

# A Study of Job Satisfaction and its Factors Effect on the Performance of Employees working

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**Abstract:** In this study data collected for understand and find the result of Job satisfaction system and its execution process in Shree Cement Limited. Primary data collected by administering questionnaire. The questionnaires designed to evaluated to different views of employees of different levels of management in Shree cement Ltd. Primary data was collected through a survey of 100 respondents. The information regarding the perception towards the of performance appraisal and satisfaction of employees towards the Job satisfaction system was collected.

**Keywords:** Job Satisfaction

## I. INTRODUCTION

In this study data collected for understand and find the result of Job satisfaction system and its execution process in Shree Cement Limited. primary data collected by administering questionnaire. The questionnaires designed to evaluated to different views of employees of different levels of management in Shree cement Ltd. primary data was collected through a survey of 100 respondents. The information regarding the perception towards the of performance appraisal and satisfaction of employees towards the Job satisfaction system was collected. Likert scale is used as the measurement scale. Likert Scale is a rating scale used for measuring the strength of respondent agreement with a clear statement on five point ratings. Personal interviews were conducted by taking note of responses to a list of questions on the subject matter. Purposive sampling technique has been adopted. To analyze the data tools of descriptive statistics such Percentages, Mean were used. Statistical test Chi-square has been used for testing the hypotheses.

Shree Cement is an Indian cement manufacturer founded in Beawar, Ajmer district, Rajasthan, in 1979. Now headquartered in Kolkata, it is one of the biggest ...

Total assets: ₹19,944 crore (US\$2.8 billion)

Net income: ₹1,544 crore (US\$220 million)

Total equity: ₹13,133 crore (US\$1.8 billion)

Industry: Building material

## II. PRODUCTION PERFORMANCE

In Shree cement limited production level reach high level and continuous production capacity increase .

**Cement Production Capacity:** 17.5 million Tonnes per.

### Financial performance:

Its business growth is very high according to company financial statement profit margin and revenue is high. **Revenue from Cement:** 4544.31 Crore and ,profit:- 1,530cr in 2020.

**Labour performance:-** Total employee strength of Shree cement is 4698.

Both field production and financial is strong. but labour field is not strong compared to financial and production sector. human resource is also important asset of company. in this study find data about the employee and conclude growth factors of HR.Strength of Shree Cement Total employee strength of Shree cement is 4698 which means a diverse workforce in an industry. Retention level of Shree cement is 94%. This retention rate means its concern about employee is very high and that makes it among the leading top cement manufacturers. Average age of employees in Shree cement is 35.6 years. Shree cement management team plays an important role in retention of employee and employee welfare .Employee Engagement and Talent Management- It is the people that make an organisation. With human resources

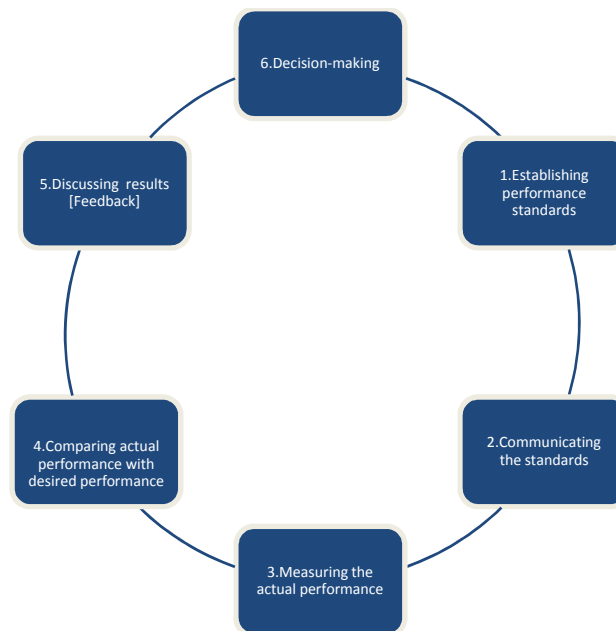
department being the caretaker of all people related processes it becomes the significant victory factor in organisational success. The HR works with an objective of aligning the aspirational needs of the people with the organizational objectives of sustained growth market leadership and cost competitiveness. Its sole aim is to build Shree as an exemplary organisation that inspires excellence every day Developing Talent for Excellence Total number of employees as on 31st March 2020 were 6185.(shree cement annual report)<sup>13</sup>

The cement industry is undergoing vast changes in the last few years. fast changing circumstances in the present business global situation demands more powerful and strengthen strategic HR tools. So, it is significant to have a proper and transparent Job satisfaction system (PAS), in organization PA which should aim at helping employees to understand, What is expected of them, know how they are performing, providing help guidance where required and link rewards with performance. PAS is a very important HR activity. If proper consideration is given to the employees through recognition of their talents, development of their capabilities and effective utilization of their potential. The PAS is a vital tool to measure the performance standard set by any organization to its employee.

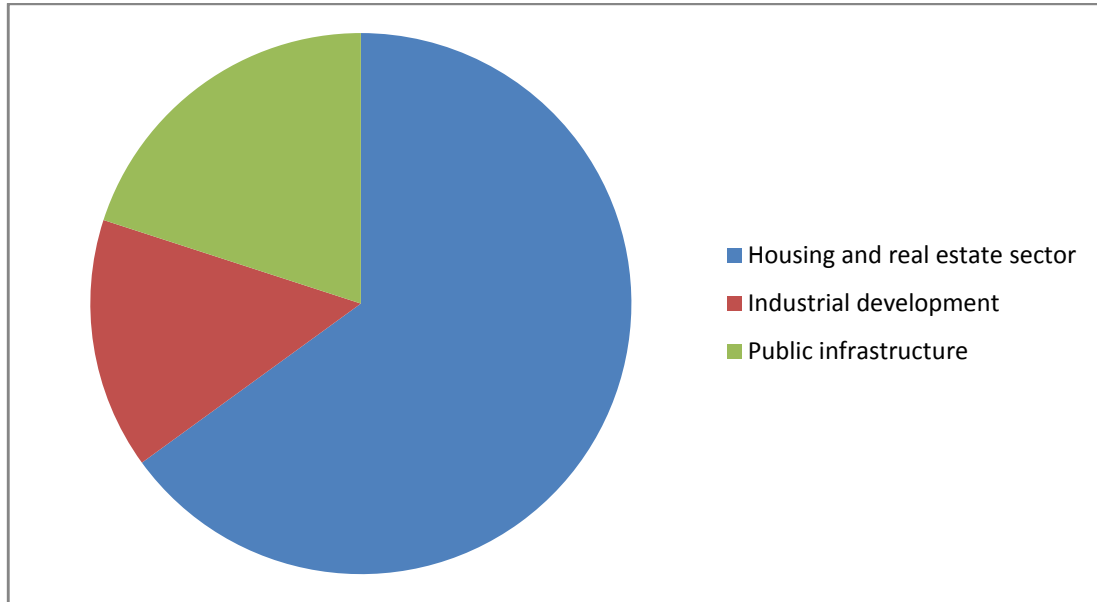
Process of Job satisfaction :-

The six steps involved in process of Job satisfaction are as follows:

