



A Study on Employee Job Satisfaction in Cement Industry

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Abstract

Employee job satisfaction is person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job. It describes the factor contributing to job satisfaction and job dissatisfaction. the total relationship between an individual and the employer for which he paid. And the simple feeling of attainment of any goal or objective. For the study 100 employees were selected and structured questioner was distributed.

Key words: Satisfaction, Salary, Promotion, Reward.

Introduction:

One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924-1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect).

It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

Scientific management (as known as Taylorism) also had a significant impact on the study of job satisfaction. Frederick Winslow Taylor's 1911 book, Principles of Scientific Management, argued that there was a single best way to perform any given work task. It contributed to a change in industrial production philosophies, causing a shift from skilled labor and piecework towards the more modern approach of assembly lines and hourly wages.

Literature review

Hassan nazir Khalid and Munir Shuib [2007] A Study on job satisfaction among employees in small and medium industries in the manufacturing sector published in the "journal of Asia Pacific business" A Study on job satisfaction among employees in small and medium industries in the manufacturing sector published in the "journal of Asia Pacific business". In this article the research was carried to know the employees are highly skilled and knowledgeable employees are in small and medium industry. In this research methodology they used hypotheses and they tested the factor analysis. In these previous studies gave considerable on working environment, working hours and distance between employee houses, communication between workers, specific task,

and their workplaces are incorporated in the study. The finding shows that seven components are included in the working environment and its use of basic benefits and facilities are task communication, relationship, working hours per day and workplace. The result of this study has brought that the reviewed representatives for the most part were happy with their workplace like essential offices, utilization of equipment, cleanliness.

Manoj Varghese [2011] A study on Factors Influencing Employee Job Satisfaction - A Study in Cement Industry of Chattisgarh area distributed in the diary of "worldwide diary of the executives and business studies." The objective of this study is to find the relationship between behavioral, environmental and organizational factors and job satisfaction. For research methodology primary data and survey method has been used for data collection. The findings of this study shows that all the three variables that are behavioral, organizational environmental, elements that are favorable to job satisfaction. The outcome of this paper is that When staff are treated equally, respectfully, and under sufficient supervision, their level of job satisfaction can rise. The key determinant of an employee's work happiness in a firm is organizational characteristics.

Mr. Rahul Amin [2016] A study on job satisfaction of low skilled employees of manufacturing industry in Bangladesh published in the "journal of investment and management" the objective of this study is to examine Factors like a low level of job satisfaction and low skilled employees in the manufacturing industry. Employees are the most significant shareholders in a company because of their contributions to the organization's profitability through their work, talents, information sharing, and physical capabilities. And low-skilled workers in Bangladesh's industrial sector. whether the workers are content. They effortlessly support outstanding entertainment that boosts an institution's revenue. In this purpose of research methodology, they used data and methodology. And they use different graphs and tables in the organization. The finding helps the theoretical and discussion of in this study. And The most major element to encourage and satisfy low-skilled workers in an organization is the company's provision of equal bonuses, salaries, medical expenditures, job security, festival bonuses, and excellent labor union relations. Here, we conclude that the employees are player's role key in every organization. So, the level of job satisfaction of the employees is very critical and remarkable for the improvement and growth of the organization.

A. Sandhya rani in the article [2017] A study on job satisfaction of employees at Penna cement industries ltd published in the " international journal employee management research " The study found that the Penna cement industry Ltd is to know the employee's perception and the awareness towards job satisfaction with certain factors like remuneration, benefits, career path, training and development. In this study they have been used sampling size, sampling technique, and data collection like a primary data and secondary data are used for this study. The finding also reveals that in Penna cement industry the employees were satisfied with over job and feel secured because they are getting training benefits, bonus, medical facilities and family benefits. The outcome of this study says that employees are more active and creative and come up with development that allow a company to change a positively it's market situations. In the organization can also come up with the supervisor and guide to improve the job satisfaction of the Penna Ltd employees.

J. Pavithra and Mohammad Hasan raja in the article [2018] A study on job satisfaction of employees'' on Acc cement limited published in the journal of "international journal of pure and applied math" This study tries to understand the employee's problems in the selected organization. And to know the level of satisfaction among employees. The employee job satisfaction is more considered on human resource is most valuable asset in any organization. In this research they have been used chi-square test and null hypothesis as well as alternative hypothesis. The findings also reveal that Commitment of employees is a critical factor of corporate success today. And the workers who got job satisfaction, they can be considered as engaged. Therefore, the workplace atmosphere must encourage employees to fully engage with and connect with the organization's aims. The outcome of this study is that for the management's strategies and vision, Acc Cement Limited has been able to develop a network of satisfied employees.

Problem area:

It is said that a fulfilled worker is a useful representative. So, every organization should focus on giving all the facilities which makes employee satisfied. on the off chance that a worker isn't happy with the job there are the possibilities of non-attendance, turn over, disloyal towards organization, lower productivity, committing mistakes, keeping these things in a view all associations are attempting to distinguish the regions where fulfillment to be gotten to the next level. The overall project on employee job

satisfaction was done in different sectors and areas but, not in Bagalkot cement industry. Hence, conducting the study to understand the level of employee job satisfaction at Bagalkot cement industry.

Objectives of the study:

- To study the factors affecting job satisfaction among the employees at cement industry.
- To study the job satisfaction level among employees in cement industry.

Research Methodology

Sources of data: primary and secondary sources used for the study. Primary data was collected by framing structured questionnaire. The question was distributed to 100 employees working at manufacturing cement industries in Bagalkot district of Karnataka state questionnaire properly.

Research Type: Descriptive Research

Data Collection Tool:

Primary Data: The data collection from individual respondent by giving a set of questions through which information is collected.

Data Collection Tool: Here questionnaires are used for the study.

Data Analysis Tool: statistical package for the social science (SPSS) will be used for the analysis the study

Research Methodology

- Research Type: Descriptive Research
- Data Collection: Here questionnaires are used for the study.
 - Primary Data: The data collection from individual respondent by giving a set of questions through which information is collected.
 - Secondary Data: The information is collected from the various websites through journals, research papers and project reports.
- Data Collection Tool: Questionnaires
- Data Analysis Tool: SPSS
- Sample Plan:
 - Sample Frame: Cement Industry.
 - Sample Unit: Bagalkot Cement & Industry Ltd and JK Cement Industry, Muddapur employees.
 - Sample Size: 100
 - Contact Method: Personal.

SCOPE OF THE STUDY

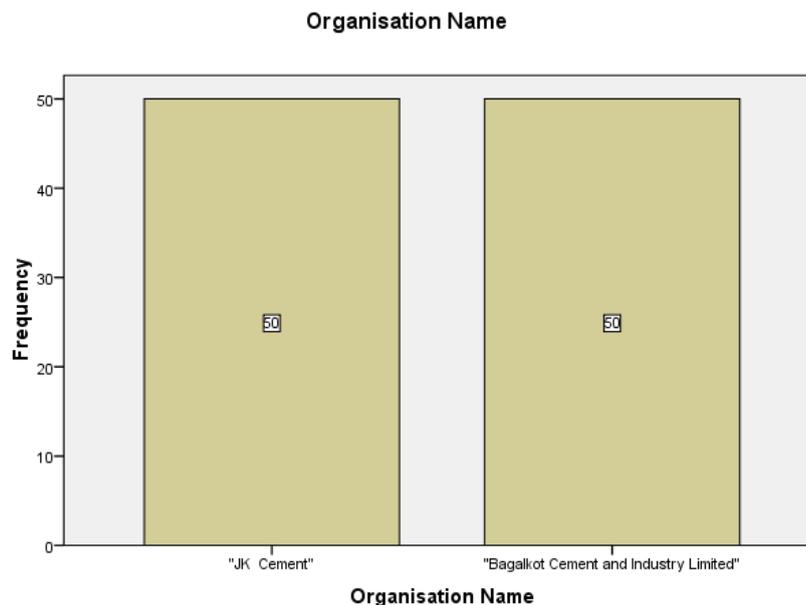
The reason for the review is to know the elements which impact on work fulfillment of representatives and to survey the impact of remuneration on work fulfillment of workers in Bagalkot Cement and Industry Ltd and JK Cement Industry, Muddapur. This study will assist the association with grasping individuals' necessities and proactive demeanor of individuals towards their positions, great correspondence framework and individual goal's. In this way, the fulfilled representatives lead to work on the authoritative efficiency, decline the worker turnover and diminished work pressure in associations.

