

## Quality of Work Life In Cement Industry of Gujarat

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### ABSTRACT

Cement is one of the core industries which plays a vital role in the growth and development of a nation. The industry occupies an important place in the Indian economy. India ranks as the second largest producer of quality cement in the world. There are 139 large cement plants and over 365 mini cement plants in India. The country has a total of 40 players in the industry currently. Firstly in 1889 a Kolkata-based company started manufacturing cement from Argillaceous. Later the industry started getting the organized shape in the early 1900's. India Cement Company Ltd was established in 1914 in Porbandar with a capacity of 10,000 tons and production of 1000 tons installed. The first initial thrust to the cement industry in India was during the World War 1 and then the industry started growing at a fast rate in terms of production, manufacturing units, and installed capacity. This particular stage in the history was referred to as the Nascent Stage of Indian Cement Industry. In 1927, Concrete Association of India was established to create public awareness on the utility of cement as well as to propagate cement consumption. A quota of 66.60% was imposed for sales to Government and small real estate developers. Lower quota at 50% was effected for new units and sick units. The remaining 33.40% was allowed to be sold in the open market. These changes had the desirable effects on the Indian Cement industry. Profitability of the manufacturers increased substantially, but such rising input cost was a cause for concern. Complete freedom to the cement industry was given in the year 1989, to gear it up to meet the challenges of free market competition due to the impending policy of liberalization. In 1991 the industry was de-licensed which resulted in an accelerated growth for the industry and availability of state of the art technology for modernization. Major players invested heavily for capacity expansion and the industry laid greater focus on exports to maximize the opportunity available in the form of global markets. The role of the government has been extremely crucial in the growth of the industry. The cement industry plans to add new capacity of about 71 MT in the next two financial years. At present, it has an installed capacity of over 315 MT to cater to the demand of about 230 MT.

**Key Words:** *quality work.*

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### ABOUT INDIAN CEMENT INDUSTRY

#### Introduction

Indian Cement Industry is the second largest cement producer in the world after China with a total capacity of 151.2 Million Tonnes (MT). Government of India has been giving immense boost to various infrastructure projects, housing facilities and road networks, the cement industry in India is currently growing at an enviable pace. In the coming years more growth in the Indian

cement industry is expected to come. The Indian cement industry is dominated by 20 companies, which account for almost 70% of the total cement production in India. The companies all over India have produced 11 MT cement during April-September 2009. The Indian Cement industry plays a major role in the growth of the nation for that case in any country. Industry Cement Industry was under full control and supervision of the

government. However, it got great relief at a large extent after the economic reform which made its growth easier. Still government interference, especially in the pricing, is evident in India.

### **GROWTH OF INDIAN CEMENT INDUSTRY**

The Indian cement industry is the 2nd largest market after China accounting for about 7-8% of the total global production. It had a total capacity of about 330 m tonnes (MT) as of financial year ended 2011-12. Cement is a cyclical commodity with a high correlation with GDP, growing at around 1.2x of GDP growth rate. The housing sector is the biggest demand driver of cement, accounting for about 64% of the total consumption. The other major consumers of cement include infrastructure (17%), commercial & institutional (13%) and industrial segment (6%).

Despite the fact that the Indian cement industry has grown at a commendable rate in the last decade, registering a compounded growth of about 8%, the per capita consumption still remains substantially poor when compared with the world average. This underlines the tremendous scope for growth in the Indian cement industry in the long term.

Cement,

### **Literature Review**

**According to G Nasl Saraji, and H Dargahi** survey QWL is a comprehensive, department wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees had better manage change and transition by conducting descriptive and analytical study they showed that the majority of employees were dissatisfied with occupational health and safety, intermediate and senior managers , their income, balance between the time they spent working and with family and also indicated that their work was not interesting and satisfying.

**Hackman and Oldhams (1980)** highlight the constructs of QWL in relation to the interaction between work environment and personal needs. The work environment that is able to fulfill employees" personal needs is considered to provide a positive interaction

effect, which will lead to an excellent QWL. They emphasized that the personal needs are satisfied when rewards from the organization, such as compensation, promotion, recognition and

### **JOB DESIGN**

#### **Job enlargement:-**

Job enlargement as a concept deals with expansion of the job contents bellowing Employees inspect their work , affect minor repairs on the work and equipment and select their own work methods or „set-ups“. These refers as to vertical enlargement.“ Another is „horizontal enlargement“ under this scheme one simply adds a larger numbers of somewhat similar tasks to the present job.