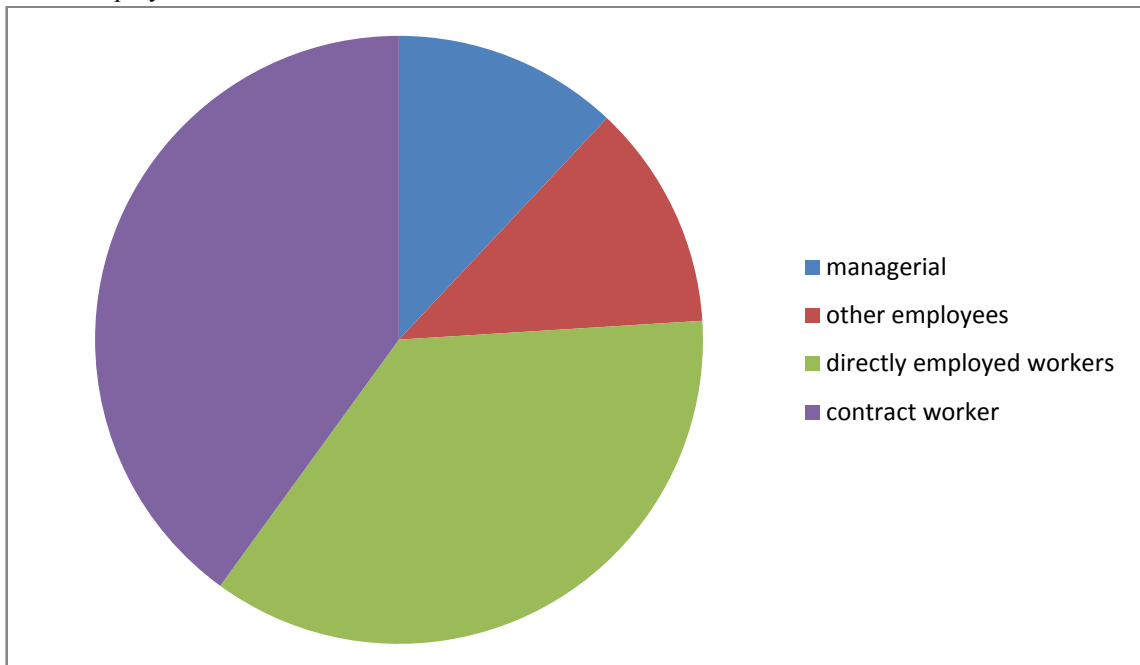
1. Establish Performance Standards
2. Communicate Performance Expectation to Employee
3. Measure Actual Performance
4. Comparing actual performance with desired performance
5. results [Feedback]
6. decision making.



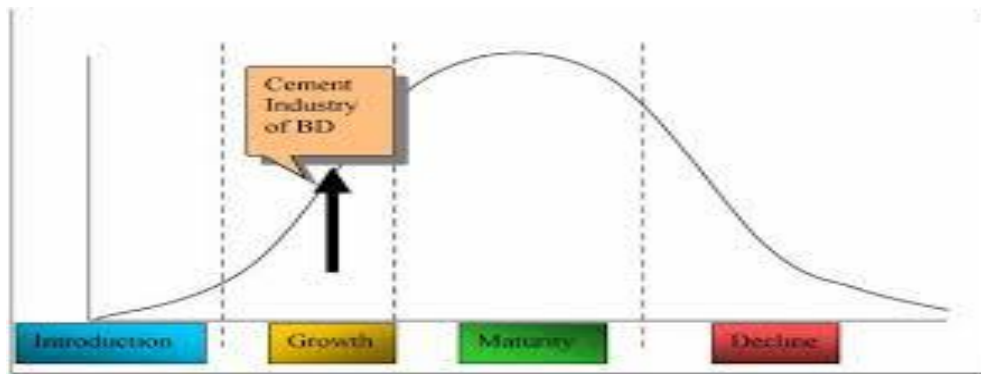
The housing and real estate sector is the biggest demand driver of cement ,65% of the total consumption in India. And public infrastructure at 20% and industrial development at 15%.



In cement plants a one MT per annum cement production in modern cement plants to need 400 skilled technical workers. In this 400, approximately 150 will be at managerial and supervisory levels. It is expected that the cement industry will want a total of 43,000 skilled technical workers for with reference to 108 MT of greenfield, 17,000 for on 42 MT of brownfield growth and 6,000 for 3000 MW captive power plant operation. Accordingly, with reference to 66,000 additional technical workers, including 23,000 engineers and supervisors, will be essential to attain the targeted capacity additions. In addition, the industry will need about 50,000 unskilled workers; in Indian cement industry have of 36 percent directly employed workers, 40 percent contract worker, 12 percent supervisory and managerial, and 12 percent other employees.



In Indian cement industry is in growth stage now. main reasons is Government highest spending on infrastructure and housing, and rising per capita incomes have been determine growth the cement industry. Cement demand is also closely connected to the economic growth, mainly the housing and infrastructure sector. Long term cement demand growth rate is expected at 1.2 times the GDP growth rate.



### III. FACTORS TO INCREASE EMPLOYEE SATISFACTION AND LOYALTY



In this study Six major factors of value of Job satisfaction have been identified as per the opinion of experts, academicians and after review of literature. The factors are as follows;

1. Factor of Communication and Co-operation,
2. Factor of Objectivity,
3. Factor of Growth and Rewards,
4. Factor of Easiness,
5. Factor of Evaluation and
6. Factor of Relatedness.

There Is a find significant difference between the opinions of employees experience.

### IV. DEMOGRAPHICS

Qualification of the Respondents

Table: 4.1.1.

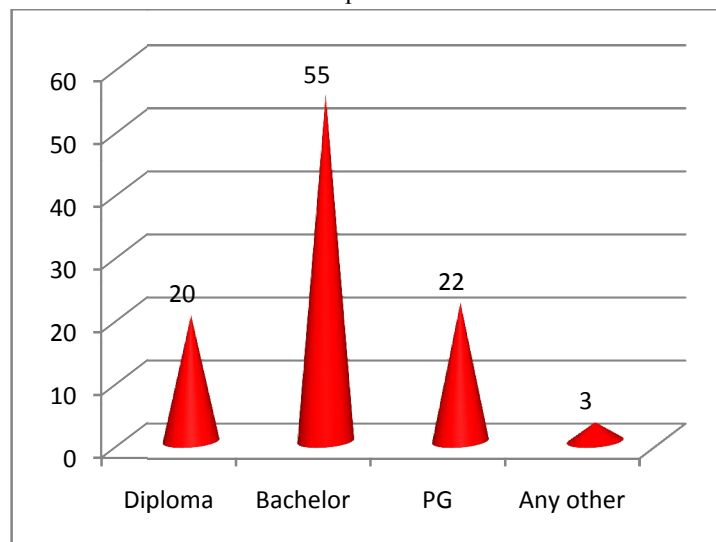
Qualification	Frequency	Percent

Diploma	20	20
Bachelor	55	55
PG	22	22
Any other	3	3
<b>Total</b>	<b>100</b>	<b>100.0</b>

Source: Field Investigation

Table presents educational qualification of the respondents. Out of total 100 respondents, 55 percent of respondents are holding bachelor degree, 22% of respondents are PG holders, 20 percent of respondents are diploma holders, and other degrees are about 3 percentage. This is a major feature of the cement units that all the employees are well educated with technical skill and knowledge.

Graph4.1.1.



Qualification of the Respondents

4.1.2. Experience of the Respondents:-

Table:-4.1.2.