LIMITATIONS OF THE STUDY

- This study is limited to only Bagalkot Cements and JK Cements.
- The employees may be biased on their response.
- The employees may not be able to spend time during survey.

Graph No. 1: Organization Name

Organization Name				
	Frequency	Percent	Valid Percent	Cumulative Percent
"JK Cement"	50	50.0	50.0	50.0
"Bagalkot Cement and Industry Limited"	50	50.0	50.0	100.0
Total	100	100.0	100.0	

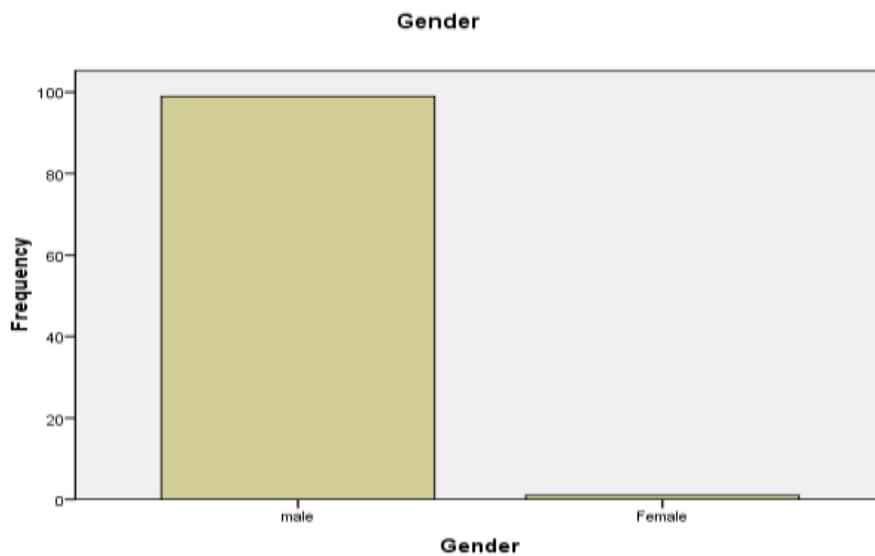


Analysis: The above graph shows that, among 100 respondents, 50% respondents are working in Bagalkot cement industry and 50% of the respondent are working in J.K Cement Industry.

Interpretations: From the above graph, it shows that, there is equal number of respondents in both organizations.

Graph No. 2: Gender.

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
male	99	99.0	99.0	99.0
Female	1	1.0	1.0	100.0
Total	100	100.0	100.0	

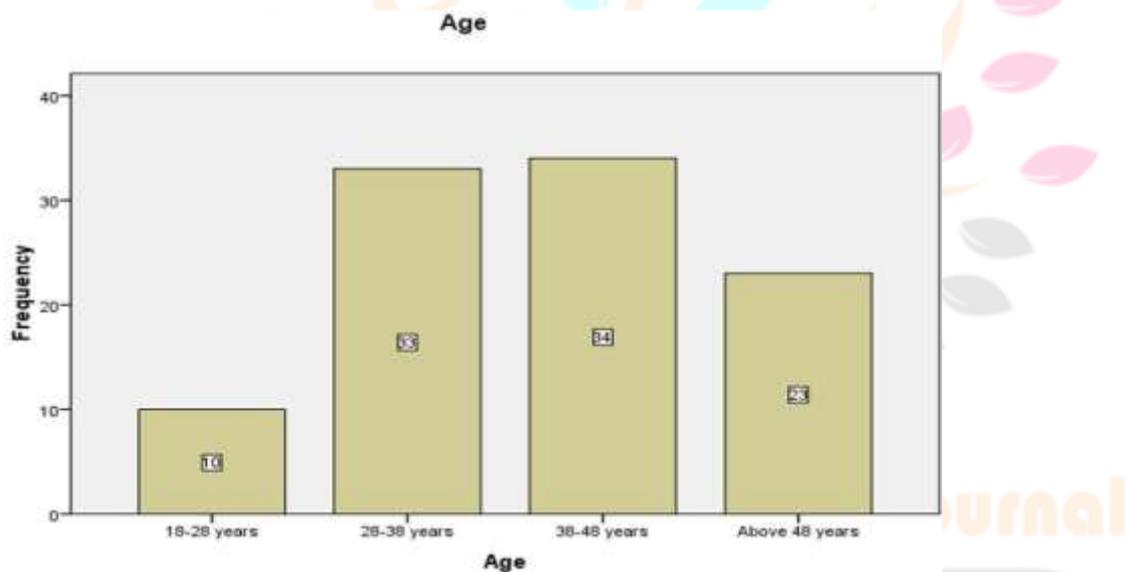


Analysis: The above graph shows that, among the 100 respondents, 99% of the respondent are male and 1% is female.

Interpretation: From the above chart, it can be inferred that, larger part of the respondents are male.

Graph No. 3: Age.

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
18-28 years	10	10.0	10.0	10.0
28-38 years	33	33.0	33.0	43.0
38-48 years	34	34.0	34.0	77.0
Above 48 years	23	23.0	23.0	100.0
Total	100	100.0	100.0	



