



Employee Satisfaction in Cement Industry with Special Reference to Ultratech Cement

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Abstract: This study focuses on the Bela Plant in Rewa, UltraTech Cement Limited, to investigate employee satisfaction. Sustaining motivation, output, and organizational loyalty among employees depends on their level of satisfaction. The main goal of the study is to evaluate employee satisfaction with respect to a range of work-related aspects, including pay, benefits, working conditions, professional growth, and more. To assess employee attitudes, data was gathered using questionnaires using a sample of fifty respondents, and the results were examined. According to the research, 92% of workers are inclined to suggest UltraTech Cement as a fantastic place to work, indicating a high level of overall employee satisfaction. Cleanliness, workplace perks, a competitive wage, and chances for career advancement are important areas of pleasure. However, as several employees noted, there are other areas that need improvement, such building maintenance, competitive salaries, and training programs.

Key Words: Employee Satisfaction, Cement Industry, UltraTech Cement, Job Satisfaction Analysis /

1. INTRODUCTION:

Human resources are universally regarded as the most valuable asset within any organization. This asset includes the combined inherent abilities, acquired knowledge, and skills of all employees, from executives and supervisors to rank-and-file staff. Maximizing the utilization of these human resources is essential for achieving both individual and organizational objectives. Ultimately, employee performance is the key determinant of reaching these goals. Employee satisfaction refers to the degree to which employees feel happy, content, and fulfilled in their roles. This concept is crucial as it significantly influences employee motivation, goal achievement, and overall morale in the workplace. Generally, satisfied employees tend to be more motivated, productive, and loyal to the organization. However, there is a potential downside to employee satisfaction. If mediocre employees remain with the organization solely because they are content with the work environment, it can lead to stagnation and impede overall progress. The term "employee satisfaction" encompasses the entire relationship between an employee and their employer, which is reflected in their compensation. Satisfaction denotes the emotional state that arises when employees achieve their goals, resulting in a sense of fulfillment. This feeling is vital for maintaining a motivated and efficient workforce.

The Global Cement Industry:

Cement is an essential ingredient in the construction industry. It is produced from raw materials such as limestone, shell, and clay, which are typically extracted from quarries near the production plant. These raw materials are crushed and then heated to temperatures above 1000°C in a rotating kiln to form clinker. The clinker is then mixed with gypsum and ground into a fine powder to produce the final grade of cement. This process is continuous and highly energy-intensive. The cost structure of cement production consists of 29% energy, 27% raw materials, 32% labor, and 12% depreciation. Due to its high weight-to-price ratio, transportation costs for cement are significant. As a result, the competitive radius of a typical cement plant for most types of cement extends no more than 300 kilometers. However, cement can be shipped economically over long distances by sea and inland waterways, significantly increasing the competitive radius for plants with access to these shipping routes. Therefore, the location of a cement plant and the



transportation costs through its distribution terminals greatly influence the plant's competitive position and the prices it can charge. The minimum efficient size for a cement plant is around 1 million tons per year.

The Cement Industry in India-

India's potential in infrastructure development is enormous. The country is projected to become the world's third-largest construction market by 2025, with the construction of 11.5 million homes annually, resulting in a US\$1 trillion market, according to a study by Global Construction Perspectives and Oxford Economics.

Despite its current standing as one of the leading cement producers, India's full potential in the cement sector remains largely untapped. "Lafarge's India business has been very successful and the country is among the top 10 markets globally for Lafarge. But going forward, we should rank higher because of the potential of the Indian market," says Mr. Martin Kriegner, CEO of Lafarge India, a branch of the world's largest cement manufacturer.

Industry Fragmentation and Key Players-

The relatively low minimum efficient plant size and high transportation costs have led to a highly fragmented cement production industry. There are an estimated 3,117 integrated cement production plants worldwide. Despite the emergence of strong global players like Lafarge and CEMEX, the four largest firms collectively account for only 23% of global demand.