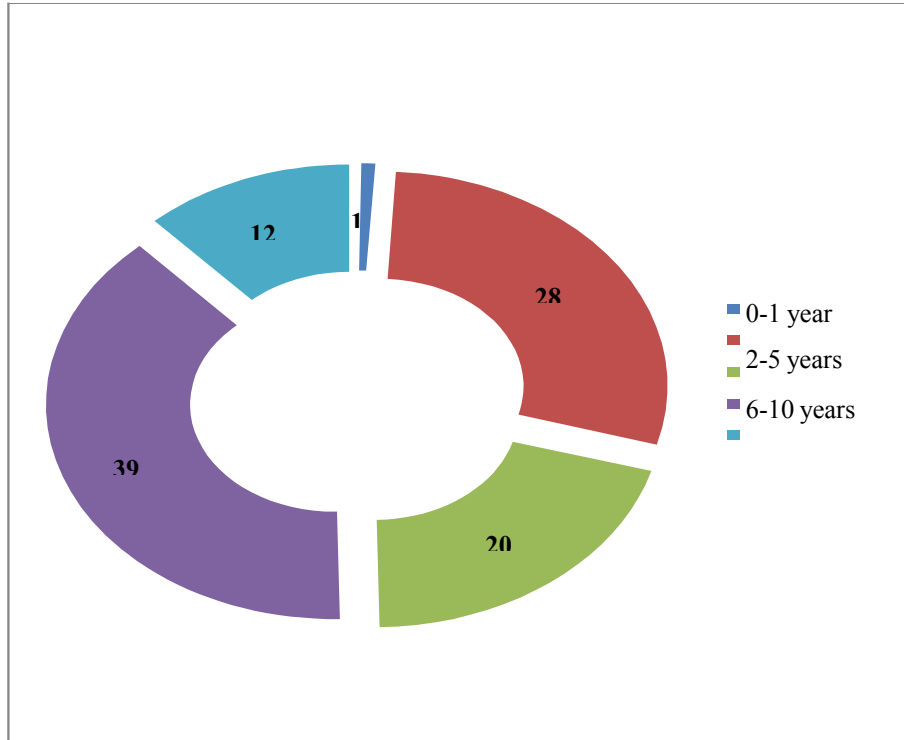
Experience in years	Frequency	Percent
0-2yrs	1	1
2-5 yrs	28	28
6-10 yrs	20	20
11-15 yrs	39	39
Above 15 yrs	12	12
<b>Total</b>	<b>100</b>	<b>100.0</b>

Source: Field Investigation

Experience is a factor which can influence the responses of the respondents. depicts the experience of the respondents. Out of 100 respondents, 1 respondents are having experience of 0-1 year,(28%) respondents are having experience between 2-5 years, (20%) respondents are having experience between 6-10 years, (39%) respondents are having experience between 11-15 years and (12%) respondents are having experience of above 15 years. This means that

employees are well experienced and majority of the respondents representing 39 percent of respondents are having experience of 11-15 years.

Graph4.1.2.: Experience of the Respondents



**4.1.3. :-Methods of Job satisfaction :-**

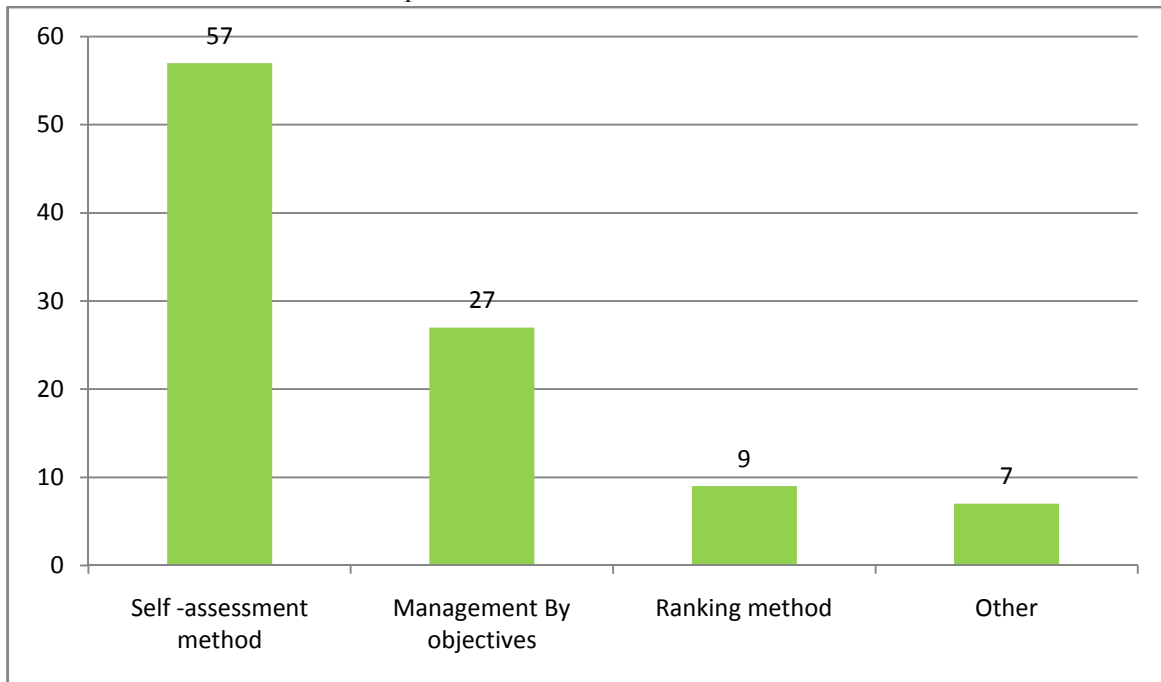
**Table:-4.1.3.**

Methods of Job satisfaction .	Frequency	Percent
Self -assessment method	57	57
Management By objectives	27	27
Ranking method	9	9
Other	7	7
<b>Total</b>	<b>100</b>	<b>100.0</b>

Source: Field Investigation

Every organization has its own method of appraisal. The researcher has investigated methods of Job satisfaction used in sample units. Table gives the different Job satisfaction methods used by the cement units. It shows that the respondents have marked more than one character. It is clear from the table that out of 100 respondents, 57 of the respondents marked self assessment method of Job satisfaction in the outfit under study, 27 of the respondents marked management by objectives method, 9 constituting 9% of the respondents marked ranking method while 7% of respondents marked other method of Job satisfaction . Self assessment method and Management By objectives are regularly used.