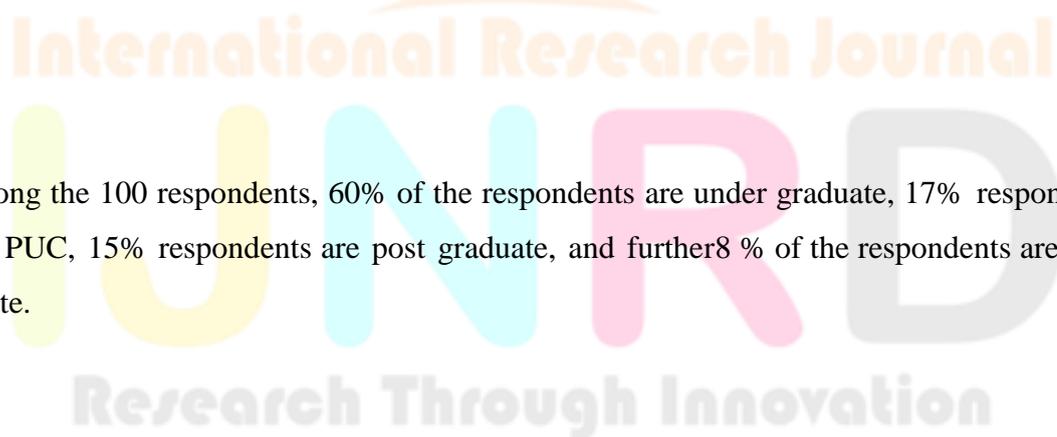
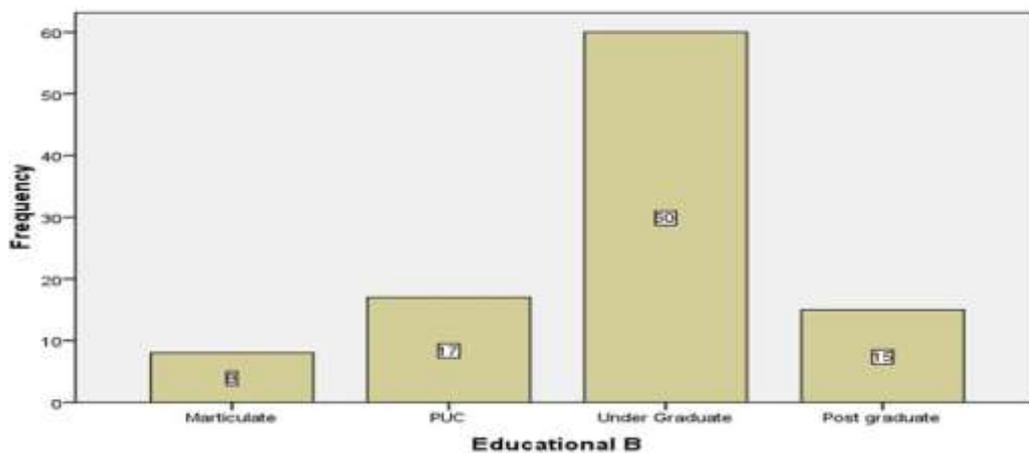
Analysis: From the above chart shows that, among the 100 respondents, 34% of the respondents are in the age group of 38-48 years, 33% of the respondents are in the age group of 28-38 years, 23% of the respondents are in the age group of over 48 years and 10% of the respondents are in the age group of 18-28 years age group.

Interpretations: From the above analysis it can be inferred that, the majority of the respondents belongs to the age group of 38-48 years.

Graph No. 4: Educational Background.

Educational B				
	Frequency	Percent	Valid Percent	Cumulative Percent
Matriculate	8	8.0	8.0	8.0
PUC	17	17.0	17.0	25.0
Under Graduate	60	60.0	60.0	85.0
Post graduate	15	15.0	15.0	100.0
Total	100	100.0	100.0	

Educational B



Analysis: Among the 100 respondents, 60% of the respondents are under graduate, 17% respondents are completed PUC, 15% respondents are post graduate, and further 8% of the respondents are done their Matriculate.

Interpretations: From the above graph it can be inferred that, most of the respondents have completed their Under Graduation.

Graph No. 5: Work Experience.

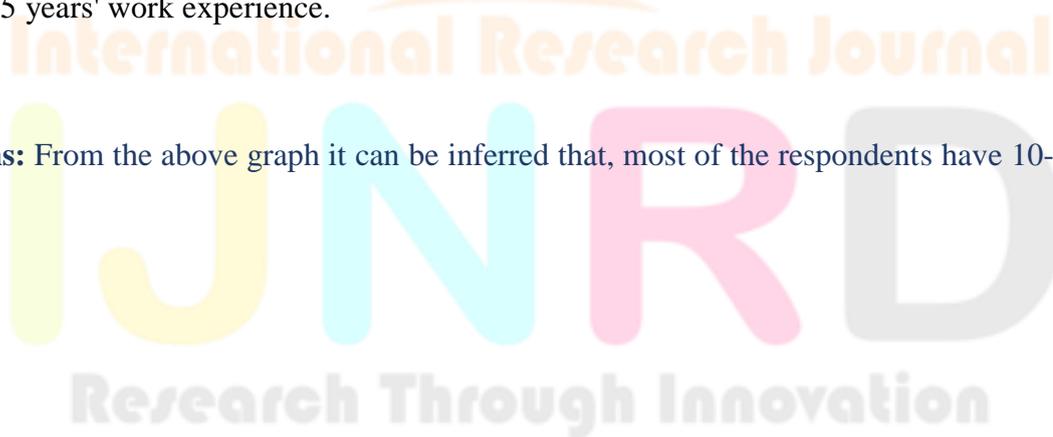
Work Experience				
	Frequency	Percent	Valid Percent	Cumulative Percent
0-5 years	8	8.0	8.0	8.0
5-10 years	33	33.0	33.0	41.0
10-15 years	35	35.0	35.0	76.0
Above 15 years	24	24.0	24.0	100.0
Total	100	100.0	100.0	

Analysis: From the above chart shows that, among the 100 respondents, 35% of the respondents fall between 10-15 years of work experience, 33% of the respondents fall between 5-10 years of work



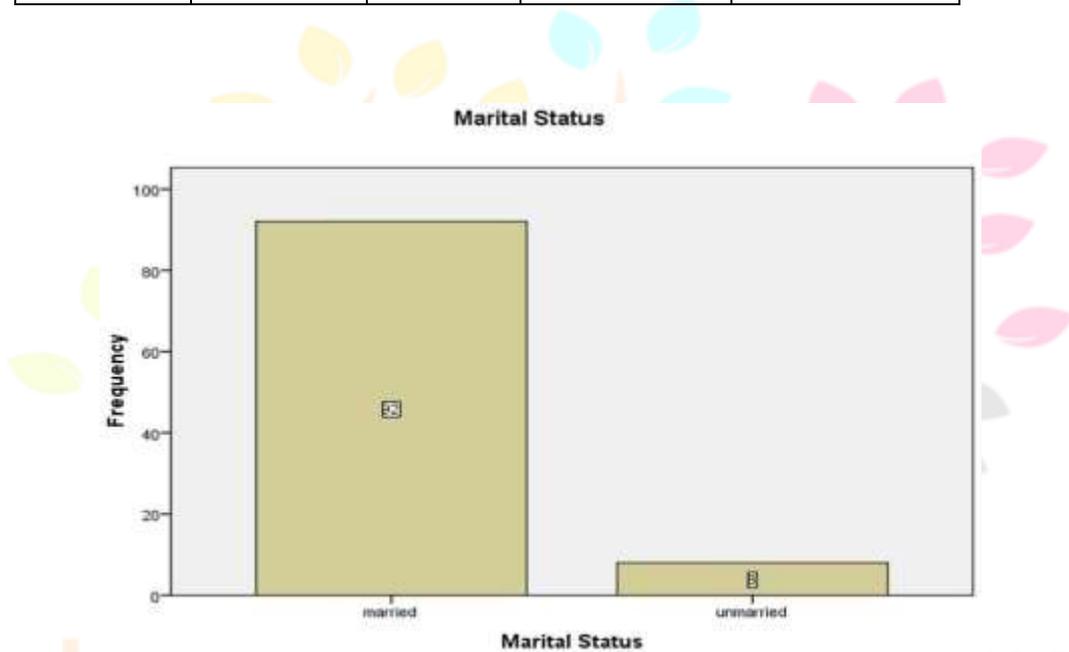
insight, 24% of the respondents fall between over 15 years of work experience, 8% of the respondents fall between 0-5 years' work experience.

Interpretations: From the above graph it can be inferred that, most of the respondents have 10-15 years' experience.



