

# A STUDY ON THE LEVEL OF JOB SATISFACTION AND MOTIVATION PREVAILING IN TAMILNADU ARASU CEMENT CORPORATION [TANCEM] LTD, ARIYALUR DISTRICT

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## ABSTRACT

The relationship between employers and employee or trade unions is called Industrial Relation. Harmonious relationship is necessary for both employers and employees to safeguard the interest of both parties and of the production. To identify the level of job satisfaction and motivation prevailing in TANCEM. . It is need of the hour because, to maintain and ensure the required amount of productivity and an uninterrupted production, smooth industrial atmosphere and to keep the sustainable development in industry. Among several issues, to avoid industrial disputes and maintain smooth industrial relation is the most vital one. Salary, working condition, leave, canteen, promotion, trade union participation and safety are most significant variables in determining the industrial relations. Competition and Contest among the employees is one way of motivating and enhancing the team spirit. Though employees prefer reward and recognition, other factor like competition and contest during some festival occasion or during organizational function is an important way to improve the satisfaction level. Salary, working condition, leave, canteen, promotion, trade union participation and safety are most significant variables in determining the industrial relations. Both management and trade unions should adopt positive attitude towards each other. Management must recognize unions as the spokesmen of the workers' grievances and as custodians of their interest. The employer should accept workers as equal partners in a joint endeavor. It helps to reduce internal conflicts and labour strikes.

**Key words:** Job Satisfaction, Motivation, Trade Union

## INTRODUCTION

The relationship between employers and employee or trade unions is called Industrial Relation. Harmonious relationship is necessary for both employers and employees to safeguard the interest of both parties and of the production. In order to maintain good relationship with the employees, the main functions of every organization must avoid any dispute with them or settle it as early as possible in order to ensure industrial peace and higher productivity. Job satisfaction describes how content an individual is with his /her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation or aptitude, although it is clearly linked. Job design aims to enhance job satisfaction and performance, methods include job rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations.

## REVIEW OF LITERATURE

**Raghunatha Reddy and Krishna Sudheer (2011)** studied the Employee Involvement and Job Satisfaction in Indian Corporate sector. This study meant to find out the employee's attitude towards job satisfaction and job involvement. The findings of the study show that the managerial level of employees has low level of satisfaction and Engineers have low level of Job Involvement and supervisors have low level of commitment towards the organisation.

**Natarajan, (2012)** conducted a study in a public sector organisation with an all India presence. This study explored the relationship of personal and organisational values with Job Satisfaction. 220 participants from a large public sector organisation were asked to rate on a 7 point scale the 24 items value taxonomy developed by McDonald and Gandz. Results revealed that perceived organizational values emerge as potent predictor of all the three components of job satisfaction as compared to personal values.

**Samanvitha and Jawahar (2012)** aimed at determining and establishing a relationship between strategic emotional intelligence and job satisfaction among faculty members in Arts and Science Institutions. Sample consists of 98 faculty members in Tami Nadu. The result of the study showed that the emotional intelligence at work has a great influence on the level of job satisfaction and in turn on work performance.

**Lockley (2012)**, on the other hand, addresses the same issue focusing on cross-cultural differences between employees in particular. Namely, culture can be explained as knowledge, pattern of behaviour, values, norms and traditions shared by

members of a specific group (Kreitner and Cassidy, 2012), and accordingly, cross-cultural differences is perceived to be a major obstruction in the way of successful employee motivation.

**Lockley (2012)** by insisting that certain practices such as engaging in constructive arguments and dialogues in workplace can prove to be highly motivational for the representatives of Western culture, whereas the same set of practices can prove to be counter-productive for employees from Asian countries due to vast cross-cultural differences

**Llopis (2012)** draws attention to the increasing relevance of the work-life balance problem for modern employees and stresses its negative impact on the level of employee motivation. Specifically, Llopis (2012) reasons that unless employees achieve an adequate level of work-life balance in personal level, management investment on the level of employee motivation can be wasted.

### OBJECTIVES OF THE STUDY

To identify the level of job satisfaction and motivation prevailing in TANCEM.

### STATEMENT OF THE PROBLEM

In Ariyalur, since a decade a healthy competition is going on between cement companies, and this trend forcing all corners of the social researchers to turn their attention towards this issue. Due to this unlimited growth of cement companies, the maintenance of industrial harmony or relation is becoming a crucial role, and a challenging task. However the maintenance of industrial relations is concerned, there is a huge gap and the difference between the public and private ltd., cement companies, i.e., the working environment, salary and wage pattern, motivational methods freedom, self role and etc., among these there is a significant difference between the public and private ltd., cement companies. In public ltd., cement companies there is a more amount of freedom and independency to the working population and vice – versa in private ltd., cement companies.