Graph:-4.1.3. Methods of Job satisfaction



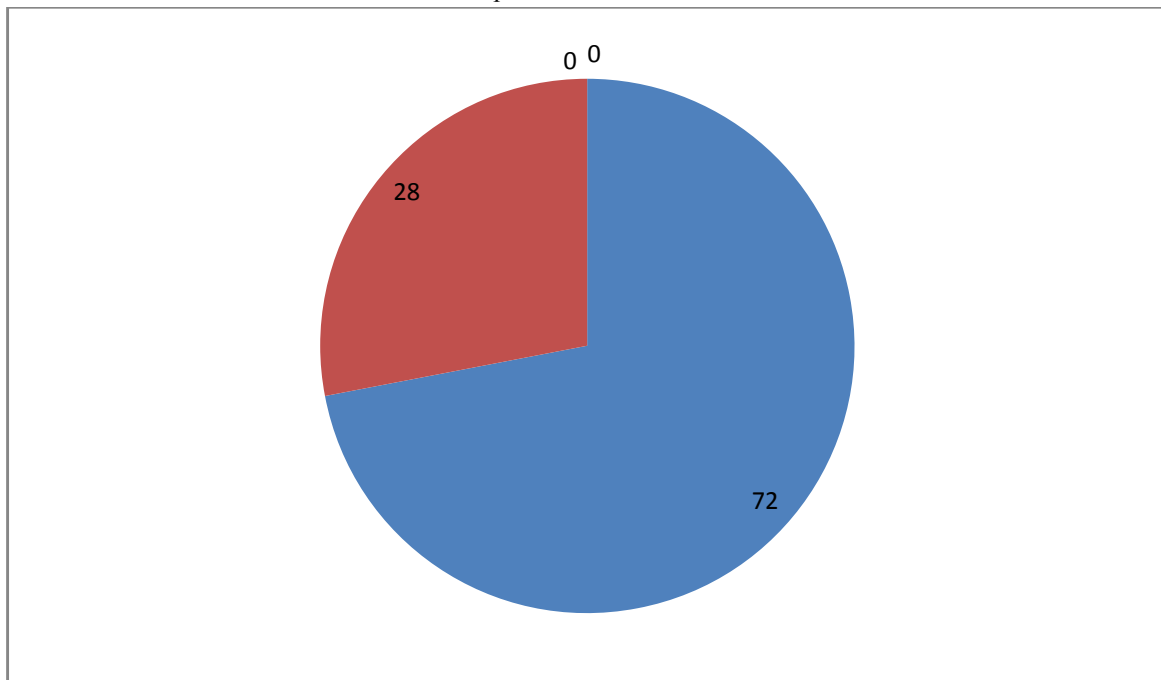
**4. 1. 4:- How often the Job satisfaction takes place:-**

**Table:-4.1.4**

Particulars	Frequency	Percent
Bi-annually	72	72
Annually	28	28
<b>Total</b>	<b>100</b>	<b>100.0</b>

Source: Field Investigation

Graph4.1.4. - How often the Job satisfaction takes place



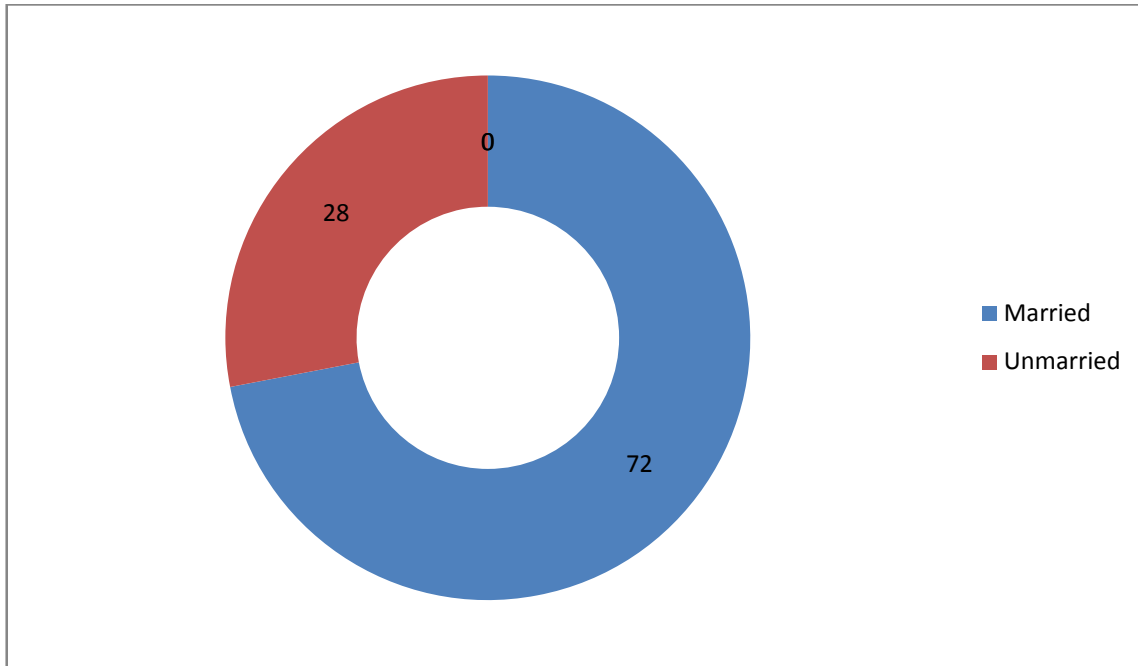
**4. 1. 5:-Respondents marital status:-**

**Table:-4.1.5.**

Particulars	Frequency	Percent
Married	72	72
Unmarried	28	28
<b>Total</b>	<b>100</b>	<b>100.0</b>

Source: Field Investigation

Graph4.1.5



**Factors of Effectiveness of the Job satisfaction system**

**Factor :- Relatedness**

**Job satisfaction system is job related**

**Job satisfaction system helps in identification of training and development needs.**

**Job satisfaction helps in identification of ideas for improvement of employee's performance.**

**4.2.1. Job satisfaction System is job related:-**

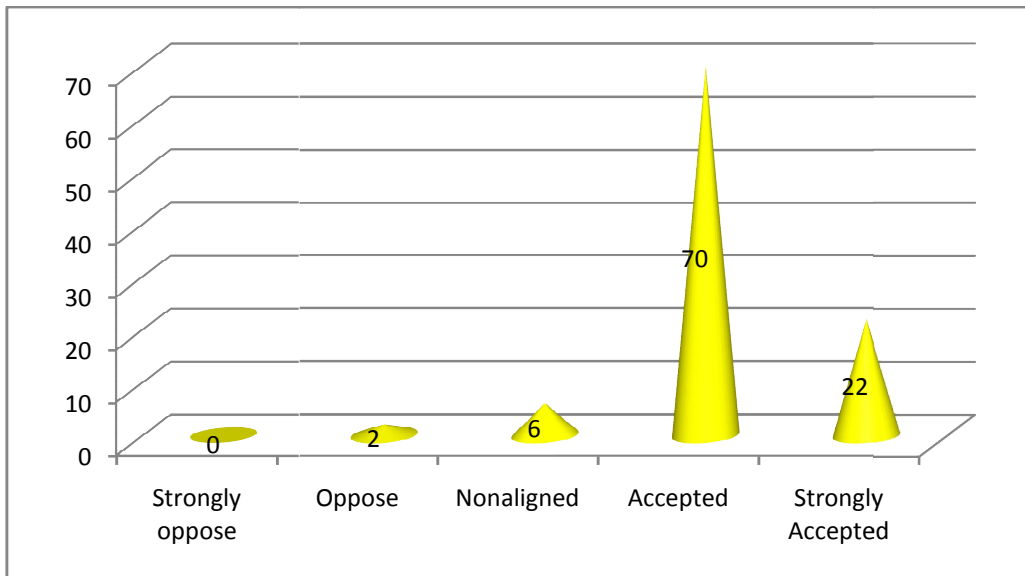
**Table:-4.2.1.**

Ranking	Frequency
Strongly oppose	0
Oppose	2
Nonaligned	6
Accepted	70
Strongly Accepted	22
<b>Total</b>	<b>100</b>

Source: Field Investigation



Graph:4.2.1



1. Job satisfaction SYSTEM is job related, 2 respondents are opposed, 6 respondents are Nonaligned, 70 respondents are accepted and 22 respondents are strongly accepted.