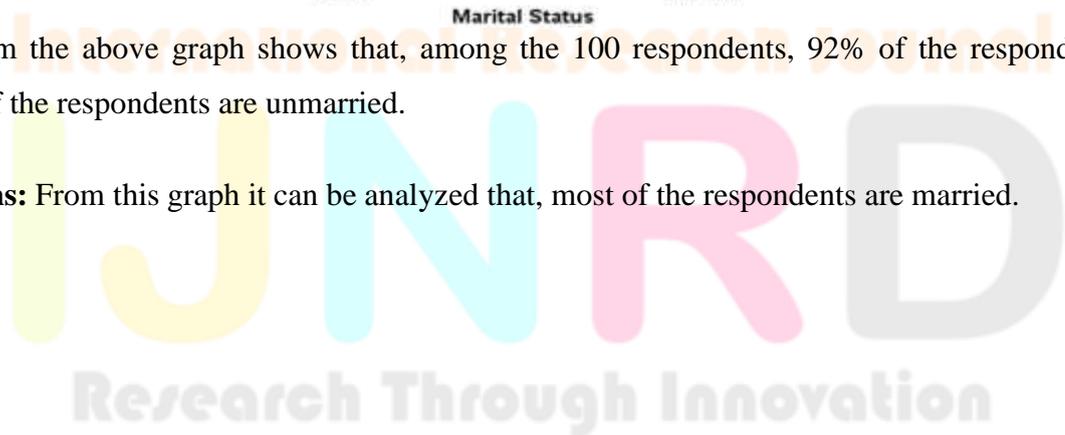
Graph No. 6: Marital Status.

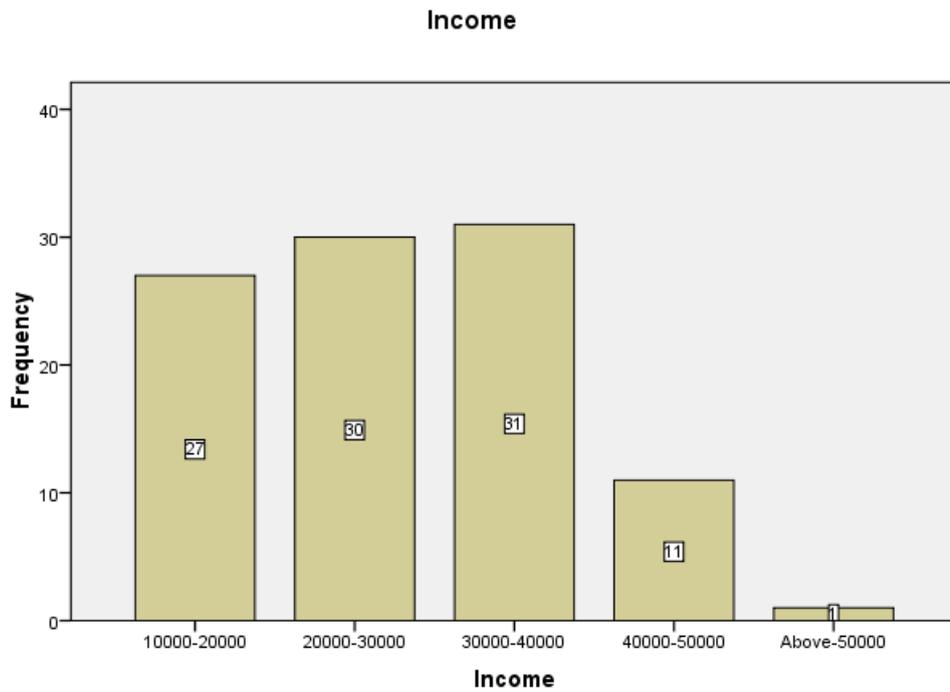
Marital Status				
	Frequency	Percent	Valid Percent	Cumulative Percent
Married	92	92.0	92.0	92.0
Unmarried	8	8.0	8.0	100.0
Total	100	100.0	100.0	



Analysis: From the above graph shows that, among the 100 respondents, 92% of the respondents are married, 8% of the respondents are unmarried.

Interpretations: From this graph it can be analyzed that, most of the respondents are married.



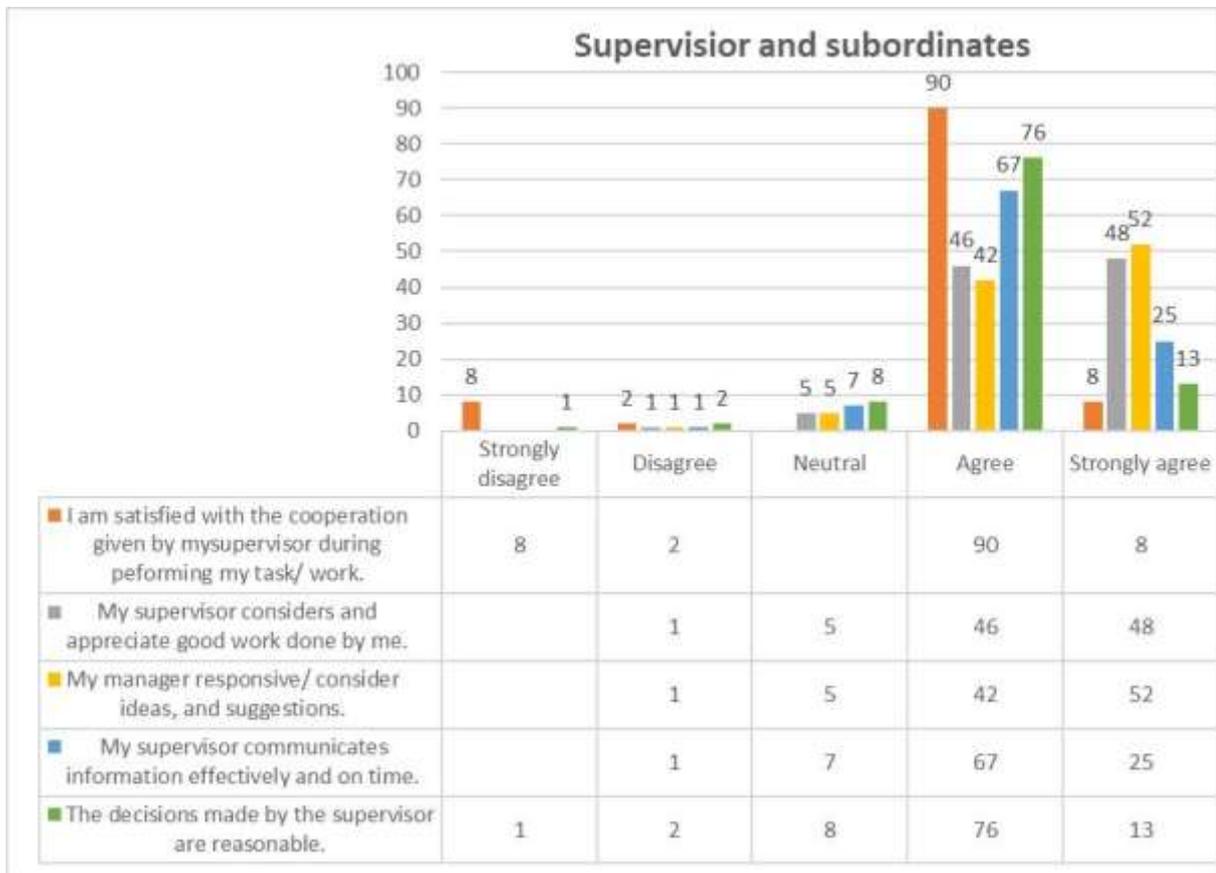
Graph No. 7: Income.