Domestic cement consumption-

Between FY11 and FY24, the anticipated trajectory for domestic cement consumption points to a robust Compound Annual Growth Rate (CAGR) of 10.2%. By the end of this period, the projection stands at a substantial 785.51 million metric tons. This forecast underscores a notable surge in demand for cement within the domestic market, likely driven by factors such as:

- a) Infrastructure Expansion
- b) Urban Development Initiatives.
- c) Ongoing Construction Projects
- d) Government Policies and Investments
- e) Economic Growth

2. OBJECTIVE & SCOPE:

a) Objective of the study:

The primary aim of this study is to analyze and assess the level of job satisfaction among UltraTech Cement employees, as well as to identify the challenges faced by employees across various categories. The specific objectives of the study are as follows:

- a. To provide a detailed profile of UltraTech Cement, including its organizational structure.
- b. To assess the level of employee satisfaction with respect to the nature of their job and other related factors.
- c. To determine the extent of job satisfaction among UltraTech Cement employees and its impact on their job performance.
- d. To propose appropriate measures to enhance overall employee satisfaction within the organization.

b) Scope of the study:

The study aims to understand the level of satisfaction among the employees of UltraTech Cement Limited (UTCL) and to identify the main reasons for employee dissatisfaction. Job satisfaction has been analyzed based on the following seventeen job-related factors:

- Salary and benefits
- Job security
- Promotion practices
- Working environment
- Freedom of expression
- Medical care
- Training and development opportunities
- Work-life balance
- Recognition and rewards
- Career advancement opportunities
- Cleanliness and maintenance of the facilities



3. LITERATURE REVIEW:

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Employee Satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations.

According to Llen and Meyer (1996) and Karrassch (2003):- organizational commitment refers to the dedication and engagement of employees with their organization. Typically, commitment encompasses three key dimensions: continuance commitment, affective commitment, and normative commitment.

Goyal (1995):- Goyal (1995) examined the level of employee satisfaction among textile workers in Punjab, focusing primarily on the statutory labor welfare facilities offered in the private, public, and cooperative textile sectors. The study assessed the workers' awareness of and satisfaction with these welfare facilities and investigated their correlation with overall job satisfaction. Additionally, Goyal explored the relationship between labor welfare provisions and job satisfaction levels among the textile workforce.

Alam Sageer, Dr. Sameena Rafat, Ms. Puja Agarwal (Sep-Oct. 2017),

Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work, Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. Basically employee satisfaction is a measure of how happy workers are with their job and working environment. In this paper various variables responsible for employee satisfaction has been discussed such as Organization development factors. Job security factors, Work task factors. Policies of compensation and benefit factor and opportunities which give satisfaction to employees such as Promotion and career development also has been described This paper also deals the various ways by which one can improve employee satisfaction.

Moves, Shao, and Newsome (2008):- Employee satisfaction refers to the level of contentment an employee experiences in their position of employment. Similarly, Spector (1997) defines job satisfaction as encompassing all the feelings an individual harbors toward their job and its diverse facets. Employee satisfaction, therefore, encapsulates not only job satisfaction but also extends to encompass overall satisfaction with company policies, the work environment, and other organizational aspects. The concept of job satisfaction has its roots in the perspective that satisfaction is influenced by specific job characteristics and the overall work environment. This viewpoint has been prevalent in the literature since the pioneering studies conducted by Hauser, Taylor, and various projects at the Western Electric plants in Hawthorne.

4. RESEARCH METHODOLOGY:

Research methodology is a systematic and scientific approach to understanding phenomena and solving problems. It involves not only the methods used but also the rationale behind choosing specific methods, ensuring the research can be evaluated by others. This study employs a descriptive research design to record and analyze relevant facts about the problem.

Sample Designing- The researcher must determine the method for selecting a sample, which is known as the sample design.

Sample Method : Through Questionnaire
Sampling Area : Ultratech Cement, Bela Plant (Rewa)
Sample Size : 50 respondents

Collection of Data:-

- **Primary Data:-** The data that are of a current nature and are collected from employees at the time of the survey are called primary data. These data are a crucial part of data analysis and interpretation for understanding employee satisfaction at UltraTech Cement in Bela Plant.
- **Secondary Data:-** Data that are already available refer to information that has been previously collected and analyzed by someone else. This can include both published and unpublished data.

Method of Data Presentation - Tables are used for data presentation.
Method of Sample Analysis - Percentage analysis is used for analyzing samples.