**4.2 Job satisfaction | System helps in identification of training and development needs:-**

**Table:-4.2.2.**

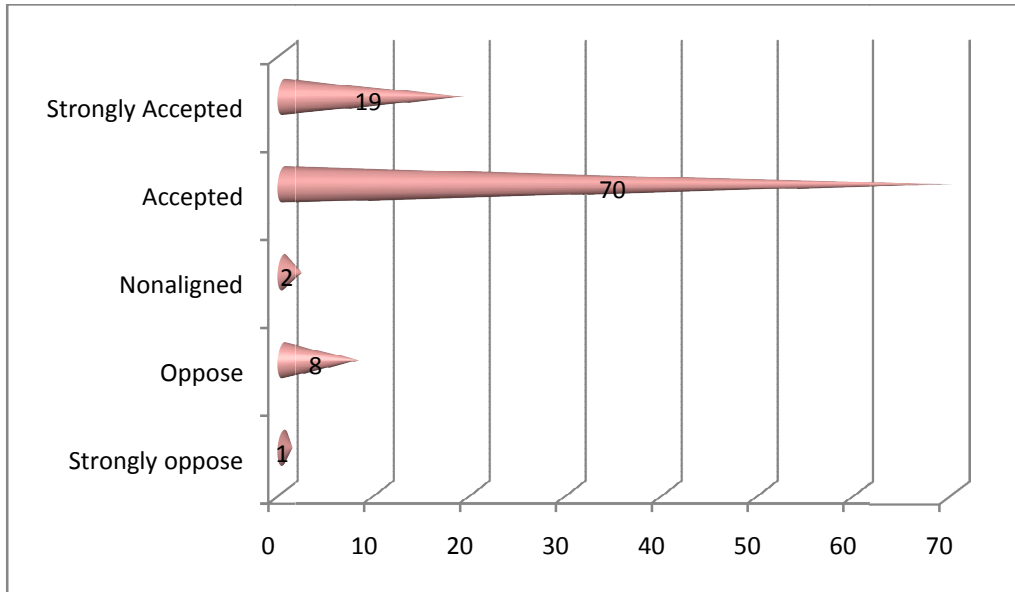
Ranking	Frequency
Strongly oppose	1
Oppose	8
Nonaligned	2
Accepted	70
Strongly Accepted	19
Total	100

Source: Field Investigation

**Job satisfaction helps in identification of training and development**

Graph: 4.2.2

Job satisfaction



1. Helps in identification of training and development needs, 1 respondent are strongly opposed, 8 respondents are Opposed, 2 respondents are Nonaligned, 70 Accepted and 19 respondents are strongly Accepted with the statement.

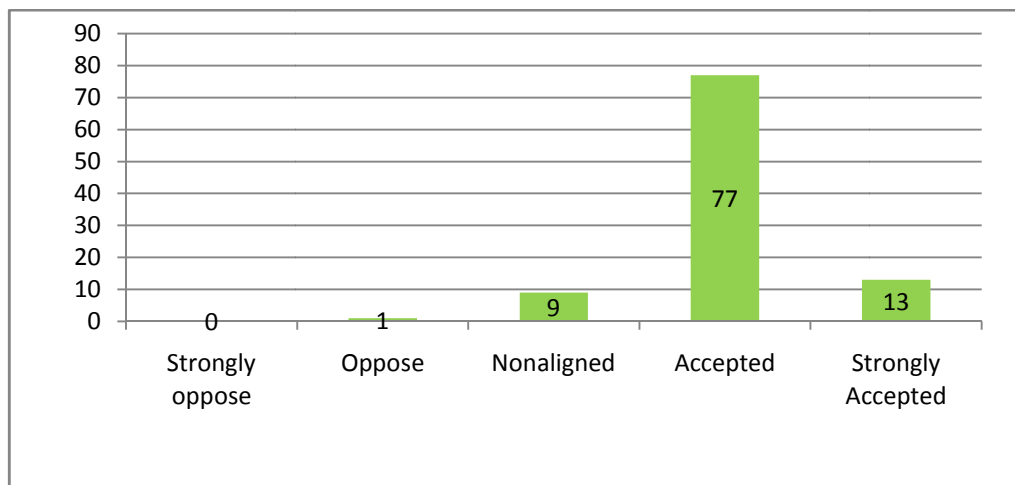
**4.2.3 job s helps in recognition of ideas for improvement of employee's performance:-**

**Table:-4.2.3.**

Ranking	Frequency
Strongly oppose	0
Oppose	1
Nonaligned	9
Accepted	77
Strongly Accepted	13
Total	100

Source: Field Investigation

Graph: 4.2.3.



Source: Field Investigation

Job satisfaction helps in recognition of ideas for improvement of employee's performance.

JOB SATISFACTION helps in recognition of ideas for improvement of employee's performance, 0 respondents are strongly opposed, 1 respondent are oppose, 9 respondents are Nonaligned, 77 respondents are accepted and 13 respondents are strongly Accepted with the statement.

**4.2.4. Job satisfaction I System will not allow personal judgment:-**

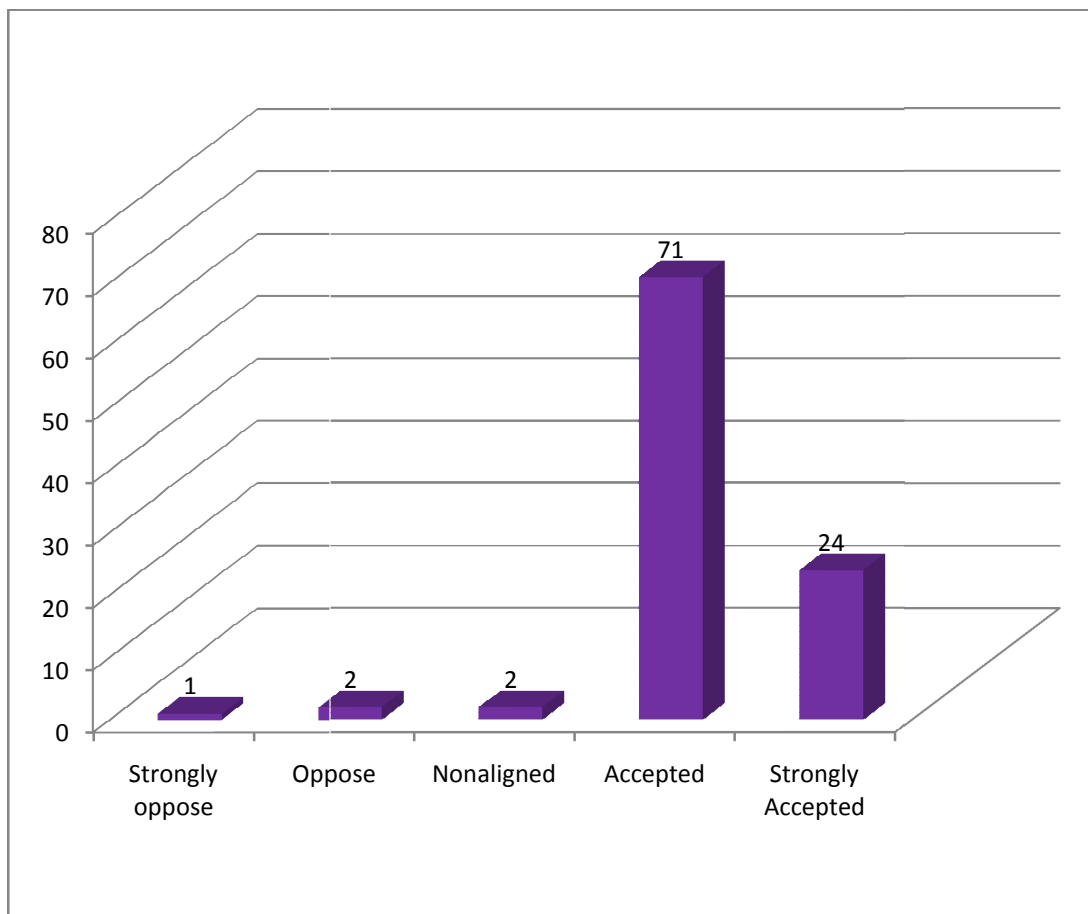
**Table:-4.2.4.**

Ranking	Frequency
Strongly oppose	1
Oppose	2
Nonaligned	2
Accepted	71
Strongly Accepted	24
Total	100

Source: Field Investigation

**Job satisfaction SYSTEM will not allow personal judgment,**

Graph: 4.2.4.