Analysis: From the above graph shows that, among the 100 respondents, 31% respondents' income between 30000-40000, 30% respondents' income between 20000-30000, 27% respondents' income between 10000-20000, 11% respondents' monthly income between 40000-50000, 1% respondents' monthly income between above-50000.

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Interpretations: From this graph it can be inferred that, most of the employee’s monthly income between 30000-40000 and 20000-30000.

Graph No. 8: Supervisor and Subordinates.



Analysis:

1. Among the 100 respondents, 90% and 8% respondents agree and strongly agree that they satisfied with co-operation given by their supervisor during performing their task/work, 8% and 2% of the respondents strongly disagree and disagree.
2. Out of 100 respondents, 48% and 46% strongly agree and agree that the supervisors consider and appreciate good work done my me, 5% of them neutral and 1% disagree.
3. Out of 100 respondents, 52% and 42% of them strongly agree and agree that the manager was considers ideas, and suggestions, 5% of the respondents neutral and 1% respondent disagree.
4. Among the 100 respondents, 67% and 25% of the respondents agree that the supervisor communicates information effectively and on time, 25% of them strongly Agree, 7% are neutral and 1% of them disagree.
5. Among 100 respondents, 76% and 13% of the respondents strongly agree and agree that the decisions made by the supervisor are reasonable, 8% of the respondents neutral and only 2% and 1% of them disagree and strongly disagree.

Interpretations:

From the above analysis, it can be inferred that, most of the respondents said they are satisfied with the co-operation given by their supervisor during performing their task which is assigned by the supervisor, because if they have any doubts regarding the work and will get clear guidelines from supervisor, as well the managers consider their ideas, and suggestions about the new things implemented in the industry. If the employees did any good work and achievements they are going to consider and give appreciation for work done by them. Even the supervisors used to communicate the information effectively and on time and whatever the decisions made by the supervisors will be reasonable as well it is going to help employees for their benefits and growth as well organizations development.

Graph No. 9: work environment.

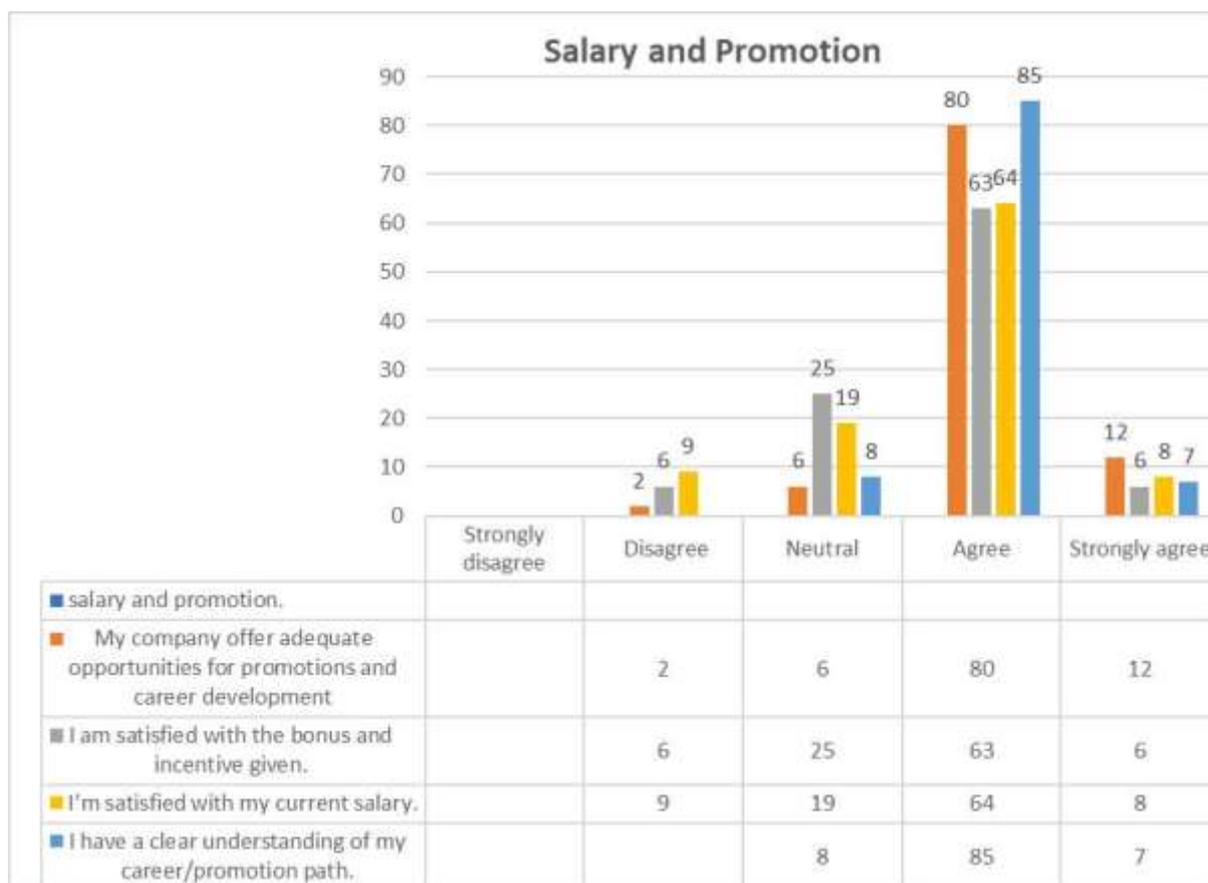


Analysis:

1. Among the 100 respondents, 55% and 39% of the respondents strongly agree and agree that the organization has an amazing work culture, 5% of the respondents neutral and 1% disagree.
2. Among 100 respondents, 51% and 45% of the respondents strongly agree that the organization has a safe working environment. both 2% and 2% are neutral and disagree.
3. 100 respondents, 57% and 35% of the respondents strongly agree that the seniors' managers encourage me to give my best efforts, 5% respondents neutral, but 2% and 1% respondents disagree and strongly disagree.
4. Among the 100 respondents, 75% and 15% of the respondents agree that employees said that they understood how their work impacts on the business goals, further 15% of the respondents strongly agree with the statement, 8% and 2% respondents neutral and disagree.

Interpretations: From the above analysis, it can be inferred that, most of the respondents said they were satisfied with their working environment because, the organization has amazing work culture as well organization will provide safety measurements like providing helmet, gloves, mask, jackets etc. due to this, they feel safe and comfortable in their workplace. The managers and seniors used to encourage and motivates towards their work by providing proper guidelines, support in terms by providing growth opportunities and all. And also, employees said that they understood how their work impacts on the business goals. From this reason it can be said that majority of the respondents said that they have safe working environment.

Graph No. 10. Salary and Promotion.