#### **Job rotation:-**

It refers to systematically moving employee from one job to another. From the point of view of an organization job rotation helps develop a common culture because of wide and common exposure and at the same time infuses “fresh-blood” in the task.

### **BACKGROUND OF THE STUDY**

#### **Quality of Work Life:**

**Quality of Work Life** is the existence of a certain set of organizational conditions or practices. This definition frequently argues that a high quality of work life exists when democratic management practices are used, employee"s jobs are enriched, employees are treated with dignity and safe working conditions exist.

**Quality of work life (QWL)** is viewed as an alternative to the control approach of managing people. The QWL approach considers people as an 'asset' to the organization rather than as 'costs'. It believes that people perform better when they are allowed to participate

in managing their work and make decisions.

#### **DEFINITION:**

**Richard and J. Loy** define Quality of Work Life means “**the degree to much the members of the working organization are able to satisfy important personnel needs through their experience in the organization.**”

Quality of work life refers to favorable or ungovernableness of the job environment for

people .The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the organization.

**Social relevance of work life**

The organization lack of concern for social causes like waste disposal, low quality product, over-aggressive marketing. Employment practices make workers depreciate the value of their work and career, which in turn affects their self-esteem. The social responsibility of the organization is an important determinant of quality of work life. The basic concept underlying the quality of work life is “Humanization of Work”. It involves basically the development of an environment of work that stimulates the creative abilities of the workers, generate co operation and interest in self growth

**ADVANTAGES OF CAREER PLANNING**

It motivates employees to avail of the training & development facilities. They are convinced that promotions will not fall in their laps merely by luck or through connection.

It increases employees loyalty to the organization. By this they can easily integrate their goals with organization goals.

It encourages employees to remain in the organization. By this the labour turnover is reduced.

It creates organizations better image in the employment market which helps organization to attract competent people

**PROBLEM OF THE STUDY**

One the principal problems with the term are that Quality of Work Life is not a single or a specific notion. It consists of a whole parcel of terms and notions, all of which really belong under the working life umbrella viz;

- 1) Industrial effectiveness
- 2) Human resource development
- 3) Organizational effectiveness
- 4) Work restructure
- 5) Job enrichment

- 6) Socio-technical systems
- 7) Working humanization
- 8) Group work concept
- 9) Labour management co-operation
- 10) Working together; worker’s involvement, worker’s participation
- 11) Co-operative work structure.

Each of these in varying degrees of inadequacies identifies a part of the large whole that Quality of Work Life seeks to identify. Quality of Work Life is a common concern, not only to improve life at work, but also life outside work.

**OBJECTIVE OF THE STUDY**

- The objective of the study is to find out the quality of working life of the employees and Workers of Cement industry in Gujarat.
- The objective of the study is to help the organization to know the level of satisfaction of the workers and executive’s at all hierarchical levels towards the facilities and welfare amenities provided by them.
- The study is also aimed at reviewing the working conditions including total environment to bring in positive change for betterment of the Quality of Work Life of employees and Workers.
- The objective of the study is also to find out the challenges and difficulties faced by the management in providing better Quality of Work Life to the employees and Workers.
- The objective of the study is also to find out the thinking of the employees and workers with respect to the work culture in the organization.

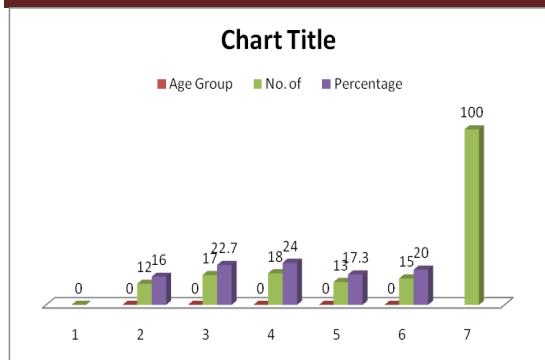
**Hypothesis:-**

H0:- There is no significant relationship between Age of the respondents and the level of satisfaction with the quality of work life in cement industry of Gujarat.