Source: Field Investigation

Job satisfaction SYSTEM will not allow personal judgment,

Factor of objectivity includes JOB SATISFACTION SYSTEM will not allow personal judgment, 1 respondents are Strongly opposed, 2 respondents are Opposed, 02 respondents are Nonaligned, 71 respondents are Accepted with the statement, 24 respondent are strongly Accepted,

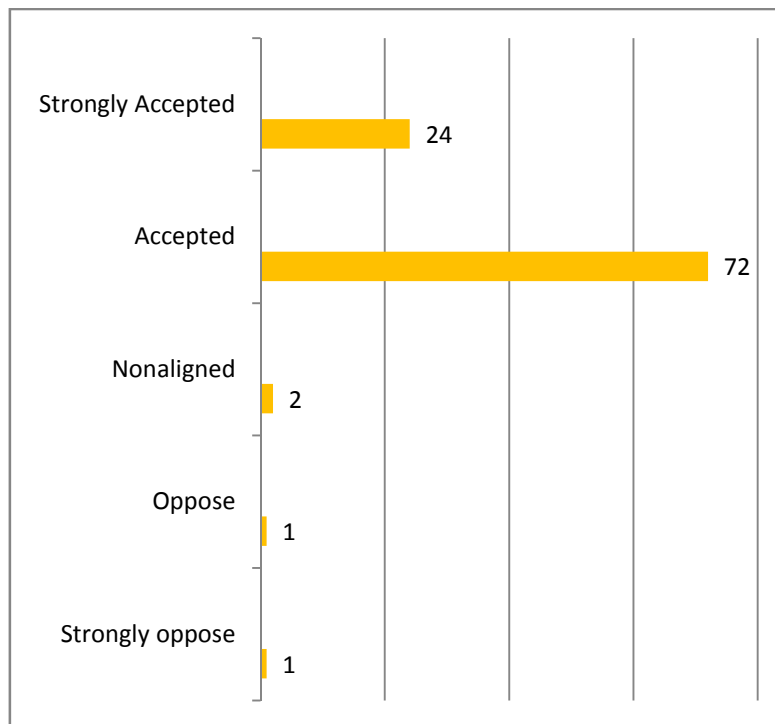
**Table:-4.2.5.**

Ranking	Frequency
Strongly oppose	1
Oppose	1
Nonaligned	2
Accepted	72
Strongly Accepted	24
Total	100

Source: Field Investigation

**JOB SATISFACTION is ethical**

Graph: 4.2.5.



JOB SATISFACTION is ethical

JOB SATISFACTION is ethical, 1 respondent are strongly opposed, 1 respondent are Opposed, 2 respondents are Nonaligned, 72 respondents are accepted and 24 respondents are strongly accepted.

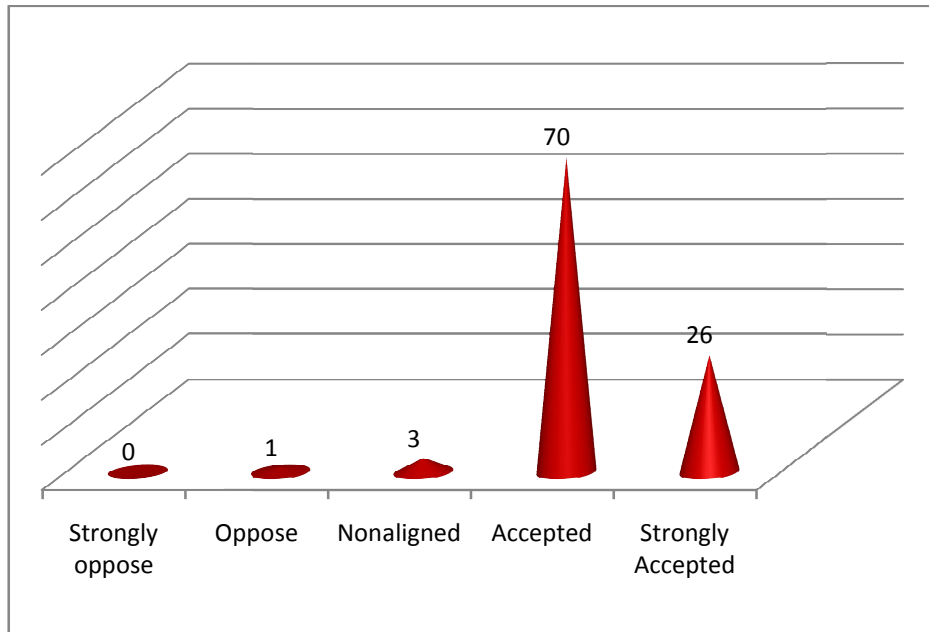
4.2.6. Performance ratings are accurate based on actual performance:-

Table:-4.2.6.

Ranking	Frequency
Strongly oppose	0
Oppose	1
Nonaligned	3
Accepted	70
Strongly Accepted	26
<b>Total</b>	<b>100</b>

Source: Field Investigation

Graph: 4.2.6.



Performance ratings are accurate based on actual performance

Performance ratings are accurate based on actual performance, 1 respondent are Opposed, 3 respondents are Nonaligned, 70 respondents are accepted and 26 respondents are strongly accepted.

4.2.7. The management periodically meets with staff to discuss the performance

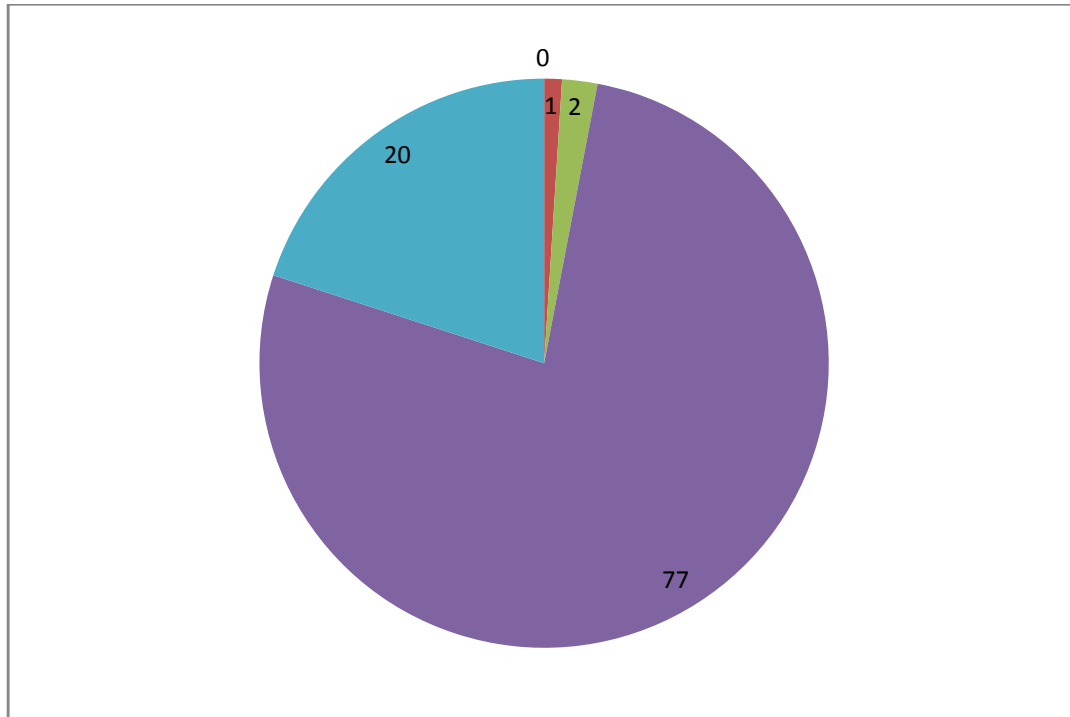
Table:-4.2.7.