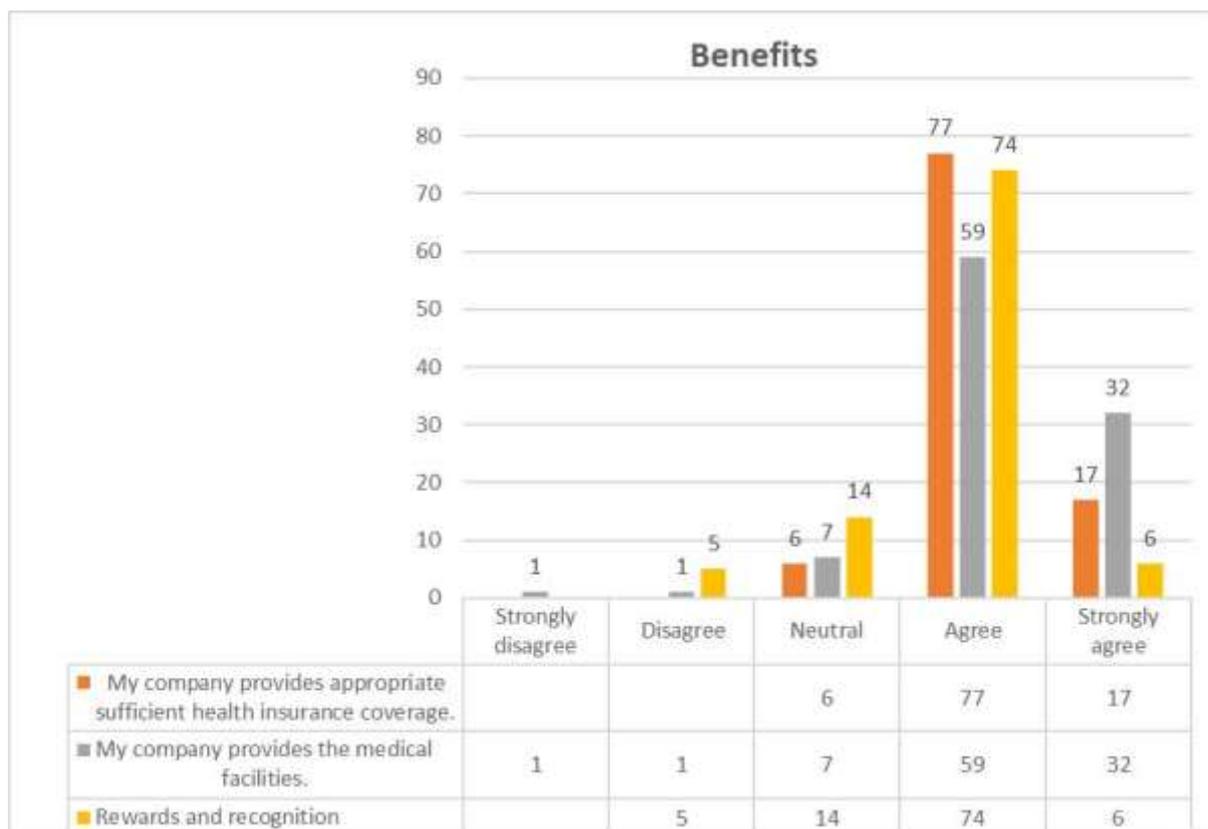


Analysis:

1. Among the 100 respondents, 80% and 12% of the respondents strongly agree and agree that the organization offer sufficient open doors for advancements and profession improvement, 6% are neutral and 2% disagree.
2. Among the 100 respondents, 63% and 6% of them strongly agree and agree that the employees are satisfied with the bonus and incentive given, 25% are neutral, 6% of them disagree.
3. Among the 100 participants, 64% and 8% of them agree and strongly agree that the employees are with the current salary, 19% of them neutral, 9% disagree.
4. Among the 100 respondents, 85% and 7% of the respondents strongly agree and agree that the employees are clear understanding of my career/promotion path, 8% of the respondents neutral.

Interpretations: From the above examination, it very well may be induced that, greater part of the respondent's agree that they are satisfied with the salary, bonus, incentives and promotions given by the industry. as well as employees are satisfied with current salary because, as per their experience and work they are getting expected salaries. Even, the organization offer sufficient open doors for advancements and vocation improvement. and also, they have clear understanding of their career and promotion path. Because, in the organization, have training programmed for their improvements, and they will send their employees to some other plants to learn as well to enhance their knowledge.

Graph No. 11. Benefits.



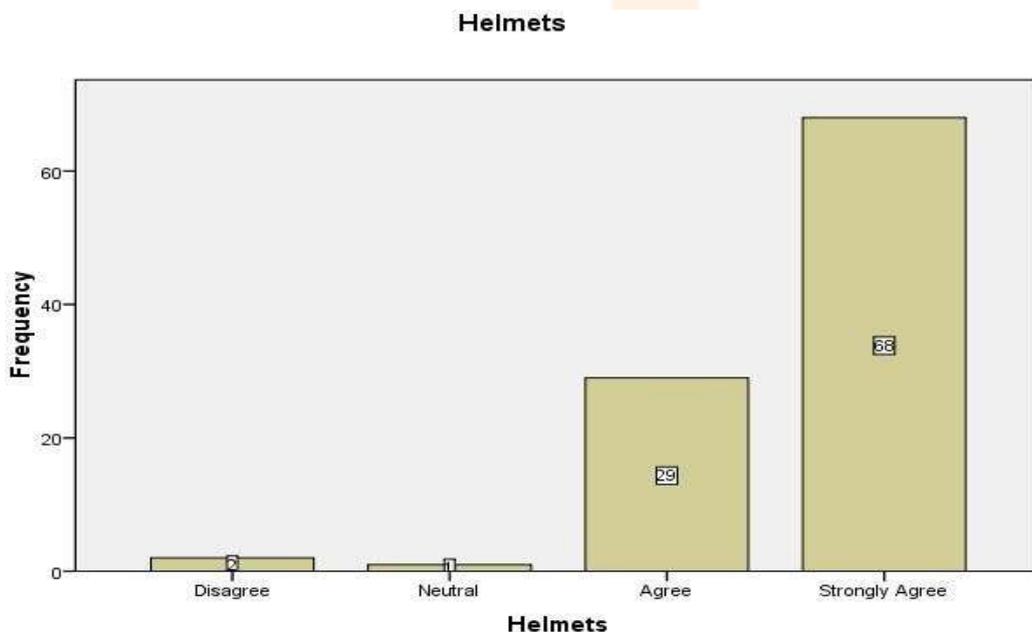
Analysis:

- 1.Among the 100 respondents, 77% and 17% of the respondents agree that the company provides appropriate sufficient health insurance coverage, 6% of the respondents neutral.
- 2.Among the 100 respondents, 59% and 32% of them strongly agree and agree that the company provides the medical facilities, 7% are neutral, 1% respondents disagree and strongly agree.
- 3.Among the 100 respondents, 74% and 6% of the respondents agree that the company provides rewards and recognitions, 14% of them neutral and 5% respondents disagree.

Interpretations: From the above analysis, it can be inferred that, most of the respondents agreed that the organization was providing a sufficient health insurance and medical facilities to the employees. Even, organization is also providing the ESI security for their employee’s where they have clinical office and medical services and also in manufacturing industry health insurance is compulsory for employees for security purpose. The organization is also providing the rewards and recognition to the well performing employees like bonuses, incentives, promotions for their project completion and achievement’s etc.

Graph No. 12. Helmets.