### SIGNIFICANCE OF THE STUDY

In today's fast changing industrial world, too many relevant issues have to be addressed and to drawn suitable solutions within the stipulated timeframe. It is need of the hour because, to maintain and ensure the required amount of productivity and an uninterrupted production, smooth industrial atmosphere and to keep the sustainable development in industry. Among several issues, to avoid industrial disputes and maintain smooth industrial relation is the most vital one. To maintain the industrial relation in any industry/company, several variables and attributes have to identified and addressed. It is a challenging task in the today's environment, especially in manufacturing industries, because the level of understanding, awareness, amount of flexibleness and tolerance are not up to the standard among both employers and employees.

### RESEARCH METHODOLOGY

#### Variables Used

- 1) Job Satisfaction
- 2) Motivation
- 3) Trade Union

#### Statistical Tools used in this study

The following statistical tools have been used in this study to analyze the data.

1. Percentage Analysis
2. Cross Tabulation
3. Analysis of Variance (ANOVA)
4. Regression
5. Factor Analysis

### ANALYSIS AND INTERPRETATION

#### Ranking of Factors Influencing Motivation

Category	Rank								Total	Mean Rank	Friedman value	Multiple comparison test Result
	1	%	2	%	3	%	4	%				
Reward	83	22.7	194	53.1	66	18.1	22	6.1	365	2.18	109.52*	a, b vs. c, d
Recognition	178	48.7	61	16.7	32	8.8	94	25.7	365	2.23		
Competition and Contests	64	17.5	57	15.6	131	35.8	113	30.9	365	2.72		
Gifts	40	10.9	53	14.5	136	37.3	136	37.3	365	2.87		

Table shows the ranking of different factors that influence motivation. Four factors have been considered viz. reward, recognition, competition and contests, and gifts to the employees. Respondents are asked to rank the factor that is mostly followed in Arasu Cements. On observing the frequencies, it is noted that 48.7 percent of the employees stated that their company recognize the work, which will motivate them. Only 22.7 percent of the employees stated that reward system is followed in their organization to motivate them for which they gave first rank, but 531 percent of the employees gave second rank to rewards. Some companies offer gifts during festival season and other important occasion in order to motivate them, but in Arasu Cements,

gifts are not the important factor in motivating the employees. The overall mean rank is found to be high for rewards followed by recognition, competition and contests, and gifts. In order to find out whether the mean difference is significant, Friedman test was applied and the result shows a significant outcome (Friedman value = 109.52;  $p < 0.001$ ), which means that reward and recognition are grouped in one category and the rests are grouped in other category. That is, reward and recognition are widely followed in Arasu Cements compared to gifts, and competition and contests.

This finding is in-line with the findings of Sangeeta and Nachiketa (2002) that the rewards and participation will increase the Job Satisfaction, effectiveness, and organizational commitment. In Arasu Cements, rewards system is widely followed and hence, there is no doubt that it will enhance the job satisfaction level of employees, their effectiveness and commitment towards their organization. Hence, Arasu Cements should continue in motivating their employees by way of rewards and recognition which will result in good industrial relations and improved overall performance.

#### Influence of Demographic variables on Level of Satisfaction of Working Condition

Education	Level of Satisfaction of Present Salary			F	p -value	Multiple comparison
	N	Mean	SD			
Below ESLC	9	3.492	0.215	4.159	<0.001	HSc Vs. SSLC, Graduation, Post graduation
ESLC	34	3.651	0.316			
SSLC	109	3.626	0.400			
HSc	74	3.440	0.334			
Graduation	74	3.631	0.434			
Post graduation	35	3.706	0.299			
Technical qualification	30	3.433	0.238			
<b>Total</b>	<b>365</b>	<b>3.580</b>	<b>0.374</b>			
<b>Age</b>						
Below 41 years	47	3.614	0.380	4.247	0.015	Below 41 years Vs. 41 to 50 yrs, above 50 yrs
41 to 50 years	151	3.556	0.379			
Above 50 years	167	3.592	0.368			
<b>Total</b>	<b>365</b>	<b>3.580</b>	<b>0.374</b>			
<b>Level of Employment</b>						
Unskilled	49	3.728	0.284	5.457	0.005	Semi-skilled Vs. Unskilled
Semi-skilled	194	3.535	0.412			
Highly skilled	122	3.592	0.324			
Total	365	3.580	0.374			
<b>Monthly Income</b>						
Below Rs.15001	51	3.683	0.275	6.023	0.003	Above Rs.16000 Vs. Below Rs. 15001, Rs.15001-Rs.16000
Rs.15001 to Rs. 16000	117	3.637	0.425			
Above Rs.16000	197	3.519	0.354			
<b>Total</b>	<b>365</b>	<b>3.580</b>	<b>0.374</b>			
<b>Other Source of Income</b>						
Rent	68	3.691	0.339	7.912	<0.001	Others Vs. Rent, Agriculture; Private Business Vs. Rent, Agriculture
Agriculture	241	3.595	0.387			
Private Business	27	3.391	0.305			
Others	29	3.369	0.246			
<b>Total</b>	<b>365</b>	<b>3.580</b>	<b>0.374</b>			

Studies reveal that the working condition is an important factor that determines the efficiency of employees, and it leads to increase in productivity. However, the satisfaction level of employees on working condition may vary based on their demographic characteristics. In order to identify the influence of demographic variables on level of satisfaction on working condition, ANOVA has been performed and the results are shown in the above table. Among the five demographic variables, all the variables have significantly influence the dependent variable level of satisfaction of working condition. To know the mean difference among the influencing variables, Post hoc Bonferroni test was applied and the results are shown in the table.