Ranking	Frequency
Strongly oppose	0
Oppose	1
Nonaligned	2
Accepted	77
Strongly Accepted	20
<b>Total</b>	<b>100</b>

Source: Field Investigation

**The management periodically meets with staff to discuss the performance**

Graph: 4.2.7.



The management periodically meets with staff to discuss the performance. The management periodically meets with staff to discuss the performance 1 respondents are Opposed, 2 respondents are Nonaligned, 77 respondents are Accepted and 20 respondents are strongly Accepted

**4.2.8. Job satisfaction System used in the Job satisfaction ny is fair and objective:-**

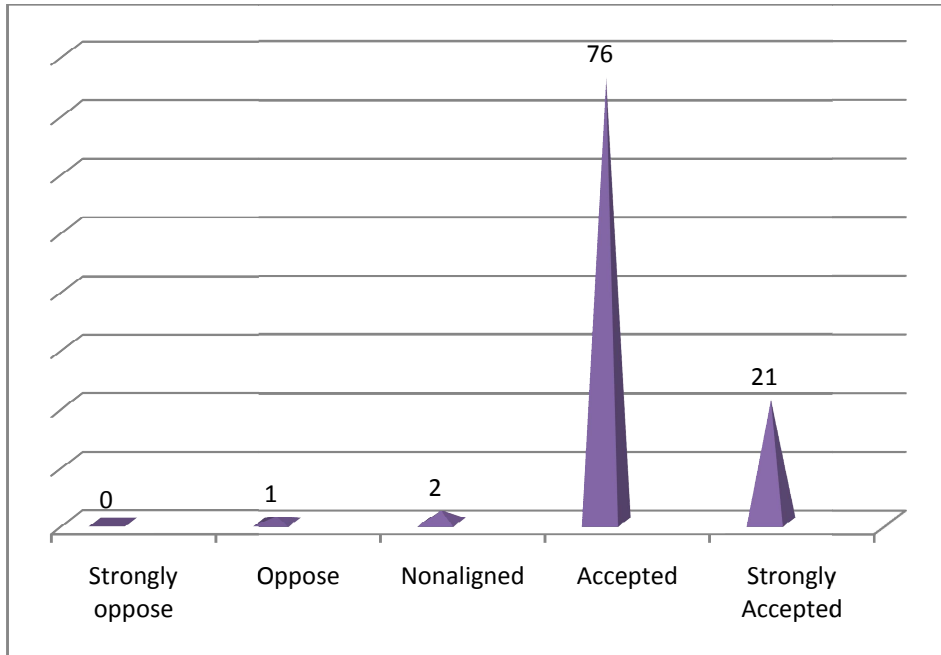
**Table:-4.2.8.**

Ranking	Frequency
Strongly oppose	0
Oppose	1
Nonaligned	2
Accepted	76
Strongly Accepted	21
<b>Total</b>	<b>100</b>

Source: Field Investigation

Graph: 4.2.8.

**JOB SATISFACTION SYSTEM used in the Job satisfaction ny is fair and objective**



JOB SATISFACTION SYSTEM used in the Job satisfaction is fair and objective

JOB SATISFACTION SYSTEM used in the Job satisfaction is fair and objective

,0 respondents are Strongly opposed, 1 respondents are Opposed, 02 respondents are Nonaligned, 76 respondents are Accepted with the statement, 21 respondent are strongly Accepted.

**4.2.9. JOB SATISFACTION directs employee to work towards the target:-**

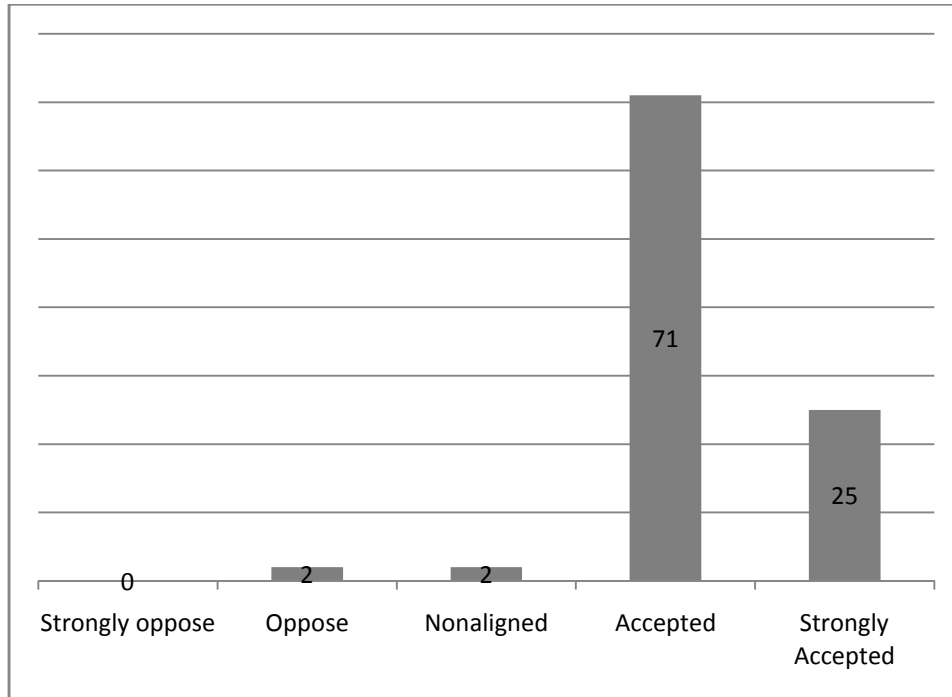
**Table:-4.2.9.**

Ranking	Frequency
Strongly oppose	0
Oppose	2
Nonaligned	2
Accepted	71
Strongly Accepted	25
<b>Total</b>	<b>100</b>

Source: Field Investigation

**JOB SATISFACTION directs employee to work towards the target**

Graph: 4.2.9.



**JOB SATISFACTION directs employee to work towards the target**

0 respondents are strongly opposed, 2 respondents are Opposed, 02 respondents are Nonaligned, 71 respondents are Accepted with the statement, 25 respondents are strongly Accepted.