Helmets				
	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	2	2.0	2.0	2.0
Neutral	1	1.0	1.0	3.0
Agree	29	29.0	29.0	32.0
Strongly Agree	68	68.0	68.0	100.0
Total	100	100.0	100.0	

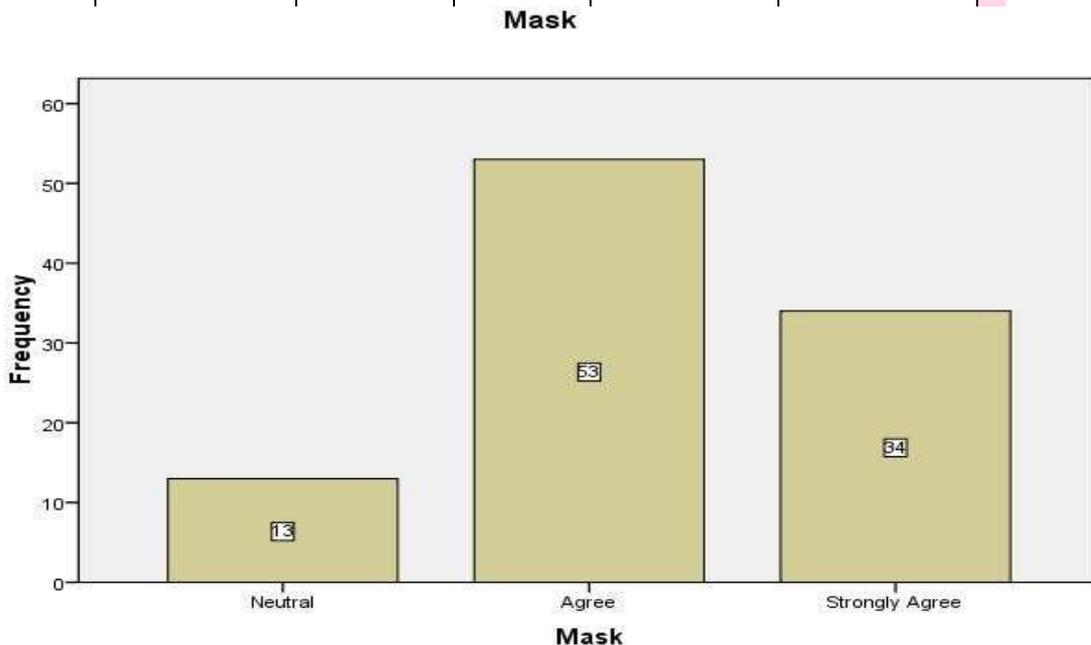


Analysis: Among 100 respondents, 66% respondents strongly agree and agree that the company was providing helmets to the employees, 2% of the respondents neutral and 1% respondents strongly disagree.

Interpretations: From the above analysis, it can be analyzed that, most of the respondents agree with statement that the organization providing gloves and safety measures to the employees. But remaining of the respondents are strongly agree.

Graph No. 13. Mask.

Mask				
	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	13	13.0	13.0	13.0
Agree	53	53.0	53.0	66.0
Strongly Agree	34	34.0	34.0	100.0
Total	100	100.0	100.0	



Analysis: Among the 100 participants, 53% of the participants agree that the company was provide the mask to the employees because the company was more consternation on employee’s health because its manufacturing industry, 34% respondents strongly agree,13% respondents neutral.

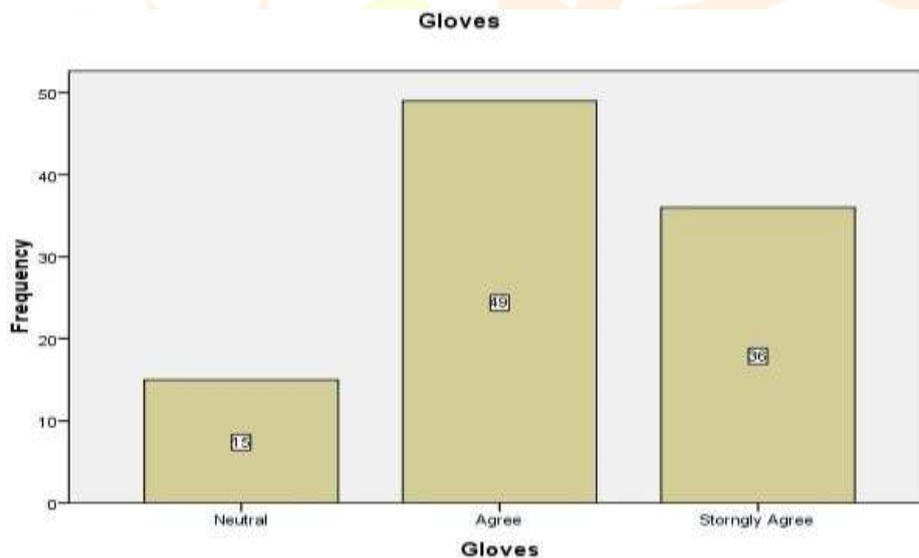
Interpretations: From the above analysis it can be inferred that, most of the employees said that industry is providing the masks to every employee to protect them against dust while they are carrying their work in cement manufacturing industries.

Graph No. 14: Gloves

Gloves				
	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	15	15.0	15.0	15.0
Agree	49	49.0	49.0	64.0
Strongly Agree	36	36.0	36.0	100.0
Total	100	100.0	100.0	

Analysis: Among the 100 respondents, 49% of the respondent agree that the organization providing gloves and safety measures to the employees, 15% of them neutral with statement, 36% respondents strongly agree.

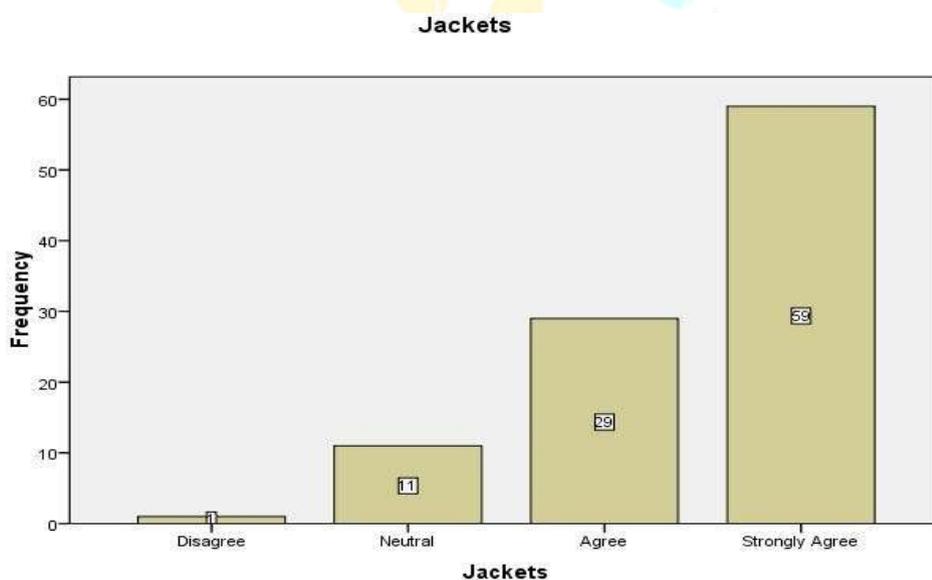
Interpretations: From the above analysis, it tends to be analyzed that, most of the respondents agree with statement that the organization providing gloves. Because wearing mask is compulsory while carrying the work



with group and also in some situation to maintain distances from the people to safeguard from some diseases. That's why the organization is used to provide the masks to their employees.

