfaction.

**Salary** - Salary and wage is one of the most important factors behind employee satisfaction. The salary must be in accordance to the position, experience and ability of the employee in the company.

**Rewards and Recognition-** Employee should be always rewards and awarded by company for his/her efforts and penalties are other important things that affect level of satisfaction of an employee in his job.

**Behavior of Superior-** Way of approach is very important. The kind of treatment given by the supervisor to the employee largely determines his satisfaction level. It is always desired to treat employees in a good manner.

**Opportunities-** There should be any partiality with in team because every employee is as much important as other are. Company should always treat everyone on same level and it has to provide equal opportunities to everyone for growing in his career.

**Right person for Right job-** It is essential to check that the personality of the employee matches the type of job being allotted to him.

**Meet Candidate's Expectations-** Expectations of the employee should also be in accordance to the level of organization in which he or she is working.

### **TEN STEPS TO INCREASE EMPLOYEE SATISFACTION AND LOYALTY:**

**Employee Orientation-** Proper on boarding encourages positive attitudes and can reduce turnover. Keep employees informed on the company's position, progress made, issues/ challenges, and how they directly contribute to the success of the business.

**Work Environment-** Company should always provide positive work environment to the employee because its necessity of every company. Environment should be always encouraging and also ensuring criticism is constructive are all ways to keep the environment a place where employees can do more than survive – they can thrive!

**Empower employees across the company-** Step up appropriate levels of new responsibility across the company. Push appropriate decision-making and allow people closest to the issue to make the call. Make sure your employees know that you trust them to do their jobs to the best of their ability.

**Monitor performance and reward for contribution-** People naturally keep score. Use this to your advantage by monitoring positive contribution and behavior, rewarding as appropriate. Motivate others to reach new performance levels by knowing how they measure up to expectation. Conversely, employees know who isn't pulling their weight within the organization. Don't procrastinate in dealing with performance issues, irrespective of title, within the company.

**Show respect for every member of the team-** Everyone has his or her 'favorites.' Eliminate this by demonstrating respect for everyone in the organization or company. Use this as a foundation for the rest of your employees to learn how to show respect. Improve the company's performance across the board by using the best minds, skills, and experiences in every situation.

**Remain positive-** Your employees respond to your attitude and enthusiasm. Lead the team forward through your positive outlook and contribution, helping them to see the long view or big picture and the company's current and future success.

### **STATEMENT OF THE PROBLEM:**

Employee satisfaction and Performance is one of the significant indicators of employee productivity. Employee dissatisfaction leads to frequent absenteeism, loss of man days and employee turnover. The preliminary discussion with HR managers of cement companies they revealed that there has been growing attrition among the employees which indicates that the employees are either dissatisfied with the work place HR practices or have better opportunities for growth. Therefore, there is need to address this problem through research.

## **RESEARCH METHODOLOGY:**

### **OBJECTIVES OF THE STUDY**

- To know the factors that lead to employee satisfaction and dissatisfaction.
- To study the satisfaction of the employees with respect to their work place, training activities, performance management system, compensation management, career development in the organization.
- To recommend the company the essential components of job design to improve job satisfaction

### **SCOPE OF THE STUDY**

The present research work is an opinion survey to assess the satisfaction level of employees working incement companies located in Rayalaseema region. It studies the employee satisfaction over work place, training, performance management, career development and compensation management policy and practice.

### **NEED FOR THE STUDY**

Happy employees are always dynamic and productive employees (Elton Mayo, 1927). Employee dissatisfaction leads to poor work place involvement and engagement (Gallup, 2007). Poor workplace results in attrition, job burnt outs and frequent absenteeism (ChandrakanthaSahoo, 2013). Therefore, research on employee satisfaction has become most talk over subject in management literature. If the employee satisfaction levels are not satisfactory, then they can concentrate on increasing the satisfaction level of company. To increase the employee satisfaction this study will help the HR department to concentrate on specific factors to improve employee satisfaction avoiding them to put efforts on all the factors.

### **DATA COLLECTION**

The primary data is gathered by discussions with the employees and also by distributing the questionnaire to the employees of cement companies in Rayalaseema region. The secondary data is gathered from the different books, articles, journals, internet and even an effort has been made together the information from the doctoral works.

### **SAMPLING**

The sample chosen for this study is the employees of cement companies located in Rayalaseema region. The sampling method adopted for this study is non-probability sampling method in which judgment sampling and convenience sampling methods are used. Totally 150 questionnaire were distributed to the employees both executives and non- executives of five companies in Rayalaseema region. Questionnaire method was adopted to get the responses from the respondents. The sample questionnaire was electronically mailed, sending

a detailed explanation of the purpose of the study. For this paper only few questions which are related to employee satisfaction and performance were considered for the analysis part. The SPSS was used to analysis the quantitative data. Both frequency method and percentages analysis were used.

### LIMITATIONS

The present research work does not make a holistic attempt to study on all the HR functions. This is an opinion survey. The respondents may not reveal their real perception with the fear of disclosure of their real intents. The researcher and the respondents may also suffer from time constraints to devote adequate quantum of time for discussion.