5. DATA ANALYSIS & INTERPRETATION:

5.1. How satisfied are you with the cleanliness and maintenance of the facilities ?

S.N.	Responses	No. of Respondents	Percentage of Responds
1	Very Satisfied	28	56%



2	Satisfied	12	24%
3	Neutral	5	10%
4	Dissatisfied	3	6%
5	Very Dissatisfied	2	4%

Interpretation:- 80% of employees are satisfied, though 10% are neutral and 6% are dissatisfied, indicating mostly positive perceptions with some room for improvement.

5.2. How satisfied are you with the benefits provided by the company (health insurance, retirement plans) ?

S.N.	Responses	No. of Respondents	Percentage of Responds
1	Very Satisfied	29	58%
2	Satisfied	11	22%
3	Neutral	4	8%
4	Dissatisfied	4	8%
5	Very Dissatisfied	2	4%

Interpretation:- A significant majority of 80% of employees express satisfaction (either very satisfied or satisfied) with the benefits, while 12% are dissatisfied (either dissatisfied or very dissatisfied), indicating overall positive sentiment with some areas for potential improvement.

5.3. How satisfied are you with the company's efforts to provide a competitive salary ?

S.N.	Responses	No. of Respondents	Percentage of Responds
1	Very Satisfied	26	52%
2	Satisfied	13	26%
3	Neutral	6	12%
4	Dissatisfied	3	6%
5	Very Dissatisfied	2	4%

Interpretation:- 78% of employees are satisfied with their salaries, while 10% are dissatisfied, indicating a generally positive perception with some dissatisfaction present.

5.4. How satisfied are you with the opportunities for professional growth within the company ?

S.N.	Responses	No. of Respondents	Percentage of Responds
1	Very Satisfied	26	52%
2	Satisfied	11	22%
3	Neutral	7	14%
4	Dissatisfied	4	8%
5	Very Dissatisfied	2	4%

Interpretation:- 74% of employees are satisfied with the opportunities for professional growth, while 12% are dissatisfied, indicating a predominantly positive outlook with some areas for improvement.

5.5. Do you feel the company's benefits meet your needs and those of your family ?

S.N.	Responses	No. of Respondents	Percentage of Responds
1	Strongly Agree	27	54%
2	Agree	17	34%
3	Neutral	0	0%
4	Disagree	3	6%
5	Strongly Disagree	3	6%

Interpretation:- 88% of employees agree that the company's benefits meet their needs and those of their family, while 12% disagree, indicating a strong overall approval with some room for improvement.

5.6. How effective are the training and development programs provided by the company ?

S.N.	Responses	No. of Respondents	Percentage of Responds
1	Very Effective	30	60%
2	Effective	13	26%
3	Neutral	1	2%



4	Ineffective	4	8%
5	Very Ineffective	2	4%

Interpretation:- 86% of employees find the training and development programs effective, while 12% find them ineffective, indicating a largely positive evaluation with some areas needing improvement.

5.7. Do you feel you have the necessary resources and support to achieve your career goals ?

S.N.	Responses	No. of Respondents	Percentage of Responds
1	Strongly Agree	32	64%
2	Agree	7	14%
3	Neutral	6	12%
4	Disagree	3	6%
5	Strongly Disagree	2	4%

Interpretation:- 78% of employees agree they have the necessary resources and support to achieve their career goals, while 10% disagree, indicating a predominantly positive outlook with some areas for improvement.

5.8. How likely are you to recommend UltraTech Cement as a great place to work to others

S.N.	Responses	No. of Respondents	Percentage of Responds
1	Very Likely	32	64%
2	Likely	14	28%
3	Neutral	1	2%
4	Unlikely	0	0%
5	Very Unlikely	3	6%

Interpretation:- 92% of employees are likely to recommend UltraTech Cement as a great place to work, while 6% are unlikely and 2% are neutral, indicating strong overall endorsement with minimal dissent.

5.9 How would you rate the overall work environment at Ultratech Cement ?

S.N.	Responses	No. of Respondents	Percentage of Responds
1	Excellent	32	64%
2	Good	10	20%
3	Fair	6	12%
4	Poor	2	4%
5	Very Poor	0	0%

Interpretation:- 84% of employees rate the overall work environment positively (either excellent or good), while 16% rate it as fair or poor, indicating a generally favorable perception with some areas for improvement.