Graph No. 15: Jackets

Jackets				
	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	1	1.0	1.0	1.0
Neutral	11	11.0	11.0	12.0
Agree	29	29.0	29.0	41.0
Strongly Agree	59	59.0	59.0	100.0
Total	100	100.0	100.0	

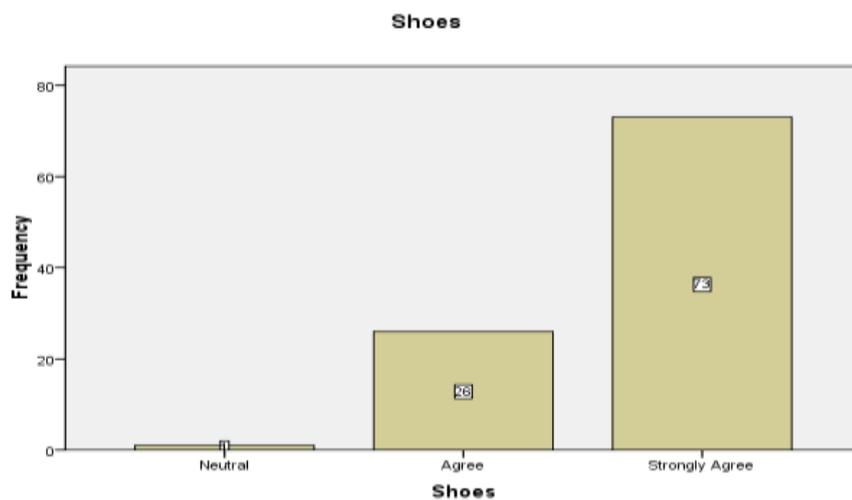


Analysis: Among the 100 respondents, 59% of the respondent strongly agree that the organization was providing jackets and safety measures to the employees, 29% of the participant agree with statement, 11% respondent neutral and 1% respondents disagree.

Interpretations: From the above analysis, it can be analyzed that, most of the respondents agree that the organization is providing the Jackets. Because these safety clothes like jackets will provide the security for their physical health while working in construction sector.

Graph No. 16: Shoes

Shoes				
	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	1	1.0	1.0	1.0
Agree	26	26.0	26.0	27.0
Strongly Agree	73	73.0	73.0	100.0
Total	100	100.0	100.0	



Analysis: Among 100 respondents, 73% respondent strongly agree that the organization providing shoes and safety measures to the employees, 26% of the respondents agree with statement, 1% of the respondent neutral.

Interpretations: From the above analysis, it can be analyzed that, most of the respondents are agree that the organization is providing the shoes, because the wearing safety shoes while working with heavy machines, electricity, chemicals or even at bad climates, it will prevent from getting foot injuries and all problems.

Findings:

1. Among the 100 respondents, 99% of the respondent are male and 1% is female.
2. Majority of the employees are high in the age between 38-48 years.
3. Most of the employees are completed their education in under graduation.
4. In the case of the period most of experience, a majority employees having 10-15 years of experience.

5. From this graph it can be analyzed that, most of the respondents are married.
6. From this graph it can be inferred that, most of the employee's monthly income between 30000-40000 and 20000-30000.
7. Among the 100 respondents, 90% and 8% respondents agree and strongly agree that they satisfied with co-operation given by their supervisor during performing their task/work, 8% and 2% of the participants strongly disagree and disagree.
8. Out of 100 respondents, 48% and 46% of them strongly agree and agree that the supervisors consider and appreciate good work done by me, 5% respondents neutral and 1% respondents disagree.
9. Out of 100 respondents, 52% and 42% respondents strongly agree and agree that the manager was considers ideas, and suggestions, 5% of the respondents neutral for the statement and 1% respondent disagree.
10. Among the 100 respondents, 67% and 25% of the respondents agree that the supervisor communicates information effectively and on time, 25% of them strongly Agree, 7% respondents neutral and 1% respondent disagree.
11. Among the 100 respondents, 76% and 13% of the respondents strongly agree and agree that the decisions made by the supervisor are reasonable, 3% of the respondents neutral and only 2% and 1% of them disagree and strongly disagree.
12. Among 100 respondents, 55% and 39% respondents strongly agree and agree that the organization has an amazing work culture, 5% of the respondents neutral and 1% respondents disagree.
13. 57% and 35% of the respondents strongly agree that the seniors' managers encourage me to give my best efforts, 5% respondents neutral with statement, but 2% and 1% respondents disagree and strongly disagree.
14. Among the 100 respondents, 75% and 15% of the respondents agree that employees said that they understood how their work impacts on the business goals, further 15% of the respondents strongly agree with the statement, 8% and 1% respondents neutral and disagree.
15. Among the 100 respondents, 80% and 12% of them strongly agree and agree that the organization offer sufficient open doors for advancements and profession improvement, 6% are neutral and 2% disagree.
16. 63%, 6% respondents strongly agree and agree that the employees are satisfied with the bonus and incentive given, 25% respondents neutral, 6% respondents disagree.
17. Among the 100 participants, 64% and 8% of them agree and strongly agree that the employees are with the current salary, 19% respondents neutral, 9% of them disagree.
18. Among the 100 respondents, 85% and 7% of the respondents strongly agree and agree that the employees are clear understanding of my career/promotion path, 8% of the respondents neutral.
19. Among the 100 respondents, 77% and 17% of the respondents agree that the company provides appropriate sufficient health insurance coverage, 6% are neutral, 17% of them strongly agree.
20. Among the 100 respondents, 59% and 32% of the respondents strongly agree and agree that the company provides the medical facilities, 7% are neutral and 1% respondents disagree and strongly agree.
21. Among the 100 respondents, 74% and 6% of the respondents agree that the company provides rewards

and recognition, 14% are neutral and 5% of them disagree.

22. Among the 100 respondents, 66% of the respondents strongly agree and agree that the company was providing helmets to the employees, 2% are neutral and 1% respondents strongly disagree.
23. Among 100 respondents, 66% of the respondents strongly agree and agree that the company was providing helmets to the employees, 2% of the respondents neutral and 1% respondents strongly disagree.
24. Among the 100 respondents, 49% of the respondent agree that the organization providing gloves and safety measures to the employees, 15% are neutral, 36% respondents strongly agree.
25. Among the 100 respondents, 59% of the respondent strongly agree that the organization was providing jackets and safety measures to the employees, 29% respondents agree, 11% respondent neutral and 1% of the respondents disagree.
26. Among the 100 respondents, 73% of the respondent strongly agree that the organization providing shoes and safety measures to the employees, 26% of the respondents agree and 1% of the respondent neutral.

Suggestions :

1. Industry, should concentrate more on employees are not happy with the salary and promotions. So, they should try to provide the expected salaries with respect to their experience. Where, it will help to improve their job satisfaction level.
2. Most of the employees are not comfortable at their work environment. They should provide freedom for employees, treat like family members and should make necessary arrangements and supports for their work as well career growth. Which, it will lead to employee's job satisfaction.
3. Industry should concentrate more on benefits by providing the medical facilities, rewards and recognition. Because, most of the employees who will perform well, not getting proper recognition and rewards. So, should give promotions, incentives and also make some other strategies to make employees get satisfaction towards their job.

Conclusion:

A study on workers' job satisfaction in the cement industry is conducted in order to learn and understand the factors influencing on the job satisfaction. It is clear from the study that the majority of employees are happy with the salary, benefits and safety precautions taken by the cement industry. Because in the observation most of the employees said that getting proper supervision, treating fairly and equally at work and as well they getting encouragement and motivation from managers and seniors towards their work with the proper guidelines, support for their works. But some employees are not happy with work environment and salaries and incentive, so industry should concentrate on those employees and try to provide the expected salaries with the respect to their experience. So, here it will be concluding that all the factors are affecting on employee's job satisfaction is in a positive way.

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