### DATA ANALYSIS AND RESULTS

S. No	Descriptive Statistics	Strongly agree		Agree		Neutral		Disagree	
		Freq uency	Perc enta ge	Fre que ncy	Perc enta ge	Freq uency	Perc enta ge	Freq uency	Perce ntage
1	Organization set of values	37	24.7	79	52.7	25	16.7	9	6.0
2	Challenging and responsibility	47	27.3	73	48.7	24	16.0	12	8.0
3	Responsibility and role clarity	31	20.7	80	53.3	31	20.7	8	5.3
4	Responsibilities commensuration with qualification& experience	37	24.7	79	52.7	25	16.7	9	6.0
5	Decision making chances	41	27.3	73	48.7	24	16.0	12	8.0
6	Sense of employee delight	37	24.7	79	52.7	25	16.7	9	6.0
7	Working conditions in the organization	37	24.7	79	52.7	25	16.7	9	6.0
8	Freedom to perform tasks with guidance	31	20.7	80	53.3	31	20.7	8	5.3
9	Opportunities for career development	37	24.7	79	52.7	25	16.7	9	6.0
10	Promotion in the organization	41	27.3	73	48.7	24	16.0	12	8.0
11	Growth opportunities in	37	24.7	79	52.7	25	16.7	9	6.0

	the organization								
12	Training and development programs	37	24.7	79	52.7	25	16.7	9	6.0
13	Information about departmental/ organizational programs	37	24.7	79	52.7	25	16.7	9	6.0
14	Inter- intra departmental communication	37	24.7	79	52.7	25	16.7	9	6.0
15	Cooperation from colleagues	37	24.7	79	52.7	25	16.7	9	6.0
16	Working as a team to get things done	37	24.7	79	52.7	25	16.7	9	6.0
17	Peer subordinate relationship	37	24.7	79	52.7	25	16.7	9	6.0
18	Management recognition	37	24.7	79	52.7	25	16.7	9	6.0
19	Organization salary/ wage management	31	20.7	80	53.3	31	20.7	8	5.3
20	Sympathetic understanding for personal grievances	37	24.7	79	52.7	25	16.7	9	6.0
21	Canteen hygienic conditions	37	24.7	79	52.7	25	16.7	9	6.0
22	Quality, quantity, price of food in the canteen	37	24.7	79	52.7	25	16.7	9	6.0
23	Transport facility	37	24.7	79	52.7	25	16.7	9	6.0
24	Safety measures	41	27.3	73	48.7	24	16.0	12	8.0
25	Doctor and medical facilities	37	24.7	79	52.7	25	16.7	9	6.0

## STATISTICS

S. No	Descriptive Statistics	Mean	Standard Deviation
1	Organization set of values	2.04	0.87
2	Challenging and responsibility	2.05	0.87
3	Responsibility and role clarity	2.11	0.78
4	Responsibilities commensuration with qualification and experience	2.04	0.81
5	Decision making chances	2.05	0.87

6	Sense of employee delight	2.04	0.81
7	Working conditions in the organization	2.04	0.81
8	Freedom to perform tasks with guidance	2.11	0.787
9	Opportunity to use skills and career development	2.04	0.81
10	Job in the organization	2.05	0.87
11	Growth opportunities in the organization	2.04	0.81
12	Training and development programs	2.04	0.81
13	Information about departmental/ organization programs	2.04	0.81
14	Inter intra departmental communication	2.04	0.81
15	Cooperation from colleagues	2.04	0.81
16	Working as a team to get things done	2.04	0.81
17	peer subordinate relationship	2.04	0.81
18	Management recognition	2.11	0.81
19	Organization salary/ wage management	2.04	0.81
20	Sympathetic understanding for personal grievances	2.04	0.78
21	Canteen hygienic conditions	2.04	0.81
22	Quality, quantity, price of food in the canteen	2.04	0.81
23	Transport facility	2.04	0.81
24	Safety measures	2.04	0.81
25	Doctor and medical facilities	2.04	0.81
26	Overall	2.04	0.81

## FINDINGS

- It was found that the 75 percent of the employees are satisfied regarding their jobs and 77.3 percent are felt that their jobs are related to their education qualification.
- It was found that 71.6 percent of the employees are felt convenient with the present duty timings.
- Majority of 70.8 percent of the respondents are felt that their jobs are in challenging way.
- 60 percent of the employees are felt that then- work schedule is satisfied and 60.8 percent of the employees are get recognition from the management through their working process.
- Majority of 74.1 percent the employees are felt satisfied about their relationships with the colleagues.



- It was found that the 65.8 percent of the employees are satisfied with the criteria of promotion in the organization.
- 75 percent of the employees are satisfied with the working conditions of the organization.
- Above 50 percent of the employees are satisfied with their carrier plan and growth opportunities in the organization.
- 68 percent of employees are satisfied with the leave system of the organization.
- Regarding the welfare facilities majority of the employees are satisfied with the safety conditions, water conditions and medical, transport, drinking water and canteen facilities. But 46.6 percent of the employees are satisfied with the sanitary conditions.
- It was found that 58.3 percent of the employees are satisfied with their proportionate feedback of the superiors and subordinates.
- 53.3 percent of the employees are satisfied with the performance appraisal system in the organization.
- It was found that 66.7 percent of the employees are satisfied regarding their Incentives.
- 60 percent of the employees are agreed that the management safeguard them in the risky situations.
- 73.3 percent of the employees are satisfied regarding their dress code in the organization.

## SUGGESTIONS

- It is recommended that the management has to take necessary steps to conducting the appraisal to the employees and then encourage them by providing rewards to their performances in the organization. It helps to get effective work by the employees.
- As on findings there is discrimination among employees. So, it suggests to overcoming it by arranging formal gathering.
- Job satisfaction survey should be conducted periodically to increase the level of job satisfaction of employees.
- Management has to revise the salary packages of the employees.

## CONCLUSION

This research is done on five Cement Companies in Rayalaseema Region has enabled me in identifying the employeesatisfaction and performance among employees. Employees responded the questionnaire and it was found the analysis that the employee satisfaction and Performance among them is satisfactory. The employees are not happy about canteen, medical, job security, salary/wage system. The management should take steps to look after these requirements of the employees. This study has enabled me to understand the functioning of Cement Industry and also have shown me to interpret my research practically.

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