H1:- There is significant relationship between Age of the respondents and the level of satisfaction with the quality of work life in cement industry of Gujarat.

S I. N o	Age Group	No. of Respondent	Percentage
1	Below 25	12	16
2	25-35	17	22.7

3	35-45	18	24
4	45-55	13	17.3
5	55 and above	15	20
<b>75</b>		<b>100</b>	

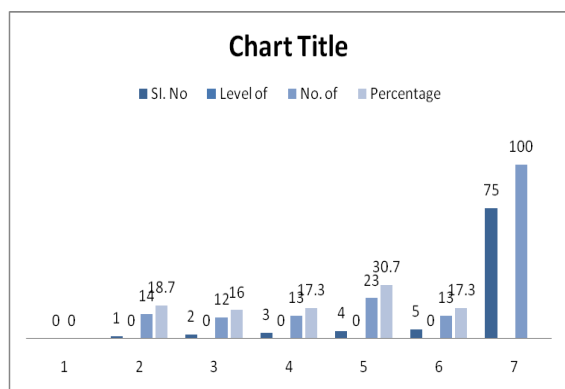


**INTERPRETATION:**

It is seen from the table that 16% of employees are below the 25 age group, 22.7% of employees are 25-35 age group, 24% of employees are 35-45 age group, 17.3% of employees are 45-55 age group, and 20% of employees are 55 and above the age group.

- Are you satisfied with your salary package?

SI. No	Level of Satisfaction	No. of Respondent	Percentage
1	Highly satisfied	14	18.7
2	Satisfied	12	16
3	Neutral	13	17.3
4	Dissatisfied	23	30.7
5	Highly dissatisfied	13	17.3
<b>75</b>		<b>100</b>	



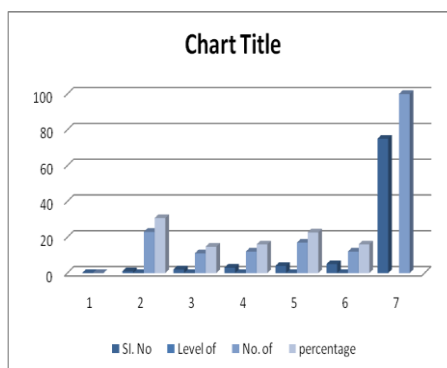
**INTERPRETATION:**

It is seen from the table that 18.7% of employees are highly satisfied with the salary package 16% of employees are satisfied,

17.3% of employees are neutral, 30.7% of employees are dissatisfied, and 17.3% of employees are highly dissatisfied.

- Which factor motivates you the most?

SI. No	Level of Factors	No. of Respondents	percentage
1	Salary increase	23	30.7
2	Promotion	11	14.7
3	Leave	12	16
4	Motivational talk	17	22.7
5	Recognition	12	16
<b>75</b>		<b>100</b>	



**INTERPRETATION:**

It is seen from the table that 30.7% of employees are highly satisfied with factor of Motivates and 14.7% of employees are satisfied, 16% of employees are neutral, 22.7% of employees are dissatisfied, and 16% of employees are highly dissatisfied.

**The following are the Findings of the study:**

Most of the employees covered under study have been found some of the stress in the job related and working environment.

The employees/ workers in general felt that the work culture in the company is not good as per the employee"s/ worker"s requirement.

Under the study, training and development modules have not been developed in a systematic way or not as per the level of satisfactory in Cement Industry of Gujarat.

The employees working in the company are able to satisfy and achieve the organizational goals through their experience but they have provided neutrally support from the top management .

**Suggestion:**

Improving more policies and some good entertainment and relaxation programs for employees.

Improving good relationship with employees and providing friendly environment in the organization.

Making the employees to enjoy the work.

Establish career development systems.

Help to satisfy the employees esteem needs.  
Gift vouchers for the top performers in the department for giving an innovative idea for solving problems which is cost saving, time saving and is beneficial to the organization

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A cardinal principle of Total Quality escapes too many managers: you cannot continuously improve interdependent systems and processes until you progressively perfect interdependent, interpersonal relationships.

**Stephen Covey**