With regard to education ( $F = 4.159$ ;  $p < 0.001$ ), employees who have SSLC (mean = 3.626;  $SD = 0.400$ ), graduation (mean = 3.631;  $SD = 0.434$ ) and post-graduation qualification (mean = 3.706;  $SD = 0.299$ ) significantly differ from the employees who have higher secondary qualification (mean = 3.440;  $SD = 0.334$ ), which means that the satisfaction level of SSLC, graduation and post-graduation employees is significantly higher than the employees with higher secondary qualification towards working condition of the organization.

In the case of age ( $F = 4.247$ ;  $p = 0.015$ ), employees who are in the age group of below 41 years (mean = 3.614;  $SD = 0.380$ ) is significantly differ from the employees who are in the age group of 41 to 50 years (mean = 3.556;  $SD = 0.379$ ) and more than 50 years (mean = 3.592;  $SD = 0.368$ ). That is, youngsters are highly satisfied with the working condition compared to middle aged and aged employees.

Regarding level of employment ( $F = 5.457$ ;  $p = 0.005$ ), unskilled employees (mean = 3.728; SD = 0.284) are significantly differ from semi-skilled employees (mean = 3.535; SD = 0.412) towards the level of satisfaction of working condition. That is, the satisfaction level of unskilled employees towards working condition is higher than semi-skilled employees.

As far as monthly income ( $F = 6.023$ ;  $p = 0.003$ ) is concerned, employees who earn more than Rs.16000 per month (mean = 3.519; SD = 0.354) are significantly differ from the employees who earn below Rs.15001 (mean = 3.683; SD = 0.275) and Rs.15001 to Rs.16000 (mean = 3.637; SD = 0.425), which means that the highly paid employees are poorly satisfied with working condition compared to other employees.

Concerning other source of income ( $F = 7.912$ ;  $p < 0.001$ ), employees who earn from other sources apart from rent, agriculture and private business (mean = 3.369; SD = 0.246), and the employees who earn from private business (mean = 3.391; SD = 0.305) have low level of satisfaction on working condition compared to the employees who earn from renting their houses (mean = 3.691; SD = 0.339) and who earn from agriculture (mean = 3.595; SD = 0.387).

## FINDINGS

1. In Arasu Cements, nine factors viz., salary, working condition, leave, quarters, canteen, promotion, participation of trade union, performance of trade union and safety have been considered. Among these nine factors, employees are highly satisfied with the canteen facilities, followed by leave facilities, quarters facilities and safety. Employees are less satisfied with the promotional parameters followed in the organization, followed by salary and working condition and incentives.
2. Working condition is measured with ventilation, safety, resting, lighting, water, latrine and urinals, and cleanliness. Based on the employee's opinions it is noted that safety is the prime factor for satisfaction on working condition, which is followed by water, resting, ventilation and lighting. However, employees are less satisfied with latrine and Urinal facilities provided in the organization, and also less satisfied with the cleanliness.
3. Salary, working condition, leave, canteen, promotion, trade union participation and safety are most significant variables in determining the industrial relations. Though other variables influence industrial relations, but the results are not significant. It is concluded from the regression result that among the nine independent variables taken for the study, seven variables have significantly influence industrial relations. Among them, 'salary' has been considered as the most influencing variables, followed by 'safety', 'trade union participation', 'leave', 'canteen', 'working condition' and 'promotion'. Hence, organization should concentrate on salary of the employees, their safety, participation of employees in trade union, leave availability, canteen facilities, the condition where they work, and the promotional measures.

## SUGGESTIONS

- 1) Competition and Contest among the employees is one way of motivating and enhancing the team spirit. Though employees prefer reward and recognition, other factor like competition and contest during some festival occasion or during organizational function is an important way to improve the satisfaction level.
- 2) Since more than one third of the employees are not provided with quarters facilities, management need to consider them by providing adequate facilities. This will reduce the tiredness of frequent travelling from their home to company.

## CONCLUSION

A good Industrial Relations increases the morale of employers and boosts them to give their maximum, each think of their mutual interest which paves way for introduction of new methods, developments and leading to adoption of modern technology. Profits are shared; workers get their dues in the organization leading to job satisfaction-which is needed for good relations. Good industrial relation increases production, improves quality of work and products, efficiency of workers, will be increased. Bad Industrial Relations leads to industrial unrest, industrial dispute and a downward trend to industries, workers and the nation. Both management and trade unions should adopt positive attitude towards each other. Management must recognize unions as the spokesmen of the workers' grievances and as custodians of their interest. The employer should accept workers as equal partners in a joint endeavor. It helps to reduce internal conflicts and labour strikes.

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