**4.2.10. JOB SATISFACTION SYSTEM facilitates employee's individual growth & development**

**Table:-4.2.10.**

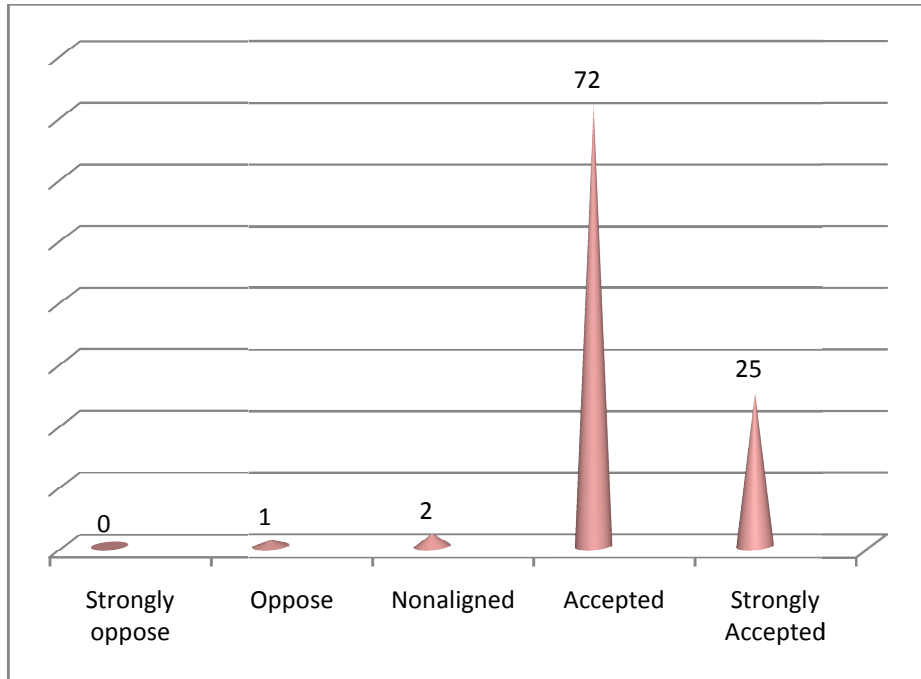
Ranking	Frequency
Strongly oppose	0
Oppose	1
Nonaligned	2
Accepted	72
Strongly Accepted	25
<b>Total</b>	<b>100</b>

Source: Field Investigation



Graph: 4.2.10.

JOB SATISFACTION SYSTEM facilitates employee's individual growth & development



JOB SATISFACTION SYSTEM facilitates employee's individual growth & development, 0 respondents are Strongly opposed, 1 respondent are Opposed, 02 respondents are Nonaligned, 72 respondents are Accepted with the statement, 25 respondent are strongly Accepted.

**4.2.11. JOB SATISFACTION System is used to decide on promotions and salary rewards:-**

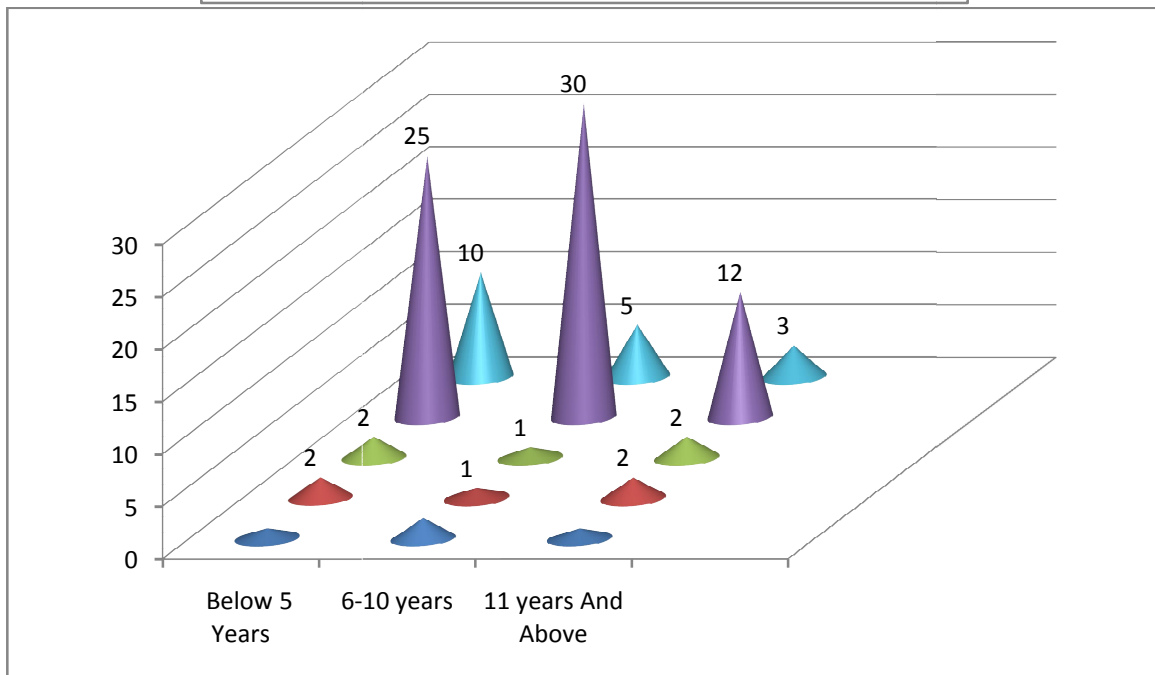
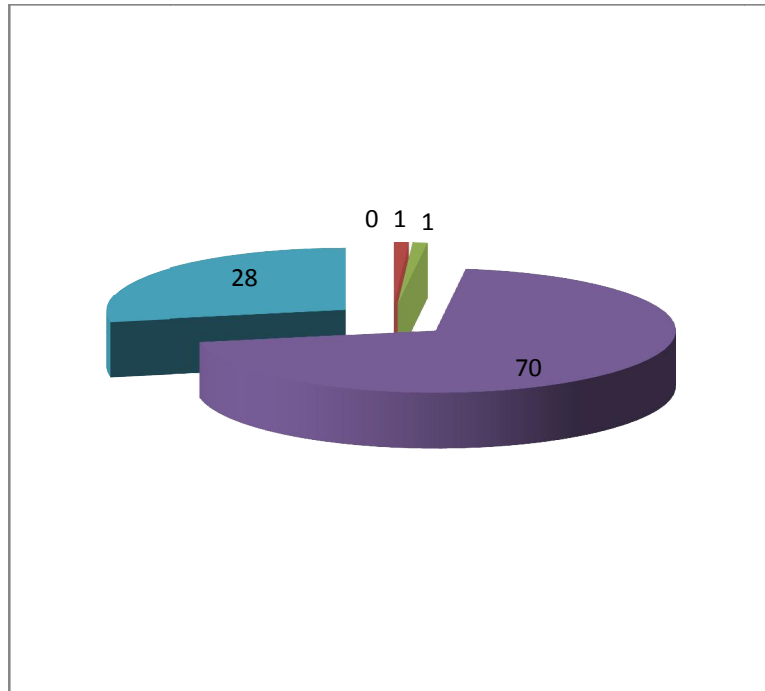
**Table:-4.2.11.**

Ranking	Frequency
Strongly oppose	0
Oppose	1
Nonaligned	1
Accepted	70
Strongly Accepted	28
<b>Total</b>	<b>100</b>

Source: Field Investigation

Graph: 4.2.11.

JOB SATISFACTION system is used to decide on promotions and salary rewards



(df=8)

1.	there is a major difference between the employees' experience in terms of satisfaction towards the performance appraisal process followed by the Company	7.97	0.436	Accepted
2.	There is a major difference between the employees' experience in terms of pleased with appraiser's treatment during performance appraisal process.	3.50	0.899	Accepted

3.	There is a major difference between the employees' experience in terms of pleased with the communication about the performance appraisal system provided by the Company.	5.87	0.662	Accepted
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Source: Field Survey

Note: Significance at 5%

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