5.10 How satisfied are you overall with your experience at UltraTech Cement ?

S.N.	Responses	No. of Respondents	Percentage of Responds
1	Very Satisfied	29	58%
2	Satisfied	12	24%
3	Neutral	5	10%
4	Dissatisfied	1	2%
5	Very Dissatisfied	3	6%

Interpretation:- 82% of employees are satisfied with their overall experience, while 8% are dissatisfied, indicating a predominantly positive experience with some room for improvement.

6. FINDINGS & SUGGESTIONS:

Findings:-

- 80% satisfied with cleanliness and maintenance, 10% neutral, 10% dissatisfied.
- 80% satisfied with company benefits, 12% dissatisfied.



- 78% satisfied with competitive salary, 10% dissatisfied.
- 74% satisfied with professional growth opportunities, 26% neutral or dissatisfied.
- 88% agree benefits meet their needs, 12% disagree.
- 86% find training programs effective, 12% find them ineffective.
- 78% agree they have necessary resources for career goals, 10% disagree.
- 92% likely to recommend UltraTech Cement as a great place to work, 8% neutral or unlikely.
- 84% rate the overall work environment positively, 16% rate it as fair or poor.
- 82% satisfied with their overall experience, 8% dissatisfied.

Suggestions:-

- Address concerns of the 20% neutral or dissatisfied with facility cleanliness and maintenance.
- Review benefits to better meet employee needs, especially for the 12% dissatisfied.
- Ensure salaries are competitive to address the 10% dissatisfied.
- Enhance career development programs for the 26% neutral or dissatisfied.
- Address the 12% who feel benefits don't meet their needs.
- Update training programs to better serve the 12% who find them ineffective.
- Provide more resources and support for career development to address the 10% who feel unsupported.
- Maintain positive feedback from the 92% likely to recommend the company.
- Address the concerns of the 16% who rate the work environment as fair or poor.
- Regularly assess and address areas of dissatisfaction to maintain a positive employee experience.

7. LIMITATIONS:

- The study is based on a relatively small sample size of 50 respondents, which may not fully represent the entire employee population at UltraTech Cement Bela Plant.
- The study is limited to the Bela Plant in Rewa, and the findings may not be applicable to other UltraTech Cement locations or plants.
- The data collected is based on self-reported information from employees, which can be subject to bias, including over-reporting of positive experiences or under-reporting of negative ones.
- The data collection was conducted over a specific period, and employee satisfaction levels can fluctuate over time due to various factors, such as seasonal workloads or recent changes in company policy.
- The study focuses on a broad range of factors influencing job satisfaction but may lack depth in understanding the underlying reasons for dissatisfaction or satisfaction in specific areas.
- Employee satisfaction is a subjective measure and can be influenced by personal circumstances and individual expectations, making it challenging to generalize findings.
- The study does not account for external factors such as economic conditions, industry trends, or regional employment rates that might influence employee satisfaction.
- There may be a non-response bias if employees who are either very satisfied or very dissatisfied were more likely to participate in the survey, skewing the results.
- As a cross-sectional study, it captures employee satisfaction at a single point in time, which does not allow for analysis of trends or changes over time.
- The study does not account for cultural and social factors that may influence employee perceptions and satisfaction differently across various demographics within the company.

8. CONCLUSION:

This study evaluated employee satisfaction among employees at UltraTech Cement at Bela Plant. The results reveal high satisfaction levels in areas such as facility cleanliness, company benefits, competitive salary, professional growth opportunities, and overall experience. Nonetheless, there are areas that require attention, including facility maintenance, benefits, salary competitiveness, career development, and training programs.

Key findings include:

- 92% of employees are likely to recommend UltraTech Cement as a great place to work.
- 84% rate the overall work environment positively.
- 80% are satisfied with cleanliness and company benefits.
- 74% are satisfied with their salary and growth opportunities.



It is crucial to address the concerns of the minority who are neutral or dissatisfied. Regular assessments and proactive measures will help maintain a motivated and productive workforce. Overall, UltraTech Cement at Bela Plant demonstrates strong employee satisfaction with opportunities for ongoing improvement.

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